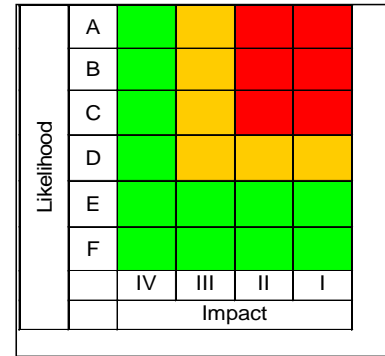


Risks

Report Author: Phil Seddon
 Report Type: Risk Report
 Generated on: 02 October 2006



Status	
	OK
	Warning
	Alert
	Unknown

**Parent Risk Code & Title: CP
Community Partnerships**

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
CPR1	1. LSP does not maintain amber green or improve	Significant - Marginal	2	4		Iona Snow-Miller
CPR2	2. Community Strategy is not refreshed to become Sustainable CS	Significant - Marginal	2	4		Iona Snow-Miller
CPR3	3. Community Network do not engage with Involvement and Engagement Strategy					Iona Snow-Miller
CPR4	Senior management team and staff do not engage with CI&ES	Very High - Marginal	2	6		Iona Snow-Miller
CPR5	4. Community Cohesion action plan not delivered against	High - Critical	3	5		Iona Snow-Miller
CPR6	5. RLT performance	High - Negligible	1	5		Iona Snow-Miller
CPR7	6. LSP does not deliver against delivery plan targets	Significant - Marginal	2	4		Iona Snow-Miller
CPR8	7. Hard to reach groups do not engage	Significant - Marginal	2	4		Iona Snow-Miller

**Parent Risk Code & Title: CS
Customer Services & e-Government**

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
CSR3a	Council fails to meet customer service expectations	Significant - Catastrophic	4	4		Andrew Buckle
CSR3b	Delay in developing further business process mapping to extend the scope of services in the One Stop Shop including the development of FAQs & scripting	High - Marginal	2	5		Andrew Buckle
CSR6a	Lowest tenders for the Customer Contact Project are higher than expected	Very High - Catastrophic	4	6		Andrew Buckle
CSR6b	Technical difficulties introducing the new call centre operation	Very High - Critical	3	6		Andrew Buckle
CSR6c	Benefit Service backlog is not cleared before the service is outsourced	Significant - Critical	3	4		Andrew Buckle
CSR6d	Customer confusion about responsibility for Council housing once Green Vale homes is established	Significant - Marginal	2	4		Andrew Buckle

CSR6e	Client Team If not fully trained will not be able to successfully manage the performance of the Contractor	Very High - Critical	3	6		Andrew Buckle
CSR6e	Client Team If not fully trained will not be able to successfully manage the performance of the Contractor	Very High - Critical	3	6		Andrew Buckle
CSR7a	(i) Technical difficulties creating an up to date Local Land and Property Gazetteer (LLPG) linked to the National Land and Property Gazetteer (NLPG) Hub and difficulties integrating with Customer Relationship Management systems and corporate address file.	High - Critical	3	5		Andrew Buckle
CSR7b	Contractual difficulties with external ICT suppliers undermine key improvement processes	High - Critical	3	5		Andrew Buckle
CSR7c	Technical difficulties implementing DIP system and integration with CRM system used in OSS and Telephone Contact Centre	High - Critical	3	5		Andrew Buckle
CSR7d	Slow progress with business process re-engineering jeopardises 100% target for BVPI157 (electronic delivery of services) and ability to meet all Good Priority Outcomes set by Central Government.	Low - Critical	3	3		Andrew Buckle
CSR7e	Technical difficulties with electronic data capture exercise for Land Charges and or slow progress with data capture process means we cannot integrate with the National Land Information System (NILS) at level 3.	High - Critical	3	5		Andrew Buckle
CSR7f	Server problems cause the Land charges system to not operate	High - Critical	3	5		Andrew Buckle
CSR8a	Communications Strategy fails to deliver improved image for both the Council and Borough across a range of stakeholders	Significant - Critical	3	4		Andrew Buckle
CSR8b	Incorrect usage of the Council s new branding	Significant - Critical	3	4		Andrew Buckle
CSR8c	Incorrect usage of the Council s new branding	High - Critical	3	5		Andrew Buckle

Parent Risk Code & Title: ERSD Economic Regeneration

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
ESR1	1.1 Bus station is not a viable project i.e. project costs are above £5m	High - Critical	3	5		Jon Sharples
ESR02	1.2 Sale of assets are not realised to securing capital receipts to fund accommodation activity	High - Critical	3	5		Jon Sharples
ESR03	1.3 Valley Centre project does not go ahead	Significant - Critical	3	4		Jon Sharples
ESR04	EOI cannot be taken forward into building agreements	Significant - Marginal	2	4		Jon Sharples
ESR05	Overspend on Futures Park remediation works	Low - Catastrophic	4	3		Jon Sharples
ESR06	LDF is not completed to specified milestones	Low - Catastrophic	4	3		Jon Sharples

ESR07	Funding reduction within HMR does not cover project costs.	Very Low - Critical	3	2		Jon Sharples
ESR08	PDG is not secured	Low - Critical	3	3		Jon Sharples
ESR09	External funding bid targetts are overspent and outputs not achieved	Low - Catastrophic	4	3		Jon Sharples
ESR10	Decriminalising of car parks does not progress to extend enforcement to off street parking anticipated revenue is not realised	High - Critical	3	5		Jon Sharples
ESR11	Improvement programme to car parks does not happen car parks deteriorate and insurance claims increase	High - Critical	3	5		Jon Sharples
ESR12	Ivdividual targets are not effectively managed	Low - Catastrophic	4	3		Jon Sharples
ESR13	Major Planning Applications not processed within timescale	High - Critical	3	5		Jon Sharples
ESR14	Absenteeism known factor associated with low morale. Difficult to maintain and improve absence reductions when undergoing massive service changes	Significant - Critical	3	4		Jon Sharples
ESR15	Customer service PI s not embedded across all services	Significant - Catastrophic	4	4		Jon Sharples
ESR16	Hard to reach groups do not engage	Significant - Critical	3	4		Jon Sharples

Parent Risk Code & Title: FS Finance

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
FSR1	Accommodation Strategy not realising capital receipts	Low - Critical	3	3		Phil Seddon
FSR2	SS&L Strategic Partnership not realised due to financial constraints	Low - Marginal	2	3		Phil Seddon
FSR3	Inadequate Internal Control	Significant - Critical	3	4		Phil Seddon
FSR4	Capital Strategy & AMP - not fit for purpose	Very Low - Critical	3	2		Phil Seddon
FSR5	Risk Management not embedded throughout the organisation	Significant - Critical	3	4		Phil Seddon
FSR6	Data Quality- policies to ensure data quality not rigorously implemented	Low - Marginal	2	3		Phil Seddon

Parent Risk Code & Title: HR Human Resources

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
HRR1	Financial Management Resources identified to deliver the change programme not sufficient over spend	Low - Marginal	2	3		Liz Murphy
HRR1.1	Business Continuity	Low - Marginal	2	3		Liz Murphy
HRR2	Human Resources Capacity	Significant - Catastrophic	4	4		Liz Murphy
HRR3	Litigation	Very Low - Catastrophic	4	2		Liz Murphy
HRR4	Industrial relations and Staff Morale	High - Critical	3	5		Liz Murphy
HRR5	Training and Development Staff fail to attend training	High - Marginal	2	5		Liz Murphy
HRR6	Productive Time	Significant - Critical	3	4		Liz Murphy

HRR7	Performance Management Development Reviews not completed Performance Mgt Information not completed	Very Low - Critical	3	2		Liz Murphy
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Parent Risk Code & Title: LD Legal & Democratic Services



Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
LDSR01	Ensure legality of all Council s operations	Low - Negligible	1	3		Linda Fisher
LDSR02	Financial management	Very Low - Critical	3	2		Linda Fisher
LDSR03	Implementation of member development strategy	Low - Marginal	2	3		Linda Fisher
LDSR04	Community Leadership	High - Negligible	1	5		Linda Fisher
LDSR05	5.1 Revs and Bens 5.2 Street Scene and Liveability	Very Low - Negligible	1	2		Linda Fisher
LDSR06	6.1 new legislation street scene liveability	Very Low - Critical	3	2		Linda Fisher
LDSR07	Regeneration of Rawtenstall Town Centre 7.1- 7.3	High - Catastrophic	4	5		Linda Fisher
LDSR08	Elections 8.1- 8.1.6	High - Negligible	1	5		Linda Fisher
LDSR09	Equalities 9.1 -9.1.7	Low - Marginal	2	3		Linda Fisher
LDSR10	Performance Management 10.1-10.1.6	Very Low - Marginal	2	2		Linda Fisher
LDSR11	Productive Time 11.1-11.1.3	Very Low - Marginal	2	2		Linda Fisher
LDSR12	Review of Role of Full Council/Area Forums/Scheme of Delegation/Members Code/Overview and Scrutiny 12.1-12.2	Very Low - Marginal	2	2		Linda Fisher
LDSR13	Freedom of Information Act/RIPA 13.1- 13.1.2	Almost impossible - Marginal	2	1		Linda Fisher
LDSR14	Impact of New Legislation 14.1 14.3	Very Low - Marginal	2	2		Linda Fisher
LDSR15	New Licensing responsibilities	Almost impossible - Marginal	2	1		Linda Fisher
LDSR16	Customer Satisfaction	Almost impossible - Critical	3	1		Linda Fisher
LDSR17	Car Parking Review	High - Catastrophic	4	5		Linda Fisher
LDSR18	Asset Management Plan	High - Catastrophic	4	5		Linda Fisher

Parent Risk Code & Title: PCM Policy & Change Management





Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
PCMR1	BVPI data is unreliable					Lesley Noble
PCMR2	BVPP does not meet the requirements of the Audit Commission	Almost impossible - Marginal	2	1		Lesley Noble
PCMR3	The Audit Commission does not offer the opportunity for a further CPA of RBC prior to the re-organisation of Local Government in Lancashire	High - Critical	3	5		Lesley Noble
PCMR4	The Council has not sufficiently developed & progressed to achieve a 2 Star CPA rating	Very Low - Catastrophic	4	2		Lesley Noble
PCMR5	The use of Covalent does not become embedded within the organisation over the next 12 months	Very Low - Critical	3	2		Lesley Noble

Parent Risk Code & Title: SL Streetscene & Liveability







Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
SLR01	LWP cost share is not implemented recycling targets cannot be met and cost share benefits are not realised	Low - Marginal	2	3		Carole Todd
SLR02	Fail to gain Member approval for Bring facilities / collection points or introduce methods to stop side waste					Carole Todd
SLR03	Introduce measures to increase recycling and reduce residual waste though trade Agreements	Significant - Critical	3	4		Carole Todd
SLR04	Short/medium/long term strategy for Parks & Open Spaces is not developed access to external funding is not realised	Significant - Critical	3	4		Carole Todd
SLR05	Establishment of Client Services Business Support Section fails to happen - policies cannot be introduced for continual service improvement	Low - Marginal	2	3		Carole Todd
SLR06	Failure to continue development of IT systems for refuse/recycling	Low - Marginal	2	3		Carole Todd
SLR07	Service Improvement plans not implemented	Significant - Critical	3	4		Carole Todd
SLR08	Failure to secure permanent funding for Town Centre Caretakers and Improved Street Cleansing	High - Critical	3	5		Carole Todd
SLR09	Failure to progress Partnership procurement council cannot secure long term plans for front line services	Significant - Critical	3	4		Carole Todd
SLR10	No partner identified for anticipated future procurement savings and efficiencies are not achieved	Significant - Critical	3	4		Carole Todd
SLR11	Waste Recycling Facility isn't/can't be built. No improvements to depot, efficiencies around vehicle use won't be realised	Very High - Critical	3	6		Carole Todd
SLR12	Failure to deliver the strategic objectives set out within the C & D Strategy	Low - Marginal	2	3		Carole Todd
SLR13	Failure to develop partnerships and work with LSP, PCT, HSE, FSA and community groups	Low - Marginal	2	3		Carole Todd
SLR14	Partners for Pest Control services are not identified fail to deliver the service at peak times	Low - Marginal	2	3		Carole Todd
SLR15	Failure to implement internal recycling, green procurement and energy conservation RBC fails to follow recommendations in BV Inspection report	Low - Critical	3	3		Carole Todd
SLR16	Failure to Introduce programme for enforcement of s215 Planning	Low - Marginal	2	3		Carole Todd
SLR17	Failure to develop and deliver a programme of environmental enhancements within Elevate based programme	Significant - Marginal	2	4		Carole Todd
SLR18	Failure to Implement Good Neighbourhood Scheme	Very Low - Negligible	1	2		Carole Todd
SLR19	Operational Hit Teams do not materialise unable to action problems in shorter timescales	Low - Critical	3	3		Carole Todd

SLR20	Enforcement is not carried out in NEAT s fragmented approach to delivering waste and associated services	Low - Critical	3	3		Carole Todd
SLR21	No development of education and enforcement practices attitudes to environmental issues do not change	Low - Marginal	2	3		Carole Todd
SLR22	Failure to identify procurement practices across the service resulting in budget savings not realised inefficiencies continue					Carole Todd
SLR23	Managers not trained in financial management	Significant - Critical	3	4		Carole Todd
SLR24	Resources are not targeted to fit priorities	Low - Critical	3	3		Carole Todd
SLR25	Failure to review admin support resulting in budget savings not realised inefficiencies continue	Low - Critical	3	3		Carole Todd
SLR26	Sickness absence procedure is not adhered to resulting in continued levels of absence	Significant - Critical	3	4		Carole Todd
SLR27	Failure to implement performance management and personal development plans for all staff	Low - Catastrophic	4	3		Carole Todd
SLR28	Individual targets are not effectively managed	Low - Catastrophic	4	3		Carole Todd
SLR29	Customer service PI s not embedded across all services	Significant - Catastrophic	4	4		Carole Todd
SLR30	Failure of the implementation of the Contact Centre and of call recording and response monitoring procedures to fulfil the business need.	Very Low - Marginal	2	2		Carole Todd
SLR31	Failure to Increase Community Engagement through NEAT Officers attending local Community Forums, business Forums, PACT meetings and developing links with all community based organisations.Ward meetings etc	Very Low - Marginal	2	2		Carole Todd
SLR32	Failure of One Stop Shop to improve overall customers service	Very Low - Marginal	2	2		Carole Todd
SLR33	Hard to reach groups do not engage	Significant - Critical	3	4		Carole Todd

Parent Risk Code & Title: SR Strategic Risks

Risk Code	Risk Title	Original Rating Description	Original Impact	Original Likelihood	Traffic Light Graphic	Head of Service
SR01	New CPA inspection model impacts on '2 star' target	Very High - Catastrophic	4	6		Carolyn Wilkins
SR02	Customer service P.I. s not embedded across all services	Very High - Critical	3	6		Andrew Buckle
SR03	Council fails to find and manage, appropriately, a Revenues and Benefits strategic partner.	High - Catastrophic	4	5		Andrew Buckle
SR04	Customer satisfaction levels do not increase	High - Catastrophic	4	5		Andrew Buckle
SR05	Council does not adhere to the key assumptions of the Medium Term Financial Strategy	High - Catastrophic	4	5		George Graham
SR06	Council fails to deliver its improvement agenda	High - Catastrophic	4	5		Carolyn Wilkins

SR07	Local Government White Paper distracts from improvement agenda and corporate priorities.	High - Catastrophic	4	5		Carolyn Wilkins
SR09	Sale of assets are not realised therefore the Council does not secure capital receipts to fund its accommodation activity	High - Critical	3	5		Linda Fisher
SR10	Bus station is not a viable project	High - Critical	3	5		Jon Sharples
SR11	Decline in industrial Relations and Staff Morale	High - Critical	3	5		Liz Murphy
SR12	The Council is dependent on the establishment of: OSS/shared contact centre/R&B partnership to embed a customer centric ethos	High - Critical	3	5		Andrew Buckle
SR13	The Rebuild of Whitworth Civic Hall Project overspent	High - Critical	3	5		Phil Seddon
SR14	Performance Management is not embedded in the organisation	High - Critical	3	5		Liz Murphy ;Lesley Noble
SR15	Staff absence does not decrease	High - Critical	3	5		Liz Murphy
SR16	Recruitment and retention of key staff and skills	High - Critical	3	5		Liz Murphy
SR17	Strategic Partnership for Street Scene & Liveability fails business case	High - Critical	3	5		Carole Todd
SR18	Waste transfer station arrangements are not developed for Rossendale	High - Critical	3	5		Carole Todd
SR22	Valley Centre Project does not go ahead	Significant - Catastrophic	4	4		Jon Sharples
SR23	The Council has not sufficiently developed & progressed to achieve a 2 Star CPA rating	Significant - Catastrophic	4	4		Lesley Noble
SR24	The Council is not able to work within the financial resources as set out in the 06/07 Budget	Significant - Catastrophic	4	4		Phil Seddon
SR25	Technical problems incurred in the integration of various ICT systems	Significant - Catastrophic	4	4		Andrew Buckle
SR28	Local Development Framework: - is not delivered according to the target milestones	Significant - Critical	3	4		Helen Lockwood
SR29	Job Evaluation: - preferred method GLEA meets staff and Trade Union resistance	Significant - Critical	3	4		George Graham ;Liz Murphy
SR30	The partnership agreement between Rossendale Leisure Trust and the Council fails to deliver the agreed outputs.	Significant - Critical	3	4		Iiona Snow-Miller
SR36	Investors In People (IIP) is not achieved by the Council as a whole across all areas of service.	Significant - Marginal	2	4		Liz Murphy
SR33	Failure to reduce and minimise waste collection	Significant - Critical	3	4		Carole Todd
SR34	Introduce measures to increase recycling and reduce residual waste though trade Agreements					Carole Todd
SR35	Strategy for Parks & Open Spaces is not developed access to external funding is not realised	Significant - Critical	3	4		Carole Todd
SR08	Falling attendance impacts adversely on the financial performance of RLT	High - Catastrophic	4	5		Iiona Snow-Miller
SR19	Fails to improve in major planning applications & fails to maintain as planning standards authority					Carolyn Wilkins

SR20	Failure to deliver projects in a corporate context and framework	High - Critical	3	5		Carolyn Wilkins
SR21	Failure to Increase Community Engagement through NEAT officers					Carole Todd
SR26	The council is not able to evidence a robust Statement of Internal Control	Significant - Catastrophic	4	4		Carolyn Wilkins
SR27	Failure on one stop shop/Contact Centre or call recording and response monitoring procedures	Significant - Catastrophic	4	4		Carole Todd
SR31	Loss of focus on priorities and relevant decisions not being taken in a timely manner	Significant - Critical	3	4		Carolyn Wilkins
SR32	Funding reduction within HMR, due to changes in priorities, does not cover project costs.	Significant - Critical	3	4		Helen Lockwood