

STRATEGIC RISKS AS AT 9th NOVEMBER, 2009

	RISK
TRANSFORMATION	1. Failure to effectively manage the transformation process, resulting in corporate priorities not being delivered.
COMMUNICATIONS	2. Inconsistent and poorly managed communications, resulting in reputational damage to the Authority
SHARED SERVICES	3. Lack of clarity and communication regarding CE needs, and ineffective monitoring of service delivery, leading to non-delivery or shortfall in delivery of CE requirements, and, ultimately, non-delivery of CE services.
SUPPORT SERVICES	4. Failure of Support Services to understand and meet the needs of front-line delivery services as well as corporate requirements, with the result that they provide little added value.
REGULATORY AND COMPLIANCE	5. Failure to develop and implement effective communication, training and monitoring mechanisms, resulting in non-compliance with legislation.
FINANCE	6. Financial constraints and lack of financial information, impacting upon the effective delivery of services.
PARTNERSHIPS	7. Ineffective partnership working, resulting in failure to achieve and deliver agreed benefits.
CULTURE	8. Failure to develop an effective culture and well-managed authority, resulting in low staff morale, loss of staff and poor service delivery.
LOCALISM	9. Failure to achieve effective local area working across the region, with the result that local needs are not identified or addressed.
FLU PANDEMIC	10. Inability of the Authority to respond effectively to a prolonged, sustained and more virulent Flu Pandemic, resulting in a significant reduction in service provision, an increase in costs and/or a reduction in income.

APPENDIX 2

LOCAL DEVELOPMENT FRAMEWORK	11. Failure to achieve the LDF Core Strategy Deadlines, resulting in lack of year 2 Local Area Agreement targets.
CREWE MASTER PLAN	12. Failure to develop a high level vision for Crewe and a business case for major public sector investment, leading to a potential loss of investment and failure to influence the Local Development Framework and the emerging Regional Strategy.
WASTE MANAGEMENT	13. Failure to achieve proposed waste reduction and recycling targets, leading to non-achievement of statutory Landfill Allowance required by Government Landfill Allowance Reduction Scheme, resulting in need to purchase landfill permits, or large fines.
HIGHWAYS	14. Lack of investment in highways network, leading to decline in performance and reduction in value.
PEOPLE	16. Ineffective delivery of strategies for safeguarding children and adults, resulting in harm to service users.
PEOPLE	17. Failure to rebalance and redesign Children's Services, resulting in inability to ensure that services are targeted appropriately for better outcomes.
PEOPLE	18. Adult Services - Failure of Social Care Redesign programme, leading to non-personalised services and failure to control increasing care costs.
PEOPLE	19. Adult Services – Failure of market for external provision
PEOPLE	20. Health and Wellbeing - Failure to target services and exploit opportunities for prevention.
ASSETS	21. Failure to maintain value of property assets, resulting in accommodation which is not fit for purpose and which does not facilitate the delivery of services to the local community in accordance with the objectives set out in the Service Plans.
RELOCATION	22. Failure to effectively manage the relocation process, resulting in low levels of staff morale, high turnover and poor service delivery.