

RISK ASSESSMENT AND SENSITIVITY ANALYSIS

Risk	Likelihood	Seriousness	How we will manage the risk
Budgets are overspent due to external pressures (e.g. increased fuel duty, other tax changes)	High	High	<ul style="list-style-type: none"> • ensure all managers aware of budgets for their service • ensure budget holders have ownership of their budgets • regular monitoring with corrective action
Savings are not achieved due to reduced management and support services capacity to deliver	High	High	<ul style="list-style-type: none"> • regular budget monitoring focused on high risk areas to identify issues at an early stage • where savings are not achieved ensure alternative savings identified • regular monitoring with corrective action at DMT • effective project management and planning support from support services
Management challenges on general directorate spend doesn't deliver savings	High	Medium	<ul style="list-style-type: none"> • regular monitoring at DMT • robust tracking of all savings across the directorate • effective project management and planning support from support areas
Waste Services - savings are not achieved in year as projected	Medium	Medium	<ul style="list-style-type: none"> • regular monitoring with corrective action • effective consultation process • effective project management and planning support from support team
Fleet review - savings not achieved in year as projected	Medium	Medium	<ul style="list-style-type: none"> • regular monitoring with corrective action • effective consultation process • effective project management and planning support from support teams

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Savings identified within the Property Facilities Management Review may be lower than target and / or delivered later than required	H	H	<ul style="list-style-type: none"> • Appointment of expert advisor • The project plan needs to identify quick wins • The project needs to focus on high value savings • Report and Monitor through CMT
Timescale for implementation of Service Review may lead to reduced year 1 savings	H	M	<ul style="list-style-type: none"> • Consideration of Voluntary Redundancy • Review of order of delivery to maximise savings delivery • Implementation options may speed up savings • Vacancy Control
Continued Pressure on Income Budgets	M	M	<ul style="list-style-type: none"> • Hold vacancies in Land Charges and Building Control subject to increase in workload • Review of Planning Application fees will allow local determination during 2011 • Regular budget monitoring to identify trends
Failure to deliver charging for Concessionary Fares from Park & Ride Sites	M	M	<ul style="list-style-type: none"> • Taken appropriate legal advice • Consult with bus company • Monitor and review of impact on numbers
ACE savings that are subject to further reviews during early 2011 may not be fully delivered in 2011/12	Medium	Medium	<ul style="list-style-type: none"> • regular progress monitoring at DMT • strong and effective project management within the directorate • effective support from support team • consideration of alternative short / medium term savings options if required
It may be difficult to deliver all of the ACE staffing savings (>£4m) to the required timescales	High	Medium	<ul style="list-style-type: none"> • regular progress monitoring at DMT • prioritisation of HR resources to support these savings • consideration of alternative short / medium term savings options if required

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Adult Social Care budget assumes the projected demographic pressures of £2m can be fully funded by accessing additional DoH funding to be channelled through the PCT	Medium	High	<ul style="list-style-type: none"> • development of a strong partnership agreement with the PCT on use of the additional funding • ensure an adequate contingency sum is included within the budget • consideration of additional savings if required
Potential loss of income for services supporting schools if any schools convert to academy status during the year	Medium	Medium	<ul style="list-style-type: none"> • ensure services offered are of the highest quality to maximise the chances of retaining schools' buy in. • consideration of how service costs can be reduced if demand for them reduces
Potential for reserves to go below minimum levels due to budgets being exceeded	Medium	High	<ul style="list-style-type: none"> • Ensure minimum levels are maintained • Robust financial management/prudent budget setting
Costs of redundancy/retirement as a result of service changes exceed budget	Low	Medium	<ul style="list-style-type: none"> • Provision made for costs of retirement/redundancy in budgets