

Office of the Chief Executives Risk Overview

July 2012

Communications:-

Risk: Poor response to issues - We respond inadequately or inaccurately to high-profile local issues.

Impact: (a) Reputational damage (b) Relationships with citizens, communities and businesses could be affected, making it harder to deliver some of the council priorities.

Mitigation: (a) The OCE restructure strengthens the management of the communications team (b) The communications team has a 24hr cover arrangement (c) Projects with a significant impact on the city have communications plans and support from the communications team.

Performance Management:-

Risk: Failing to deliver the Council Plan - We do not complete the actions for delivering the Council Plan.

Impact: We will not achieve our ambitions for the city.

Mitigation: (a) We have an agreed Policy and Performance Framework which sets out a performance-based approach to service planning and delivery (b) Service planning procedures and practices across the organisation are being harmonised based upon best practice (c) Service Plans are linked to the Council Plan to connect service activity with Council Plan priorities (d) There is a common governance and monitoring framework covering all the priority areas.

Risk: Resources: Lack of resources or skills within the business units or central services (e.g. Procurement, HR, ICT, Legal etc) to manage or support transformation and change

Impact: (a) Projects over-run so we miss in-year savings targets (b) Reduced benefits from projects because of poor implementation or additional costs (c) Reduced savings because of the need to buy-in more staff or staff with the necessary skills.

Mitigation: (a) The Lean Programme will spread skills in managing projects and change to business units (b) OCE will provide a centre of expertise to advise business units which are making changes or going through transformation (c) New Service Planning guidance includes the need for services to forecast their demand for support from central services (d) The holistic framework for monitoring provides an overall view of resource demands enabling gaps to be identified and addressed quickly.

Risk: Appropriate use of data - We fail to use the data in the hub to inform and direct policy and planning.

Impact: Council priorities will not meet the true needs of the city and its citizens.

Mitigation: (a) The principles of the new performance framework have been widely publicised to senior management (b) The Intelligence team are working more closely with the CANs/CES and ACE Performance teams to develop common approaches to data collection and performance monitoring to bring all performance data into the Hub (c) The Intelligence team and Corporate Finance team work together on the quarterly and annual reports to present a comprehensive picture of the state of the council (d) The new structure for OCE brings monitoring of economic data into the central Intelligence team (e) The OCE restructure also strengthens the Intelligence team.

Risk: Comparator data – Need to establish effective benchmarking data and procedures to replace the previous old Audit Commission regime of comparative quartiles.

Impact: (a) Without comparisons it is difficult to put performance into context and to make good value for money assessments (b) Could make it difficult to respond adequately to challenges to services and assess proposals for alternative delivery of services.

Mitigation: (a) The Intelligence team work closely with finance managers to establish effective driver and cost data (b) We subscribe to CIPFA and APSE toolkits which provide comparison data for some service areas (c) We are investigating other sources of comparator data from the LGA and commercial suppliers.