

Portsmouth City Council
Appendix 3: Directorate Risk Reports
Q2 2016 – 2017 (July 2016 –
September 2016)

Corporate : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2013	Organisational vulnerability - alerted CGG	Michael Lawther (City Solicitor and Deputy Chief Executive)	Disclosure of sensitive data both accidental and malicious	Fines from ICO or legal action taken against the Authority and individual staff members	Clear policies and procedures; staff training and awareness; some (limited) preventative technical solutions	Legal action, reputational damage, risk of harm, financial loss
01/07/2016	Organisational vulnerability - alerted CGG		Modern records - suitability of location - susceptibility to damp and flooding	Loss of information	Remedial works completed to reduce risk of flooding	Legal action, reputational damage, financial loss
01/07/2016	Organisational vulnerability - alerted to CGG	Michael Lawther (City Solicitor and Deputy Chief Executive)	Archiving of data - no clear policy or procedure for destruction of information	At risk of breaching DPA and fines to the authority	Officer appointed to further develop policy and guidance	Legal action, reputational damage, risk of harm, financial loss
01/07/2016	Organisational vulnerability - quarterly performance reporting	Chris Ward (Director of Finance and IS)	Superconnected Wi-Fi provision is funded by DCMS - limited period	Government funding provision runs out for the earliest sites in December 2017, with others dropping off through 2018 and 2019. Service is of strategic importance and offers opportunity for network consolidation and commercial advantage	Budget implications being assessed, Firm business cases to be produced to demonstrate why links should remain and how funding will be secured.	Failure to achieve objectives, reputational damage
01/07/2016	Organisational vulnerability	Chris Ward (Director of Finance and IS)	Fraud risks	Loss of resource		Reputational damage, financial loss
01/07/2016	Organisational vulnerability - in AGS 2015/16	Michael Lawther (City Solicitor and Deputy Chief Executive)	Decision-making: The Constitution has not been reviewed/formally updated for a number of years.	Decisions are not secure	Working group updating the constitution	Legal risk, financial loss, reputational damage, failure to achieve objectives
01/07/2016	Organisational vulnerability - in AGS 2015/16	Rachael Dalby, Director of Regulatory Services and Community Safety	Business continuity - ensuring services have in place effective business continuity plans	Failure to recover business after a significant disruption event	As per the new Business Continuity Standard ISO22301 new Directorate Business Continuity Plans are being produced to reflect the necessary changes. Each directorate to complete their plan by Summer 2016. The plans will be tested within a year of completion, and with a three-yearly cycle of desktop exercises.	Risk of harm, failure to achieve objectives, environmental damage, legal risk, financial loss, reputational damage
01/07/2016	Organisational vulnerability - in AGS 2015/16	Michael Lawther (City Solicitor and Deputy Chief Executive)	New ways of working : Our desire to explore more innovative and commercial ways of working requires a flexible and agile approach, but also a clear framework for governing arrangements.	Lost opportunities if framework not sufficiently responsive	Ensure arrangements for traded services and arms-length organisations are fit for purpose	Failure to achieve objectives, reputational damage, legal risk
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Not achieving savings targets authority wide	Failure to achieve targets impacts on future years budgets	Current forecast of service overspends will reduce reserves and require additional cuts in those or other services in future years to stay within budget unless remedial action identified	Failure to achieve objectives
24/11/2016	Quarterly performance reporting	Stephen Bailly, Director of Culture and City Development	Availability of suitable cemetery space	Failure to deliver statutory responsibilities in respect of burials	Cemeteries lack capacity to deal with changing community needs e.g. different religions, reduction in demand for traditional burials, increase in other cultural burials, insufficient space/layout to accommodate	Legal risk; reputational damage
24/11/2016	Quarterly performance reporting	Rachael Dalby, Director of Regulatory Services and Community Safety	Ensuring 3 yearly Golden Fox test successfully completed	Failure to reach standard	Successfully tested in October 2016	Personal injury if non-compliant

Children's Services : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/ commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Savings pressures leading to increased workloads for social care staff	Increased risk around quality of social work practice	Ongoing monitoring as part of quarterly reporting	Personal injury to child;
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Savings pressures leading to increased workloads for social care staff	Reduced attractiveness of PCC as an employer		financial loss to authority; failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Reduced LA investment in specialist domestic services may increase numbers of children exposed to this	May increase severity of harm (last 3 Serious Case reviews have featured domestic abuse, 70% protection plans feature domestic abuse and 50% children removed into LA care have experienced domestic abuse).		Linked to Stronger Futures Programme for developing effective early help services for the city
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Refocusing staff time on more vulnerable families increases rather than decreases demand on statutory social care as more need is uncovered	Increased demand and pressure on resources	Linked to Stronger Futures Programme for developing effective early help services for the city	financial loss to authority; failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Failure to make successful claims under Troubled Families Programme	Reduced income available to the authority for investment in services	Risk is materialising - adjustments being made to spending profile and options for maximising claims under consideration	financial loss to authority; failure to achieve objectives; reputational damage
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Future of children's IT system - linked to Adult Social Care system	System becomes unaffordable and ineffective as user base reduces (ASC withdrawal) - local and national risk	Accenture analysis has been shared with IT development agencies whilst existing programmes are also being explored. New system will be required from April 2018, so decision required in next 6 months.	Financial loss; failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Process of academisation for schools distracts schools from improving teaching and learning	Deterioration in outcomes for children	The LA is working closely with the Regional Schools Commissioner to ensure that LA maintained schools have access to good information about the process and details of strong MATs that have capacity for growth and a good track record. The LA is also working closely with MATs operating in the area and ensuring that academisation of local schools is done in a considered but robust way. There are currently 5 schools with an Academy Order in place (Redwood Park School, Arundel Court Primary, Springfield School, Solent Infant & Solent, Junior Schools).	Failure to achieve objectives
24/11/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Process of academisation of schools leads to a reduced traded service income for PCC (across a range of traded services, not just those in education)	Reduced income for PCC	Traded Services income from schools and academies has held up reasonably well, but some services are being affected. In Education, consultation will commence in Q3 about the closure of the Governor Services traded service offer.	Financial loss

Children's Services : Quarterly risk report (2)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/ commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Building programmes are not completed in time	Risk of insufficient school places	Plans are in place and works are underway to ensure there are sufficient school places at primary, secondary and special. Robust project management will minimise risks associated with non-completion, but unforeseen factors could impact on levels of sufficiency. Capacity at primary is very limited, and there is little scope to divert children to other school places if building programmes are delayed. At secondary, there is capacity at present and building works are focussed on ensuring capacity from 2019/20.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)	Risk of poor experience for children and families	Impact assessments of all savings carried out to ensure that impacts for vulnerable groups mitigated and authority is still fulfilling statutory responsibilities	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)	Risk of challenge on basis of non-compliance leading to penalties/poorer inspection outcomes		Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Savings cut into delivery of statutory responsibilities (school admissions, transport, school attendance casework)	Reputational damage		Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Inspection outcomes (social care, SEND, education) are poor or exhibit downward trend	Reputational damage, leading to challenges in recruitment	Implementation of the LASI Action Plan is on track (through the Portsmouth Education Partnership)	Reputational damage; failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Inspection outcomes (social care, SEND, education) are poor or exhibit downward trend	Risk of intervention/ direction and potential costs to situation recovery	Close management of preparation for future SEND inspection; clear response to findings of previous inspections to ensure improvement	Reputational damage; failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alison Jeffery (Director of Children's Services)	Parents and the community do not understand or support savings choices around universal services and we do not fully engage potential volunteers/promote effective community capacity building	Failure to reduce costs and continue to deliver effective universal service provision	There is active liaison at local level with parents and the community around children's centres provision; recruitment of volunteers continues	Reputational damage; failure to achieve objectives

Adults' Services : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/ commentary	Type of Risk
24/11/2016	Quarterly performance summary	Innes Richens, Director of Adults Services	Achieving constancy of purpose	Not defined	Management resource in ASC has contracted over the past 12 months. Managing a systems thinking approach to the work to enable practitioners to achieve only value work for the service user will conflict with the current command and control/target focussed approach in PCC.	Failure to achieve objectives?
24/11/2016	Quarterly performance summary	Innes Richens, Director of Adults Services	As above		Moving to a systems thinking approach requires establishing 'constancy of purpose' and creating the right conditions for staff to work in a systems thinking way. A key element of this will be the ongoing evolution of ASC relationship with support services. At present, the structure of PCC's support services is highly centralised and required to prioritise between competing demands from frontline services (IT project management, commissioning capacity, training capacity, communications, etc). In moving to the new approach, ASC will begin to place different demands upon support services as it gains a clearer understanding of what it requires to deliver purpose and meet customer demand. There is a risk, therefore, that support services as currently conceived, will not have the resources or flexibility to support ASC in the short term. Similarly, the work is likely to be constrained in some respects by the council's policy framework. In any intervention, corporate policies will almost certainly be identified as system conditions - causes of waste, failure, and sub-optimal service provision. Because policy frameworks apply corporately and interventions are conducted locally, this will inevitably and repeatedly create conflicts between each intervention and the owners of corporate policies.	Failure to achieve objectives?
24/11/2016	Quarterly performance summary	Innes Richens, Director of Adults Services	Integration between health and social care		The "blueprint" for health & social care in Portsmouth sees a future service provided to minimise unnecessary contact for the service user and the service by ensuring ever closer working between community health and adult social care services. The intervention in OPPD means that changes to the work process are only brought about by learning or changes in primary legislation. This is likely to conflict with a system partner, (NHS community health care) which has not adopted the same principles.	Failure to achieve objectives?

Public Health: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/ commentary	Type of Risk
01/07/2016	Quarterly performance reporting		Insufficient focus on system prevention and early intervention in system-wide plans	Failure to reduce demand on services	Working with partners to ensure the Portsmouth Health and Care Programme is sufficiently focused on prevention and early intervention	Failure to achieve objectives
01/07/2016	Quarterly performance reporting		Failure to continue to deliver PH priorities during the implementation of the service wide restructure	Failure to deliver PH priorities	Working with HR to implement appropriate processes to achieve conclusion swiftly	Failure to achieve objectives
01/07/2016	Quarterly performance reporting		Reduction in funding in services, including for vulnerable people eg. drug and alcohol services, oral health, healthy child programme	Population outcomes decline	Managed through service redesign, retender of services and performance management of providers	Failure to achieve objectives

Regulatory services and community safety : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Rachael Dalby (Director of Regulatory Services and Community Safety)	Environmental health - retirement of key personnel (loss of experience and organisational knowledge)	Failure to deliver statutory services	Approval to recruit to key Port Health position confirmed by Cabinet Member. Ongoing funding issues not resolved and position is a "hard to fill" post. Recruitment took place in Sept/Oct - interviewed 4 candidates - none suitable. Likely to reassess and relaunch recruitment process in Jan 2017	Failure to achieve objectives; personal injury/harm
01/07/2016	Quarterly performance reporting	Rachael Dalby (Director of Regulatory Services and Community Safety)	Reductions in budgets	Failure to maintain service resilience	Ensure services are able to respond to statutory requirements - in environmental health, trading standards, domestic abuse, community safety and emergency planning	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Rachael Dalby (Director of Regulatory Services and Community Safety)	Ensuring statutory services are maintained	Risk of fines, penalties and judicial review	EH regulators are currently content with service delivery in terms of statutory functions. Minimum levels only are being provided across a broad range of services - particularly within business support functions	Failure to achieve objectives

Property : Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk

Culture and City Development: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Reduction in budgets	Reduced services and resilience	Forecast outturn for 2016/07 currently indicates an overspend of £70k but the service is working on remedial action to stay within budget by 31 March 2017. Plans are being formulated to deliver required 2017/18 savings, including boosting the volunteer programme	Failure to meet objectives
01/07/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Reduction in budgets	Deterioration of buildings and assets		
24/11/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Safety and security of buildings and assets (including collections)	Damage to buildings or collections; risk to building users if non-compliant (fire, legionella etc)	Operational plans and training of staff; actions in place following extreme weather	Personal injury, environmental, legal
24/11/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Fraud risks associated with cash handling	Loss to the authority	Staff training and operational checks in place	Financial loss, reputational damage
01/07/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Difficulty in meeting expectations of local residents and members			
01/07/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Market conditions negatively impact on regeneration and city growth schemes, projects and developments	Failure to deliver regeneration of the city	Implementation of key strategic plans, such as the Local Plan; raising the profile of affordable housing in shaping the future of Portsmouth; promotion of the city as an investment destination	Failure to achieve objectives; environmental damage
01/07/2016	Quarterly performance reporting	Stephen Baily (Director of Culture and City Development)	Securing and managing new partnerships for sustainable delivery of public services, for example, with third sector providers, including independent cultural organisations	Failure to secure value for money in partnership arrangements and deliver objectives	Reprocurement of contracts and ongoing review of trust arrangements	Failure to achieve objectives

Transport, Environment and Business Services: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Alan Cufley (Director of Transport, Environment and Business Services)	Lack of investment - failure to secure capital for major infrastructure projects	Inability to carry out required capital schemes to improve city infrastructure; loss of expertise	There are a number of major capital schemes underway, including City Centre Road, City Deal, Eastern Road Water Bridge and the major coastal defence schemes that the Infrastructure team are able to support. A strategy for better marketing of the team both internally and externally is to be developed in conjunction with the wider PCC marketing strategy.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alan Cufley (Director of Transport, Environment and Business Services)	Lack of consensus to enable strategies to be implemented in full e.g. active travel and sustainable transport	Incomplete implementation leading to failure to realise intended benefits	Reviewing the Local Transport Plan and working closely with Portfolio holder.	Failure to achieve objectives; reputational damage
01/07/2016	Quarterly performance reporting	Alan Cufley (Director of Transport, Environment and Business Services)	Insufficient staff capacity due to reduced revenue funding and pay constraints	Difficult to attract suitably qualified people to deliver schemes and services	The team structure for the directorate provides a core of experienced staff supported by flexible resources with specialist skills to provide value for money. The HR service are assisting the Parking Service and the Integrated Transport Unit in recruiting suitably skilled people to posts that continue to be difficult to fill. The successful funding bid for active travel and sustainable transport initiatives will mean that resources can be recruited to deliver them this year.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alan Cufley (Director of Transport, Environment and Business Services)	Lack of revenue funding to maintain current levels of service, including road safety, passenger assistance and tendered bus services	Necessary reduction in service levels	We will continue to bid for internal and external funding to support critical work programmes that address travel and transport issues in the city.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Alan Cufley (Director of Transport, Environment and Business Services)	Failure to generate sufficient income from contracts and services in order to sustain Employment, Learning and Skills (ELS) programmes	Reduction in delivery capacity	The resource strategy for the directorate is to maintain a core team and recruit resources to match the needs of projects and contracts. This is paired with maintaining excellent standards to secure full payment of all income due; and ensure good working relationships and a positive reputation to secure access to future contracts and funding streams.	Financial risk; failure to achieve objectives

Community and communications: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Requirement to deliver substantially the same portfolio of services whilst reducing costs by more than 10% each year		Reviewing opportunities of partnership working and new income streams	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Ability to implement change - level of corporate buy-in and understanding of channel shift		Channel shift moving to BAU and digitisation programme. More services are requesting support.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around welfare reforms and local taxation	Abandonment of existing plans, changes in scope and responsibility, new initiatives (eg. property revaluation)	Managing resources to meet needs but impacts on budgets of some changes a concern particularly valuation impact on NNDR	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around electoral issues	New initiatives eg. voting age changes, boundary reviews, changes to electoral registration, electoral timetables	Managing resources to meet needs	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Risk to achieving required savings because of ability to implement change - level of corporate buy-in to channel shift	Failure to deliver within budget	Channel shift moving to BAU and digitalisation programme. More services requesting support	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	Risk to achieving required savings because of hold on transformational work whilst systems intervention takes place	Failure to deliver within budget	Agreement reached	
01/07/2016	Quarterly performance reporting	Louise Wilders (Director of community and communications)	No clear plan from DWP for migration to Universal Credit	Risks to successful implementation leading to poor outcomes for population	Horizon scanning national policy developments	

HR, Legal and Performance: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Jon Bell (Director of HR, Legal and Performance)	Reduced capacity	Risk to maintaining areas of business activity	Directorate has successfully delivered year on year savings and reduced in size accordingly. Additional income has been identified to maintain sufficient critical mass to meet organisation's needs. Key areas such as Child Protection Team (Legal) protected	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Jon Bell (Director of HR, Legal and Performance)	Recruitment and retention of key staff as economy continues to grow	Loss of/difficulty in attracting sufficient skills and expertise	Some recruitment and retention issues being experienced within directorate and across wider organisation in certain specific areas - processes for market supplement payments (MOPs) have been reviewed and improved, and improvements are being made to recruitment/staff sourcing arrangements for particular roles. Also, workforce planning/succession support is being provided to managers in affected areas.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Jon Bell (Director of HR, Legal and Performance)	Reduced effectiveness of governance	Increased exposure to the organisation of risk arising from poor governance	Key governance controls in areas such as Internal Audit being maintained. Performance management being strengthened as directed by GAS Committee. Capacity of managers across the organisation to maintain effective governance controls is still a concern.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Jon Bell (Director of HR, Legal and Performance)	Increased dependency on external income	Volatility/lack of security of service	Schools income continuing to decline due to academisation programme. Increased income from new temporary agency and new local authority partnerships.	Failure to achieve objectives

Finance and IS: Quarterly risk report (1)

Date risk entered to directory	Reason added to directory	Risk owner	Risk Area	Risk impacts	Mitigation/commentary	Type of Risk
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Requirement to provide significant share of the Council's savings target	Reduction in service delivery e.g. income collection, provision of advice and management information for effective decision-making by budget holders.	Service aims to identify new income opportunities and efficiencies to meet savings targets to avoid reducing staffing to levels which compromise service delivery	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Maintaining financial resilience arising from staff reductions	Reduction in service delivery and financial control	Finance reduced number of teams from 5 to 4 to improve general resilience although this includes the reduction of one Finance Manager post. Also ongoing review of business processes to ensure efficient service delivery.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Financial collapse of an investment counterparty where the council has invested significant sums	Financial loss	No current indication that this is likely - credit rating of counterparties is kept under constant review.	Financial loss
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Ability to restore financial and other systems post 'event'	Impact on trading services/external clients as well as PCC	A full disaster recovery exercise of the Council's enterprise resource planning system has not been tested in the recent past. The robustness of the current plan cannot therefore be fully ascertained.	Financial loss
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Pay levels - unable to compete in the financial market to attract, recruit and retain appropriately skilled staff	Increased costs to PCC on consultants, agency staff and recruitment campaigns	Development of in-house trainee programme for finance	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Bringing forward closing of accounts deadline by four weeks - new statutory deadline from 2017/18	Reduction in time to complete accurate statutory reports	2015/16 accounts closure programme reduced by two weeks - plan to reduce 2016/17 by a further two weeks	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Inability to meet customers expectations re new technology that is in general use by other organisations or day-to-day personal use	Inefficient ways of working across PCC and partners		Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Project delivery - ongoing review since June has identified there is a need to have better governance over the IOCT change demand/projects of the council	Risk of insufficient resource to address business need	Temporary project resource is being recruited to manage this demand in the short-term whilst a new project governance strategy is put forward within the new IS strategy and a move to more agile development and other methods of project delivery (hub and spoke model) are investigated.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Roadmaps, contract pipeline and NPD - insufficient project prioritisation, supplier relationship management and contract management	Risk that parts of the IT infrastructure become obsolete (eg ITSM and Traffic Management Centre).	The introduction of a Category Management approach and a development of the business partner role will mitigate these risks	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Changes from central government - ongoing risk of changes to either PSN or service department data requirements	Changes required to systems	Category management will mitigate this and increase our visibility and implementation times.	Failure to achieve objectives
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Cyber attack - other local authorities have received ransomware attacks: end user alert-based system at the moment leaves PCC vulnerable because a "zero day attack" could evade our current defences.	Potential multiple impacts - high likelihood and high impact	Business case is being worked on to purchase a SIEM (security information and event management software). They provide real time analysis of security alerts generated by network hardware and applications which will enable PCC to faster identify, contain and protect its systems	Financial loss; personal injury; reputational damage
01/07/2016	Quarterly performance reporting	Chris Ward (Director of Finance and IS)	Single points of failure in ICT infrastructure and systems access	Key information unavailable - impacts on frontline and critical activity	New Data Centre facility; contracted and tested recovery service; best practice design; resilience options always considered subject to cost. Recovery capability is limited in scope and time taken to recover key functions, with no provision for external email or telephony. Project to identify options to improve current position is currently underway.	Failure to achieve objectives