

Appendix Four - Risk Register

Risk owner	Risk Area	Where risk identified	Risk Likelihood	Risk impact	Current Risk Status	Potential outcomes	Mitigation/ commentary	Type of Risk
Children, families and education								
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 . This risk has begun to materialise. A potential investment strategy is being reviewed to bring down caseloads.	Personal injury to child;
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
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. The inclusion of DA services within Children and Families should help to ensure impact,	Personal injury

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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 . This is a key risk to monitor as targeted early help expands in 2017/2018.	financial loss to authority; failure to achieve objectives
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	The increase in attachments creates the foundation for more claims; a strategy for maximising claims is being developed.	financial loss to authority; failure to achieve objectives; reputational damage
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	Decisions have been taken and funding allocated for a new system. Implementation will be a key project for 17/18	Financial loss; failure to achieve objectives

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Alison Jeffery (Director of Children's Services)	Process of academisation for schools distracts schools from improving teaching and learning		Medium	High	Amber	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.	Failure to achieve objectives
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)		Medium	High	Amber	Reduced income for PCC	Traded Services income from schools and academies has held up reasonably well, but some services are being affected particularly those in relation to back office functions e.g. Legal, HR, Finance, etc. However, there are also	Financial loss

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							opportunities. MATs encompass schools outside of the LA area and there are now services that are being signed up to all schools within a MAT including those outside of Portsmouth	
Adult social care								
Innes Richens, Director of Adults Services	PCC owned and run Residential care homes	Service Manager	High	High	High	More frequent hospital admissions or moves to a nursing home as the behaviour cannot be managed within the current staffing ratio.	Exploring funding options for activities coordinators across the 3 dementia units (minimum of 2 x 37hrs per unit)	Staffing

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Innes Richens, Director of Adults Services	Failure to achieve constancy of purpose	Interventionist	High	High	High	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. PCC's support services are centralised and there is a risk that they will be unable to support ASC. 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.	Corporate Systems Thinking board chaired by the Leader of the Council has agreed for an intervention to be carried out with support services.	Failure to achieve objectives

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Innes Richens, Director of Adults Services	Failure to achieve a balanced budget	Senior Management Team / Budget updates.	High	High	High	Not delivering a balanced budget due to overspend of resources.	Savings plans are in action from each service. Monthly monitoring, new monies announced by the chancellor in the Spring 2017 budget.	Budget
Innes Richens, Director of Adults Services	Client Record System	SWIFT / AIS Migration Project Board	High	High	High	The delay in implementation constitutes a significant risk to PCC given that SWIFT/AIS support is being reduced and is likely to deteriorate by this time.	Mitigation is planned by considering a 'green field' site solution whereby there is no migration of existing ASC data, which is stored separately to be updated as work with service users continues on the new system.	Information Technology
Innes Richens, Director of Adults Services	Care resources in Portsmouth	Domiciliary Care Report	High	High	High	Continued inability to contract for domiciliary care support for people living in their own homes. Risk of impact on health & wellbeing, increased risk of admission to residential care. Impact on ASC budget of more expensive provision.	Plan to consider market support as detailed in domiciliary care report.	Resources

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Public Health								
DPH	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
DPH	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 changes to team structure, roles and appropriate processes prior to 3 Jan 17 when new structure is implemented.	Failure to achieve objectives
DPH	Reduction in funding in services, including for vulnerable people e.g. 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
Property and Housing								

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James Hill /Meredydd Hughes	Fire Risk Assessment (FRA) Out of Date FRA reviews as at 30/06/2017 269 outstanding FRA reviews to low rise blocks of flats	Internal Audit Report				As at 30/6/2017 269 FRA reviews outstanding As at 14/07/2017 196 FRA reviews outstanding As at 28/07/2017 98 FRA reviews outstanding As at 11/08/2017 43 FRA reviews outstanding	Commitment to complete all reviews by the end of August	PCC internal policy compliance (To review FRA's every 3 years)
James Hill/Meredydd Hughes	Removal and replacement of the ACM cladding system on Leamington House and Horatia House	DCLG testing of cladding systems				If Central Government do not fund the removal costs re-cladding this will be a budget pressure on the capital program	In dialogue with DCLG on the issue of funding	Financial risk
Transport, Environment and Business Support								
Martin Lavers (Assistant Director - Transport, Environment and Business Support)	Lack of investment - failure to secure capital for major infrastructure projects, or that we would not have the capacity to deliver these, or be the preferred agency.	Programme planning for major infrastructure projects.	M	H	M	Inability to carry out required capital schemes to improve city infrastructure and loss of critical mass and expertise.	There are a number of major capital schemes underway, including Eastern Road Water Bridge and the major coastal defence schemes that the Infrastructure team are able to support. Ensuring the organisation recognises	Failure to achieve objectives

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							the expertise and capability of the infrastructure team.	
Pam Turton (Assistant Director - Transport, Environment and Business Support)	Lack of consensus to enable strategies to be implemented in full e.g. active travel, air quality sustainable transport and regeneration strategies.	Local Transport Plan strategy meetings	M	H	M	Incomplete implementation leading to failure to realise all of the intended benefits	Reviewing the Local Transport Plan and working closely with Portfolio holder.	Failure to achieve objectives; reputational damage
Martin Lavers & Pam Turton (Assistant Directors - Transport, Environment and Business Support)	Insufficient staff capacity due to reduced capital and revenue funding and pay constraints	Business planning process and workforce planning	M	M	M	Failure to attract suitably qualified people to deliver projects, engineering and transport 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. Continue to bid for funding for transport initiatives will mean that resources can be recruited to deliver them this year.	Failure to achieve objectives

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Pam Turton (Assistant Director - Transport, Environment and Business Support)	Lack of revenue funding to maintain or improve current levels of service, e.g. road safety education and campaigns.	Business Planning	M	H	M	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
Derek Christie (Operations Manager - Employment Learning and Skills -ELS)	Failure to generate sufficient income from contracts and services in order to sustain Employment, Learning and Skills (ELS) programmes	Government policy and source of funding streams through delivery agents such as the DWP.	L	H	M	Reduction in delivery capacity	The resource strategy for the ELS is to maintain a core team and recruit resources to match the needs of projects and contracts. The service also works to 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.
Culture and City Development								
Stephen Baily (Director of Culture and City Develop.)	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	Failure to meet objectives

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Stephen Baily (Director of Culture and City Develop.)	Reduction in budgets					Deterioration of buildings and assets	action to stay within budget by 31 March 2017. Plans are being formulated to deliver required 2017/18 savings, including boosting the volunteer programme.	
Stephen Baily (Director of Culture and City Develop.)	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
Stephen Baily (Director of Culture and City Develop.)	Fraud risks associated with cash handling					Loss to the authority	Staff training and operational checks in place	Financial loss, reputational damage
Stephen Baily (Director of Culture and City Develop.)	Difficulty in meeting expectations of local residents and members							
Stephen Baily (Director of Culture and City Develop.)	Market conditions negatively impact on regeneration and city growth schemes,					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	Failure to achieve objectives; environm

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	projects and developments						future of Portsmouth; promotion of the city as an investment destination	ental damage
Stephen Baily (Director of Culture and City Develop.)	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
Community and communication								
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	Budget Impact Statement	High	Med	Med	Increased service times, increase in error rate, reputational damage	Reviewing opportunities of partnership working and new income streams . Channel shift implementation	Failure to achieve objectives

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Louise Wilders (Director of community and communications)	Ability to implement change - level of corporate buy-in and understanding of channel shift	Project documentation	Med	High	Med	wasted opportunity to achieve on-going corporate savings Poor customer service outcomes	Channel shift moving to BAU and digitisation programme. More services are requesting support.	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around welfare reforms and local taxation	Project / Operational plans.	High	High	High	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
Louise Wilders (Director of community and communications)	Heavy exposure to national political dynamic around electoral issues	Operational plans.	High	High	High	New initiatives eg. voting age changes, boundary reviews, changes to electoral registration, electoral timetables	Managing resources to meet needs	Failure to achieve objectives
Louise Wilders (Director of community and communications)	Resourcing and ability to run elections. Currently resourced by a very small team, and under-	Operational plans.	High	High	High	Delays / reputational damage.	Working with Finance to review funding, and working through successional planning opportunities.	Failure to achieve objectives

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	resourced in relation to comparators. Currently supported through the good will of staff across the organisation, but the experience that is periodically used to support the running of elections is also beginning to leave the organisation.							
Louise Wilders (Director of community and communications)	No clear plan from DWP for migration to Universal Credit	Project / Operational plans.	Med	Low	Low	Risks to successful implementation leading to poor outcomes for population.	Horizon scanning national policy developments. Whilst it is planned that new claims will be rolled out in Portsmouth from June 18, the current outlook for full migration is 2021.	DWP run programme
HR, Legal and Performance								
Jon Bell (Director of HR, Legal and Performance)	Reduced capacity	Day to day management activity	Low	High	Green	Risk to maintaining areas of business activity	Directorate has successfully delivered year on year savings and reduced in size accordingly. Additional	Failure to achieve objectives

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							income has been identified to maintain sufficient critical mass to meet organisation's needs. Key areas such as Child Protection Team (Legal) protected	
Jon Bell (Director of HR, Legal and Performance)	Recruitment and retention of key staff as economy continues to grow	Business Planning and workforce development	Medium	High	Amber	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

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Jon Bell (Director of HR, Legal and Performance)	Reduced effectiveness of governance	Audit reports and day to day HR and legal activity	Medium	High	Amber	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
Jon Bell (Director of HR, Legal and Performance)	Increased dependency on external income	Budget planning	High	Low	Green	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
Jon Bell (Director of HR, Legal and Performance)	Dependency on key staff to deliver to internal and external clients. Additional strain on staff due to additional travelling etc		Medium	Medium	Amber	Loss of key staff, potential impacts on wellbeing, leading to inability to deliver service	Workforce planning to develop skills of wider group of staff. Regular 1-2-1s for staff where support and welfare needs are discussed	Failure to achieve objectives

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Finance and information services								
Chris Ward, Director of Finance and IS	Requirement to produce significant share of the council's savings target	Financial support to services and Council priority schemes	M	H	M	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 and deliver expected service
Chris Ward, Director of Finance and IS	Maintaining financial resilience arising from staff reductions	Lack of cover, expertise and continuity	M	M	M	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
Chris Ward, Director of Finance and IS	Financial collapse of an investment counterparty where the council has invested significant sums	Treasury Management strategy	M	H	L	Financial loss	No current indication that this is likely - credit rating of counterparties is kept under constant review.	Financial loss
Chris Ward, Director of Finance and IS	Ability to restore financial and other systems post 'event'	IS DRP	M	H	M	Impact on trading services/external clients as well as PCC	A full disaster recovery exercise of the Council's enterprise resource planning	Financial loss

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							system has not been tested in the recent past. The robustness of the current plan cannot therefore be fully ascertained.	
Chris Ward, Director of Finance and IS	Pay levels - unable to compete in the financial market to attract, recruit and retain appropriately skilled staff	Professional Accountancy staff EBS	H	H	H	Increased costs to PCC on consultants, agency staff and recruitment campaigns	Development of in-house trainee programme for finance	Failure to achieve objectives
Chris Ward, Director of Finance and IS	Bringing forward closing of accounts deadline by four weeks - new statutory deadline from 2017/18	Resourcing priorities	M	H (Reputationally) L (on Council services)	M	Reduction in time to complete accurate statutory reports Adverse Audit report	2015/16 accounts closure programme reduced by two weeks - plan to reduce 2016/17 by a further two weeks	Failure to achieve objectives
Chris Ward, Director of Finance and IS	Inability to meet customers' expectations re new technology that is in general	Aging technology increases risks to PCC	M	H	M	Inefficient ways of working across PCC and partners	With the IT Strategy, Category Plan , IT restructure and Digital City Strategy either complete or underway	Failure to achieve objectives and deliver

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	use by other organisations or day-to-day personal use	business modernisation					likelihood is now downgraded from H to M	expected service
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	Potential insufficient resource to address business need	L	M	L	Impact upon business change Impact upon time, cost and quality schedules	Last week (Week 30) it was reported that there wasn't a single project that didn't have a project manager allocated.	Failure to achieve objectives and deliver expected service
Chris Ward, Director of Finance and IS	Roadmaps, contract pipeline and NPD - insufficient project prioritisation, supplier relationship management and contract management	Increased costs to PCC	M	H	M	Risk that parts of the IT infrastructure become obsolete (eg ITSM and Traffic Management Centre).	Introduction of "best in Class" Architect Practice and Competencies. Further Governance resource from restructure	Financial loss; Operational degradation; reputational damage
Chris Ward, Director of	Changes from central	Changes required to	L	H	M	Loss of PSN accreditation;	Introduction of "best in Class" Architect	Financial loss;

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Finance and IS	government - ongoing risk of changes to either PSN or service department data requirements	systems and IT infrastructure cannot be achieved on time				security or data breach	Practice and Competencies. Further Governance resource from restructure	Failure to maintain organisational business objectives; reputational damage
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.	Loss of key business systems and data breaches	H	H	H	Potential multiple impacts - high likelihood and high impact	Continuous improvements to detection and protection are being implemented. Work underway to further procure and implement SIEM industry standard detection and remediation. Measures taken to address issue include educating the authority on how to identify malicious emails and security threats	Financial loss; Operational degradation; reputational damage
Chris Ward, Director of Finance and IS	Single points of failure in ICT infrastructure and systems access	Loss of key business systems and ability to maintain IT operations to	H	H	M	Key information unavailable - impacts on frontline and critical activity	Independent audit identified issues in our IT infrastructure - DRaaS, Data Centre, Firewalls.	Failure to achieve objectives; Operational

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		support PCC business activities					As a result appropriate remediation actions and projects underway to address the key areas of concern.	degradation; Impact on Frontline Service Delivery
PORT								
Mike Sellers (Port Director)	Revenue	Reporting	L	H	H	Loss of ferry operator	Port Users Meeting, Operator / Management meetings, Strategy meetings (pricing), Min. guarantees, long term agreements, meet customer requirements.	Financial risk. Failure to achieve objectives.
Mike Sellers (Port Director)	Revenue	Reporting	H	M	H	Lack of funding to successfully maintain and develop port.	Strategic planning, strong relationship with Members, good communication.	Financial risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Revenue	Reporting	L	H	H	Section 75 debt payable following an employment-cessation event.	Planning, mitigation options utilised.	Financial risk. Failure to achieve objectives.

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Rupert Taylor (Harbour Master)	Maritime	Reporting	L	H	H	Maritime incident such as fire, collision or grounding or blocking of the harbour.	Port Marine Safety Code and Annual Audit.	Maritime risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Maritime	Reporting	L	H	H	Terrorist alert on a vessel approaching the Port.	Liaison by Harbour Master with Queens Harbour Master and Police. Involvement with Port Facilities Security Officer.	Maritime risk. Failure to achieve objectives.
Mike Sellers (Port Director)	Port Operations	Reporting	H	L	H	Brexit. Reduced and slower throughput in the Port. Potential increased requirements for trader provider facilities.	Awareness of Brexit plans. Good communication and liaison with Border Force, and other groups including The BPA, UK Chamber of Shipping and Customs agency in MMD.	Port Operations risk. Failure to achieve objectives.
Kalvin Baugh (Ferry Port Manager)	Port Operations	Reporting	M	H	H	Security alert within the port.	Port Security Plan.	Port Operations risk. Failure to

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								achieve objectives.
Kalvin Baugh (Ferry Port Manager)	Port Operations	Reporting	M	H	H	Environmental incident within the Port resulting in pollution	Emergency Plan and Environmental Impact Assessment.	Port Operations risk. Failure to achieve objectives.
Rupert Taylor (Harbour Master)	Port Operations	Reporting	L	H	H	Serious health and safety incident within the Port affecting staff, port users or the general public.	Health and Safety procedures and Risk Assessments.	Port Operations risk. Failure to achieve objectives.