

**RISK REGISTER**

- A. Better programmes of work
- B. Better ways of working
- C. New business ventures
- D. A focus on quality
- E. Better marketing

On a 1 - 5 scale where 1 is low and 5 is high

(a) Ref No.	(b) Short Description	(c) Description of the risk	(d) Category	(e) Objective's) at risk	(f) Owner	(g) Current Position			(h) First Review			(m) Mitigation / Action To Address	(n) Target Risk Score	(p) Date of Last Review	(q) Date of next reviews
						L'hood	Imp	Residual Risk Score	L'hood	Imp	Residual Risk Score				
1	SERVICE DELIVERY	Failure to secure appropriate staff resources to plan, manage, deliver and monitor adequate service provision resulting in a poor performance outturn, customer dissatisfaction, and low staff moral	Professional	All	Kevin Tighe							What: Robust business planning and service priority setting. Performance monitoring, and exploration of external funding opportunities Who: SMT When: Ongoing.			
2	CUSTOMERS	Failure to develop and maintain effective stakeholder/customer relationships leading to disengagement, and services not being aligned to community priorities	Political Customer	A,B,D,E	Emma Evans	2	5	10				What: Create time to nurture groups and draw up specific communication programme. Apply Vivacity best practice, evaluate effectiveness, and implement improvements where required Who: SMT When: Ongoing			
3	PROJECT MANAGEMENT	Lack of effective project management skills leading to failure of projects, increased costs, poor performance outturns, customer dissatisfaction, and loss of external funding	Professional	All	Kevin Tighe	3	4	12				What: Training. Staff development Who: Laura Nightingale / SMT When: Ongoing			
4	FAILURE TO RETAIN OR RECRUIT KEY STAFF	Inability to retain and recruit in key posts with consequential impact on service delivery	Economic Professional	A,B,D,E	Kevin Tighe	2	5	10				What: Continue to work with HR to develop retention packages and recruitment approaches Who: SMT/HR When: Ongoing			
5	IMPACT OF LEGISLATIVE CHANGES	Failure to evaluate and plan for legislative changes resulting in an inability to capitalise on new opportunities, poor performance against PI's and reputational damage	Legislative Professional Customer	A,C	Kevin Tighe	3	5	15				What: Evaluate full impact of legislative changes at least quarterly. Identify resources Who: Kevin Tighe When: Ongoing			
6	FINANCIAL PRACTICE	Failure to maintain good financial practices leads to inefficient use of resources, and potential breach of financial procedures	Political Customer	A,B,C,D,	Pam Whitbread	1	4	4				What: Ensure financial controls are Implement throughout Vivacity. Provide financial training. Monitor via SMT. Who: Pam Whitbread. When: Ongoing			
7	FINANCIAL INFORMATION	Lack of financial information resulting in inadequate financial planning and decision making for the medium term	Financial	A,B,C,D,	Pam Whitbread	4	4	16				What: Develop better business planning and review information through quarterly business review meetings Service Heads, Head of Finance. Seek clarity where ambiguity exist Who: SMT			
8	TRAINING AND STAFF DEVELOPMENT	Failure to adequately train and develop staff, leading to poor performance, low moral, poor staff retention, and customer complaints. Compliance with H & S	Economic Professional Legal	A,C.	Kevin Tighe	5	4	20				What: Full 3PDR. Training Budget and processes Who: SMT/ Laura Nightingale When: Ongoing			
9	BUSINESS CONTINUITY ARRANGEMENTS	Lack of or inadequate 'Business Continuity' arrangements significantly impairing service delivery following emergency incidents	Political Customer	A,B,C,D,	Jon Marsden	2	3	6				What: Develop, implement, test, review and revise a range of business continuity plans. Who: Jon Marsden and Service Heads. When: Ongoing			
10	MAJOR ILLNESS	Flu pandemic or other major illness affects both the local community impacting service need and the Vivacity workforce impacting service delivery.	Customer Financial	A,B,C	Jon Marsden	4	4	16				What: Development of business continuity plans . Who: John Marsden Summer 2011			
11	GOVERNANCE ARRANGEMENTS FOR PARTNERSHIPS	Ineffective governance arrangements in place for partnerships. Due to lack of information about all our existing partnerships means we cannot accurately assess the full extent of any potential financial, reputation or legislative impacts on the Vivacity	Customer Financial	A,B,C,D,	Pam Whitbread	4	3	12				What: . Risk assessment of governance arrangements established. Who: Pam Whitbread /SMT When: February 2011			
12	IT INFRASTRUCTURE	Break down in systems that support communication for prolonged periods of time.	Financial Political Customer	A,B,D,E	Heather Walton	4	3	12				What: Essential information backed up and stored externally business continuity plans specifically developed. Who: Heather Walton February 2011			
13	REPUTATIONAL DAMAGE FATALITY OR SERIOUS INJURY	An accident happening that results in death or serious injury	Customer Financial Legislative	A,B,D,E	Kevin Tighe	4	2	8				What: Continue to develop on site risk assessments to minimise likelihood of injuries Who: SMT When: Ongoing			
14	REPUTATIONAL DAMAGE THEFT	Serious theft from Vivacity	Political Customer	D	Pam Whitbread	3	4	12				What: review cash handling procedures at all centres in relation to all centres. Who: Pam Whitbread /Internal Audit When: January 2011			

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