

1	<p>Failure to achieve strategic BBB objectives and organisational change</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Departmental business and portfolio plans do not achieve desired outcomes 2. Failure to develop and implement key strategies 3. Lack of demonstrable progress on the Customer Access Programme 4. Failure to progress the Local Plan 5. Uncertainty surrounding long term future of schools
<p>RESPONSIBLE OFFICER: TBA</p>	
2	<p>Failure to embed effective and robust professional disciplines to drive improvement and enable good practice and consistency in delivering change and the achievement of outcomes and benefits</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure to strengthen programme and project management arrangements across the council 2. Lack of capacity to lead projects and consequent ability to respond to change initiatives 3. Failure to embed effective performance management across the organisation 4. Failure to embed an effective risk management process throughout the council
<p>RESPONSIBLE OFFICER: Chief Executive</p>	
3	<p>Failure to recruit and retain qualified and experienced staff due to shortage of good quality permanent staff in key areas leading to succession planning issues, skills gap and potential deterioration of service quality</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure to develop and implement effective recruitment and retention strategies 2. Deterioration of service quality through loss of experienced staff as a result of age profile of workforce 3. Failure to succession plan 4. Potential future shortage of professionally qualified practitioners in key areas 5. Failure to manage change in the workforce including organisational downsizing
<p>RESPONSIBLE OFFICER: Assistant Chief Executive Human Resources</p>	
4	<p>Failure of a contractor / partner / provider to maintain agreed service levels resulting in an interruption to or deterioration of service delivery</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure of a contracted provider 2. Potential for operational errors by contractors 3. Volatile markets; procurement / commissioning 4. PCT and 'health' uncertainty as a result of re-provisioning of services in London sub-regions and NHS reforms
<p>RESPONSIBLE OFFICER: TBA</p>	
5	<p>Failing to develop IT information systems to reliably support departmental service delivery and to promote efficiency; data collection and management information quality (including our partners)</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure of key business IT systems to reliably support departmental service delivery 2. Information systems; established and maintained as fit for business purpose 3. Failure to ensure the confidentiality, integrity and availability of information assets
<p>RESPONSIBLE OFFICER: Director Resources</p>	

6	<p>Failure to implement an effective council-wide Business Continuity Plan with the result that services are severely disrupted as a consequence of:</p> <ol style="list-style-type: none"> 1. loss of premises due to explosion / fire / flood etc. 2. loss of a key business system due to power problems or system failure 3. severe weather conditions 4. other factors <p>Causes:</p> <ol style="list-style-type: none"> 1. Unavailability of council depots 2. Failure of CCTV system 3. Operational emergencies due to severe weather conditions, fire, major incident 4. Inadequate IT disaster recovery arrangements leading to dislocation of council services 5. IT failure impacting on an operational system e.g. CONFIRM and/or contractor liaison 6. Sustained industrial action affecting key service areas 7. Flu pandemic
RESPONSIBLE OFFICER: Director Environmental Services	

7	<p>Failure to produce and deliver a sustainable Financial Strategy which meets BBB priorities and failure of individual departments to meet budget</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Government funding and 'grant floor' 2. Effect of Comprehensive Spending Review, inflation, interest rates etc. 3. Failure to meet departmental budgets 4. Increased demand on key services resulting in overspends 5. Dependency on external grants to fund services - effect if grant ceases 6. Capital expenditure (sustainable strategy that meets council priorities; affordable and prudent)
RESPONSIBLE OFFICER: Finance Director	

8	<p>Failure to comply with legislation / statutory obligations</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure to track change in legislation and policy 2. Continued change to government strategy and policies 3. Safeguarding agenda 4. Equalities agenda
RESPONSIBLE OFFICER: Director Resources	

9	<p>Failure to ensure policies and strategies are 'Fit for Future Purpose'</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Failure to adequately consult residents, service users, businesses and other interested parties 2. Failure to meet customers' changing needs 3. Organisational structure (having the right people and the right finance in place) 4. Availability of quality data to support decisions
RESPONSIBLE OFFICER: TBA	

10	<p>Reputational Risk (damage to an organisation through loss of its reputation or standing)</p> <p>Causes:</p> <ol style="list-style-type: none"> 1. Inspection regime (Value for Money and service inspectorates) and resulting ratings in relation to 'excellent in the eyes of local people' 2. Failure to identify and highlight frauds and weaknesses in the system of internal control 3. Failure to disseminate 'lessons learned'
RESPONSIBLE OFFICER: Head of Audit	