Likelihood: 1 – Almost Impossible, 2 – Unlikely, 3 – Possible, 4 – Likely, 5 – Almost Certain

Impact: 1 – Insignificant, 2 – Minor, 3 – Moderate, 4 – Major, 5 – Catastrophic (or Fantastic, if an opportunity)

15 – 25 Red	**High**. Immediate action required & escalate to management level above		8-14 Amber	**Significant.** Review & ensure effective controls			4-7 Yellow	**Moderate** (option to TOLERATE) Monitor if risk levels increase TOLERATE?		1-3 Green	**Low** (option to TOLERATE) Monitor Periodically	

Risk No.	Risk Description & Proximity	Potential Consequences	Initial Likelihood (L) Risk Score (see header)	Initial Impact (I) Risk Score (see header)	Controls	Revised Likelihood (L) Risk Score (see header)	Revised Impact (I) Risk Score (see header)	Revised Risk Score (Multiply L x I)	15-25 Red / 8-14 Amber / 4-7 Yellow / 1-3 Green — Does this risk warrant more action ('Solutions')? Be guided by the Risk Revised Risk Score & add actions	Target Date	Responsible Officer	Date Added	Date Updated
1	Financial Resources insufficient to implement and operate the FO service. Linked to Risk no. 2	Reputational damage, poor customer service and not managing expectations. Manager post currently a one year fixed term contract. £0.050m to fund this post for 2019/20 still needs to be identified Manager is crucial link between services, communities and FO; responsible for monitoring work escalation and delivering benefits. An additional service pressure of £0.109m for	3	5	As part of the ongoing review of budgets and service delivery, work is taking place to understand where this resource can be identified in both NCH and EEC Directorates. Currently there is an underspend of £0.150m due to the delayed recruitment.	3	4	12		Ongoing	AS	18.4.17	**02/11/2018**

		2019/20. If funding not identified capacity of team reduced and service delivery reduced																			
2	Resources insufficient to implement and operate the Field Officer Service **see Risk 6 for Financial Resources**	Reputational damage, poor customer service and not managing expectations. Service is spread too thinly to have the impact needed. FO unable to meet demand and deliver defined functions. FO staff struggle to support the specialists. FO and specialists fail to integrate and silo working continues.	3	4		Programme Board set up in April to manage the implementation phase, risk programme resources and communications. Maintain an agile approach that ensures consistent service delivery city wide across all our communities. Ensure close management of the service that continues to monitor and review performance information, customer need, and deploy resources flexibly and appropriately. Managerial role to also work over 7 days and on a rota. To include shift leaders. Fast and effective response where service delivery is not meeting customer need.	2	3	6							Ongoing	AS	27/09/2017	**02/11/2018**

27/09/2017   AS

				Work with services in scope to optimise opportunities in relation to future income generation using a programme of champion workshops where services and Field Officers work closely together to problem solve, manage workflow and service delivery. Having an ongoing training plan that ensures close working between FO and specialists and makes effective use of resources. Implementation of a phased programme of review to ensure effective service delivery, in accordance with the programme's objectives.										

| 3 | Noise patrol – change to how out of hours noise services are delivered | Health & Safety risks to frontline staff and subsequent corporate risk. Reputational damage and not managing customer needs. Noise complaints between 8pm and midday not routinely responded to by the FO. Breaches of noise abatement notices cannot be witnessed by FO during this time.   Noise complaints may escalate if immediate intervention is delayed. There maybe confusion and uncertainty how out of hours noise services are delivered prior to December 2018 when the role is fully launched.. | 3 | 3 | Staff risk assessments in place and routinely reviewed to reflect changes to the night time economy and increasing risks to staff associated with this. FO to follow up late night noise complaints the following day with a safer and more practical solution, and stop complaints escalating.   FO to be on annualised contracts and thereby enable flexibility around hours worked. This will include opportunity for joint visits with colleagues and Police Staff in EP team to continue working flexibly out of hours to respond to ongoing complaints and to work to revised risk assessments and working protocols, including option to use security company. Continue use of digital noise recording equipment to gather evidence and enable notice abatement notices to be served. Continue to develop partnership working | 2 | 2 | **4** | | | December 2018 | AS | 27/09/2017 | **02/11/2018** |

| | | | | with Police to witness noise from persistent offenders. Effectively communicate changes. | | | | | | | | | | | |

| 4 | Ensuring effective technology and access to it | Lack of mobile technology and associated functionality will prevent fast effective enforcement action and service delivery. Slow down workflow and referrals. Reputational damage that does not meet customer and service needs and prevents effective communication with stakeholders. Digital technology will not be able to deliver solutions to all 9 services by December 2018. Not all services having access to UNIFORM enterprise workflow, and service request functions to enable fast effect workflow and information sharing | 5 | 4 | Programme Board fortnightly meetings with ICT and DF to collaborate on procurement and delivery. Revised IT&D Programme Plan with prioritised functions. Ensure that this plan is routinely reviewed and any implementation issues escalated.   FO to be given access to PCs while the tablets are being implemented and functionality and synchronicity reviewed. Roles and responsibilities of IT &D have been reviewed and introduction of workshops relating to culture change and facilitate a shift to this new technology and cross working. | 3 | 3 | 9 | | | Ongoing | AS | 27/09/2017 | 02/11/2018 |
| 5 | Limited Capacity for Out of Hours Management | Lack of cover when Field Officer Manager not available. Health and Safety risk for Field Officers impacting on the teams duty of care. | 4 | 4 | Created a duty officer for each shift using a model currently practised by Carelink Services. Following consultation with Executive Leadership Team a modernisation project is going to Modernisation Board in the new year to look corporate risk and | 3 | 3 | 9 | | | Ongoing | AS | 18.4.17 | 02/11/18 |

#	Risk	Impact	L	I	Mitigation	L	I	Score		Date	Owner	Date	Date
		resilience in relation to out of hours service delivery.											
6	Fail to share information across partners and communities	Service delivery not as effective resulting in poor communication, possible duplication and not achieving the programmes' benefits. Fail to realise service improvement Fail to effectively share resources.	3	3	Regular champion workshops where services, field officers, partners and community representatives share information and review service delivery, workflow procedures, and problem solve. Ongoing shadowing and training with partner agencies and communities. .	2	2	4		31.10.17	AS	18.4.17	02/11/2018
7	Disproportionate amount of time spent on admin tasks	Reduced capacity to meet objectives: delivery and monitoring including duplication of work due to lack of digital solutions. Additional work for back office admin – reducing time to visit residents	5	4	Ongoing IT&D and work to improve/streamline systems Communication with services see RISK 4	3	3	9		31.10.17	AS	18.4.17	02/11/2018
8	Challenge of bringing about cultural change	Change not embedded Cross service working not effective and silo working remains. Workflow across teams restricted Poor service delivery	4	4	Launch of new change workshops Ensure effective communications to all staff and unions	3	3	9		Ongoing	AS	18.4.17	02/11/2018

| 9 | Conflict over stakeholder priorities and strategies | Reputational damage, poor customer service and not managing expectations | 4 | 3 | Strong operational leadership. Regular joint intelligence meetings with external partners, including opportunities around co-location and joint working. Developing community collaboration and enabling communities. | 3 | 2 | **6** | | | | | Ongoing | AS | 27/09/2017 | **02/11/2018** |