

**BRACKNELL FOREST PARTNERSHIP**

**RISK ACTION PLANS : ASSISTANT CHIEF EXECUTIVE AND BFP SEEDA REP**

RISK SHORT NAME	TRIGGER	CONSEQUENCES	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Economic conditions	Economic conditions continue to deteriorate	<ul style="list-style-type: none"> <li>• Funding levels decrease</li> <li>• Adverse impact on ability of partners to deliver</li> <li>• Potential slowdown / reduction in capital schemes</li> <li>• Key projects and schemes not delivered / delivered fully</li> <li>• Unable to implement new initiatives</li> <li>• Schemes / initiatives not sustainable</li> <li>• Implement something affordable rather than a 'step change'</li> <li>• Image of area not improved as desired</li> <li>• Affects 'feel good' factor</li> <li>• Opportunities missed</li> <li>• Targets not met</li> <li>• Place-shaping agenda undermined</li> </ul>	A2	<ul style="list-style-type: none"> <li>• Monthly reports to BFP Board on impact of economic downturn.</li> <li>• December 08 workshop held with BFP Group to identify key economic indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Devise Action Plan to support the local economy (Economy and Skills Development Partnership)</li> <li>• Expand engagement with local businesses through direct and indirect links</li> <li>• Increase participation in BESB</li> <li>• Financial Investment</li> <li>• Partnership with banks and lending agencies.</li> <li>• Progress Economic assessment to adoption</li> </ul>	<p>End March 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>April 2009</p> <p>April 2009</p> <p>April 2009</p>
Key employers leaving	More than one key employer leaves the local area	<ul style="list-style-type: none"> <li>• Unemployment rises</li> <li>• Increase in social problems</li> <li>• Increased pressure on services</li> <li>• Adverse impacts upon other businesses</li> <li>• Image of area not improved as</li> </ul>	C2	<ul style="list-style-type: none"> <li>• Ad-hoc responses to company queries e.g. traffic congestion</li> <li>• BESB monthly economic reports</li> </ul>	<ul style="list-style-type: none"> <li>• Develop enhanced local intelligence through SEEDA Investor Development Managers, Business Link and Chamber of Commerce.</li> </ul>	Ongoing

		desired <ul style="list-style-type: none"> <li>• The image of the area suffers</li> <li>• Affects 'feelgood' factor</li> <li>• Other businesses choose not to locate in this area</li> <li>• Opportunities missed</li> <li>• Place-shaping agenda undermined</li> </ul>		<ul style="list-style-type: none"> <li>• SEEDA / JCP Continuing Employment Support Service for those being made redundant.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with BESB / TVEP on future inward investment offer for Bracknell.</li> </ul>	Ongoing
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#### RISK ACTION PLANS : ASSISTANT CHIEF EXECUTIVE

RISK SHORT NAME	TRIGGER	CONSEQUENCES	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Loss / unavailability of key individuals	Key individuals leave / there is a lack of continuity of key personnel	<ul style="list-style-type: none"> <li>• Loss of continuity within the Partnership</li> <li>• Management and organization of the partnership disrupted</li> <li>• Key knowledge lost</li> <li>• Decision making process undermined</li> <li>• Goodwill / commitment of partners uncertain</li> <li>• Takes time to build new relationships</li> <li>• Opportunities missed</li> </ul>	B3	<ul style="list-style-type: none"> <li>• New combined Performance and Partnerships Team gives broader support to BFP</li> <li>• New Head of Performance and Partnerships to strengthen support for BFP</li> <li>• BFP Handbook used as induction pack for new Board members</li> </ul>	<ul style="list-style-type: none"> <li>• Board members that leave to bring replacement member to shadow meetings for handover before departing</li> </ul>	Immediate effect

**RISK ACTION PLANS : BFP BOARD CHAIRMAN**

RISK SHORT NAME	TRIGGER	CONSEQUENCES	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Conflicting priorities and targets	Conflicting priorities and targets mean that partners are unable to commit resources fully to BFP	<ul style="list-style-type: none"> <li>• Partner organizations led away from Community Strategy by their 'Centre' or other body</li> <li>• Resources have to be re-directed / not targeted to meet local needs</li> <li>• Collective resources not maximised</li> <li>• Impact on ability to deliver projects / initiatives</li> <li>• Unable to focus on preventative action in key areas</li> <li>• Continue to react to situations and treat systems</li> <li>• Fail to achieve targets</li> <li>• Short term measures implemented to detriment of longer term sustainable improvement</li> <li>• Opportunities missed</li> <li>• Possible conflict</li> <li>• Ability to deliver on Community Strategy undermined</li> <li>• Partnership unable to demonstrate achievements</li> </ul>	C2	<ul style="list-style-type: none"> <li>• BFP monthly Board meetings give opportunities for issues to be raised.</li> <li>• BFP Quarterly Performance reports highlight areas of underperformance.</li> <li>• BFP Board Memorandum of Agreement states that Board members must report and justify to the Board individual organisation decisions that may have an adverse impact on the implementation of the SCP, LPSA and LAA.</li> </ul>	<ul style="list-style-type: none"> <li>• LAA resource mapping to be undertaken, to include geographic commitments from partners.</li> </ul>	Feb 08

**RISK ACTION PLAN : HEAD OF PERFORMANCE AND PARTNERSHIPS**

RISK SHORT NAME	TRIGGER	CONSEQUENCES	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Place survey – LAA targets	Unrealistic / unsustainable targets are set which do not reflect the current state of the area	<ul style="list-style-type: none"> <li>• Lack of consistency between benchmark and reality</li> <li>• Targets unachievable or unsustainable</li> <li>• Redirection of focus and resources to certain areas</li> <li>• Affects ability to meet other targets</li> <li>• Other targets potentially lower than could be</li> <li>• Targets met earlier than expected</li> <li>• Redirection or reduction in funding in these areas</li> <li>• Improvements not sustainable</li> <li>• Missed opportunities</li> <li>• Fail to meet key targets</li> <li>• Reduction in funding</li> </ul>	B3	<p>Covering letter from Tim included with Place Survey encouraging all people to take part</p> <p>Two rounds of chase ups to maximize response rate (this exceeded expectations with final response rate at 54%)</p>	<p>Head of Performance and Partnerships to write negotiation brief for all LAA lead officers when results published</p> <p>Collect results from other Berkshire authorities to get some idea of benchmark</p> <p>Gather any benchmark info from PWC tool if available</p>	Feb 09

**RISK ACTION PLANS : COMMUNICATIONS CHAMPION FROM BFP BOARD**

RISK SHORT NAME	TRIGGER	CONSEQUENCES	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE
Recognition of BFP achievements by public	Achievements and improvements in the local area through the BFP and Community Strategy not recognized and acknowledged by the community.	<ul style="list-style-type: none"> <li>• Unable to gain wider engagement within the community</li> <li>• Public do not understand role of BFP</li> <li>• BFP not recognized as key locally</li> <li>• Impact on future place surveys</li> <li>• Potential impact on inspection (CAA)</li> <li>• Fail to secure sufficient examples of best practice</li> <li>• Positive achievements not recognized</li> <li>• Unable to demonstrate value of BFP</li> <li>• Loss of BFP and partner organisations' reputations</li> </ul>	B4	<ul style="list-style-type: none"> <li>• BFP Comms Working Group established and meeting 4 times per year</li> <li>• Community TV pilot launched</li> </ul>	<ul style="list-style-type: none"> <li>• Community TV year 2 funding to be secured</li> <li>• Community TV year 2 OJEU procurement to be undertaken</li> <li>• Annual report to be produced for BFP including case studies of success</li> </ul>	<p>May 09</p> <p>Oct 09</p> <p>Jun 09</p>