

Private and Confidential
Strategic Risk Management Report

Prepared for: Bracknell Forest Partnership

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1. Introduction

During August and September 2008, a Strategic Risk Management exercise was conducted with the Bracknell Forest Partnership board. This exercise was an opportunity to establish through identification, analysis and prioritisation the key risks that could affect the ability of the Partnership to achieve the Community Strategy, and in doing so establish a Strategic Risk Register.

The exercise involved conducting interviews with a number of members of the Board (see **Appendix 1**) to identify key strategic risks. The risks were then presented back to Board members at a prioritisation workshop on 18th September 2008. During this workshop each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. Each risk was plotted on a risk matrix depending on its likelihood and impact on the ability of the BFP, as a body, to achieve its priorities.

The report outlines the process used by Zurich Risk Engineering and the outcomes achieved.

This is a private and confidential document prepared exclusively for BFP by Zurich Risk Engineering. It has been distributed to Claire Sharp, Senior Policy Officer (Partnerships), BFBC, and a copy has been retained by Zurich Risk Engineering.

2. Executive summary

During August and September 2008, a Strategic Risk Management exercise was conducted with members of the Bracknell Forest Partnership. This exercise was an opportunity to establish through identification, analysis and prioritisation the key risks that could affect the ability of the Partnership to achieve key objectives, and in doing so establish a Strategic Risk Register.

This exercise involved interviews with a number of the Board members, followed by a prioritisation workshop, attended a number of Board members. During this workshop each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. Each risk was plotted on a risk matrix depending on its likelihood and impact on the ability of the BFP, as a body, to achieve its priorities. This Risk Profile is available in Appendix 2 and the Risk Register is available in Appendix 3.

The next stage for these risks that appear in the red and amber areas is to manage them. This will require assessing the adequacy of existing actions and looking at putting further actions and controls in place to manage the risks down the matrix.

The group also needs to agree a timescale for re-visiting these risks in order to assess if they are still relevant, if actions are improving the risks and to identify new scenarios. There is also a need to consider the wider communication of the output from this session.

3. The Process

3.1 Risk Identification

The first of five stages of the risk management cycle requires risk identification. This was achieved through interviews attended with Board members during August 2008. In doing so a number of categories of partnership risk were considered (see Figure 1).

Figure 1



3.2 Risk Analysis and Prioritisation

The results from the interview stage were analysed and put into 6 risk scenarios. These were presented to a number of Board members. During the workshop it was decided by the group to modify the wording of some of the scenarios, and one scenario, no 1, was split into risks 1a and 1b, resulting in 7 risk scenarios being agreed (see Appendix 3).

These were then assessed for impact and likelihood and plotted onto a matrix (see Appendix 2). The impact was assessed against delivering the priorities set out in the Community Strategy. The likelihood, of the risks was measured as being very high, high, significant, low, very low or almost impossible and the categories of impact were measured as being catastrophic, critical, marginal or negligible.

Once all risks had been plotted the matrix was overlaid with Red, Amber and Green zones. Those risks in the Red and Amber zones particularly require further scrutiny.

3.3 Risk Management and Monitoring

It is recommended Board members complete the action planning process as soon as possible in order to manage the risks. It is also important that this work is monitored and measured and that management action plans are reassessed regularly to ensure that progress is being made and that targets can be met.

In addition each risk should be owned by a member of the Board to ensure that there is high level support, understanding and monitoring of the work that is required as part of the action plans. Risks should also be reviewed regularly, in order to assess if they are still relevant and to identify new issues.

4. Next steps

4.1 Action Planning

Once risks have been identified and prioritised the next step is to put in place management action plans for those risks in the red and amber areas of the matrix. Although the group as a whole is responsible for managing risk it is important, where possible, to assign a named individual to each risk that is to be managed. This individual would be responsible for driving through on and ensuring the actions that need to be carried out to manage a risk are followed through.

4.2 Risk Management at a Theme Group level

We recommend, that moving forward, now the Board has been through the process, that a similar exercise be conducted with each of the theme groups. This will allow each theme group to identify and prioritise the risks to delivering their own aims, objectives and targets. Again action plans should be put in place to manage the key risks within each theme group.

Once this has been done it then also allows the Board, to look at the top 2 or 3 risks within each theme group; spot trends, patterns and problems that may be occurring and ensure each group is effectively managing its key risks. This will help to ensure a thorough and consistent approach to Risk Management.

4.3 Regular Reporting and Monitoring

The risks identified and prioritised will change over time, as BFP changes over time. There is a need to revisit and review the risks on a regular basis. We would suggest this is done quarterly or 6 monthly as part of the normal performance management procedures within the BFP.

The Board may also find value in refreshing these risks on an annual basis by holding a workshop to review the current risks and identify new ones that have appeared over the last 12 months.

Appendix 1 – List of Participants

Interviewees

Mary Purnell – Bracknell East PCT
Steve Buck – Royal Berks Fire and Rescue Service
Martin Gilman – Bracknell Forest Voluntary Action
Timothy Wheadon – Bracknell Forest Council
Simon Bowden – Thames Valley Police
Helen Barnett – Bracknell Regeneration Partnership
Susan Robbins – South East England Development Agency

Workshop Attendees

Mary Purnell – Bracknell East PCT
Steve Buck – Royal Berks Fire and Rescue Service
Martin Gilman – Bracknell Forest Voluntary Action
Timothy Wheadon – Bracknell Forest Council
Simon Bowden – Thames Valley Police
Claire Gillon – South East England Development Agency

In attendance: Victor Nicholls and Claire Sharp, Bracknell Forest Council

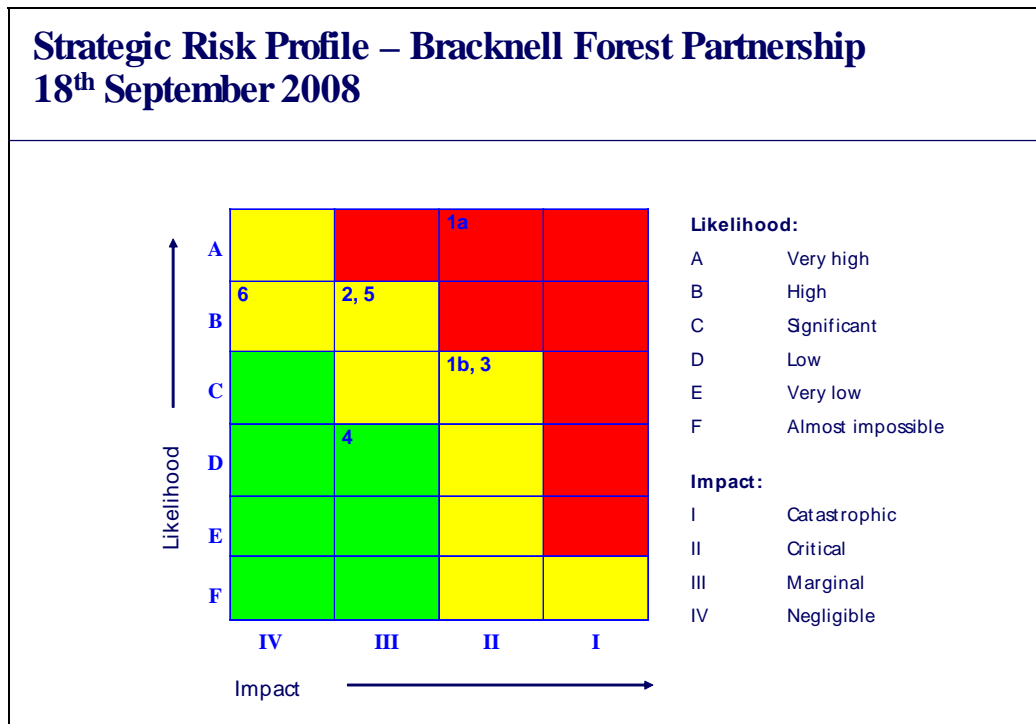
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Appendix 2 – Risk Profile

Risk profile

During the workshop, 7 risks were identified and framed into scenarios. The attendees rated 1 of these as a red risk, 5 as amber risks and 1 as a green risk. The results are shown on the following risk profile.



Appendix 3 shows all the risks that were discussed.

It is important that an action plan is written for each of the risks shown, with particular focus on the risks in the red area as a matter of priority, and then those in the amber area, as it is this which will allow them to be monitored and successfully managed down.

Appendix 3

Strategic Risk Register

No	Rating	Short name	Vulnerability	Trigger	Consequence	Risk Owner
1a	A2	Economic conditions	The economic environment (locally and nationally) has deteriorated since the Community Strategy was developed and LAA targets were agreed. However the Community Strategy includes ambitious plans for regeneration and sustainable development, including a number of capital schemes, e.g. town centre, health facility, college.	Economic conditions continue to deteriorate	<ul style="list-style-type: none"> Funding levels decrease Adverse impact on ability of partners to deliver Potential slowdown / reduction in capital schemes Key projects and schemes not delivered / delivered fully Unable to implement new initiatives Schemes / initiatives not sustainable Implement something affordable rather than a 'step change' Image of area not improved as desired Affects 'feelgood' factor Opportunities missed Targets not met Place-shaping agenda undermined 	Assistant Chief Executive, Bracknell Forest Council & BFP Board rep. from SEEDA
1b	C2	Key employers leaving	The economic environment (locally and nationally) has deteriorated over the recent period, and is continuing to decline. There are a number of major multi-national companies based locally, who operate on a global scale, and will regularly review their operations and locations.	More than one key employer leaves the local area	<ul style="list-style-type: none"> Unemployment rises Increase in social problems Increased pressure on services Adverse impacts upon other businesses Image of area not improved as desired The image of the area suffers Affects 'feelgood' factor Other businesses choose not to locate in area Opportunities missed Place-shaping agenda undermined 	Assistant Chief Executive, Bracknell Forest Council & BFP Board rep. from SEEDA

3	C2	Conflicting priorities and targets	<p>Partner organisations have pressures and targets to meet other than those in the Sustainable Community Strategy, e.g. changes in government policy, new legislation, regional and national targets, meeting the requirements of the Comprehensive Area Assessment.</p> <p>Alongside this, a number of partner organisations operate on a regional basis, across a number of localities, and potentially Bracknell could be viewed as less in need than other areas regionally, reducing the priority of the area. There is also a balance needed between having a uniform / tailored approach across the region / areas, however for the Bracknell Community Strategy to be achieved, partner activity locally needs to be aligned to it.</p>	Conflicting priorities and targets mean that partners are unable to commit resources fully to BFP	<ul style="list-style-type: none"> • Partner organisations led away from Community Strategy by their 'Centre' or other body • Resources have to be re-directed / not targeted to meet local needs • Collective resources not maximised • Impact on ability to deliver projects / initiatives • Unable to focus on preventative action in key areas • Continue to react to situations and treat symptoms • Fail to achieve targets • Short term measures implemented to detriment of longer term sustainable improvement • Opportunities missed • Possible conflict • Ability to deliver on Community Strategy undermined • Partnership unable to demonstrate achievements 	BFP Board Chairman
2	B3	Loss / unavailability of key individuals	BFP relies heavily on strong relationships between key individuals and goodwill from partners to ensure that it works effectively as a partnership and delivers on its objectives. The day to day management and organisation of the partnership also relies on input from key individuals	Key individuals leave / there is a lack of continuity of key personnel	<ul style="list-style-type: none"> • Loss of continuity within the Partnership • Management and organisation of the partnership disrupted • Key knowledge lost • Decision making process undermined • Goodwill / commitment of partners uncertain • Takes time to build new relationships • Opportunities missed 	Assistant Chief Executive, Bracknell Forest Council & BFP Board as a whole
5	B3	Place survey – LAA targets	The place survey will ask a number of specific questions which, following negotiations with GOSE will set a benchmark for the LAA targets. There are concerns around the relevance of some of the questions and also the subjective nature of the approach, with the community potentially not realising the significance of the answers they are giving.	Unrealistic / unsustainable targets are set which do not reflect the current state of the area	<ul style="list-style-type: none"> • Lack of consistency between benchmark and reality • Targets unachievable or unsustainable • Redirection of focus and resources to certain areas • Affects ability to meet other targets • Other targets potentially lower than could be • Targets met earlier than expected • Redirection or reduction in funding in these areas • Improvements not sustainable • Missed opportunities • Fail to meet key targets • Reduction in funding 	Head of Performance and Partnerships, Bracknell Forest Council

6	B4	Recognition of BFP achievements by public	The local community should be aware of ongoing improvements and achievements, and that these are recognised in the context of the BFP and the Community Strategy. Also, a key element of the upcoming Comprehensive Area Assessment (CAA) is around highlighting exemplar achievements, which will be 'green flagged' as best practice. Awareness and understanding of achievements may have an impact on future place surveys and area assessments.	Achievements and improvements in the local area through the BFP and Community Strategy not recognised and acknowledged by the community.	<ul style="list-style-type: none"> • Unable to gain wider engagement within the community • Public do not understand role of BFP • BFP not recognised as key locally • Impact on future place surveys • Potential impact on inspection (CAA) • Fail to secure sufficient examples of best practice • Positive achievements not recognised • Unable to demonstrate value of BFP • Loss of BFP and partner organisations' reputation 	Communications Champion from BFP Board
4	D3	Funding and resources within timescales	<p>Limited funding availability means that there is an increasing reliance on partners to use mainstream budgets to fund projects and initiatives to meet local needs. There is also pressure on the capacity and resources of partners to deliver their role within the partnership, often alongside the 'day job'. There is a need for the BFP, LAA and Community Strategy to be aligned and at all relevant levels within each partner organisation.</p> <p>BFP is delivering on a complex wide ranging agenda, including key targets, indicators and a number of major schemes and initiatives, which require robust performance and programme management and agreement. Key timescales which need to be met to ensure successful delivery which will require commitment from all partners as planned to agreed priorities and resourcing</p>	BFP unable to secure resources / funding within relevant timescales	<ul style="list-style-type: none"> • Fail to achieve targets • Key area of need may be neglected • Deliver in some areas but not all • Lack of buy in to the collective decisions made by the LSP • Some partners contributing more than others • Increased pressure on individuals • Possible conflict • Unable to focus on preventative action in key areas • Continue to react to situations and treat symptoms • Fail to achieve targets • Short term measures implemented to detriment of longer term sustainable improvement • Missed opportunities • Lack of commitment to the Community Strategy • Ability to deliver on Community Strategy undermined • Partnership unable to demonstrate achievements • Needs of Bracknell not met 	BFP Board Chairman