



OLDHAM PARTNERSHIP

LAA risk assessment

Safer and stronger communities Block

Oct 2006

Executive Summary

On October 2nd 2006 a risk management assessment was facilitated by Pam Duke of Bannisdale Consulting Ltd for the Safer and stronger communities block of Oldham partnership.

This exercise involved partnership members involved in the delivery of the LAA's for the safer and stronger communities block. The session provided an opportunity to introduce the risk management methodology for the partnership and allow all members to contribute to the identification and prioritisation of the key risks facing the delivery of the Safer and stronger communities LAA's.

The session risk assessed the ability of the Safer and stronger communities partnership to achieve its shared priorities of:

“Tackling crime and fear of crime and creating better neighbourhoods”

- To have cleaner, greener and safer public spaces
- To build respect in communities, to reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime and anti social behaviour
- To empower local people to have a greater voice and influence over local decision making and the delivery of services
- Reduce overall crime and narrow the gap between the worst wards/ neighbourhoods and the districts as a whole
- To increase domestic fire safety and to reduce arson
- To promote culture and cohesion

The top risks facing the safer and stronger communities block in priority order are:

Scenario	Short name
1	Insufficient resources /funding to deliver on all projects
9	Community maintains unrealistic expectations
2	Insufficient understanding to balance preventative v reactive workload to achieve VFM
3	We don't deliver what the community wants we deliver what is needed
6	Staff within partner organisations do not buy in / understand the LSP/ LAA and what their role is
7	Lack of mutual understanding and empowerment in respect of decision making
8	No clarity on the infrastructure to support the block

These risks are above the tolerance line now require to be managed and monitored to ensure that they do not hinder the delivery of the partnership's LAA objectives.

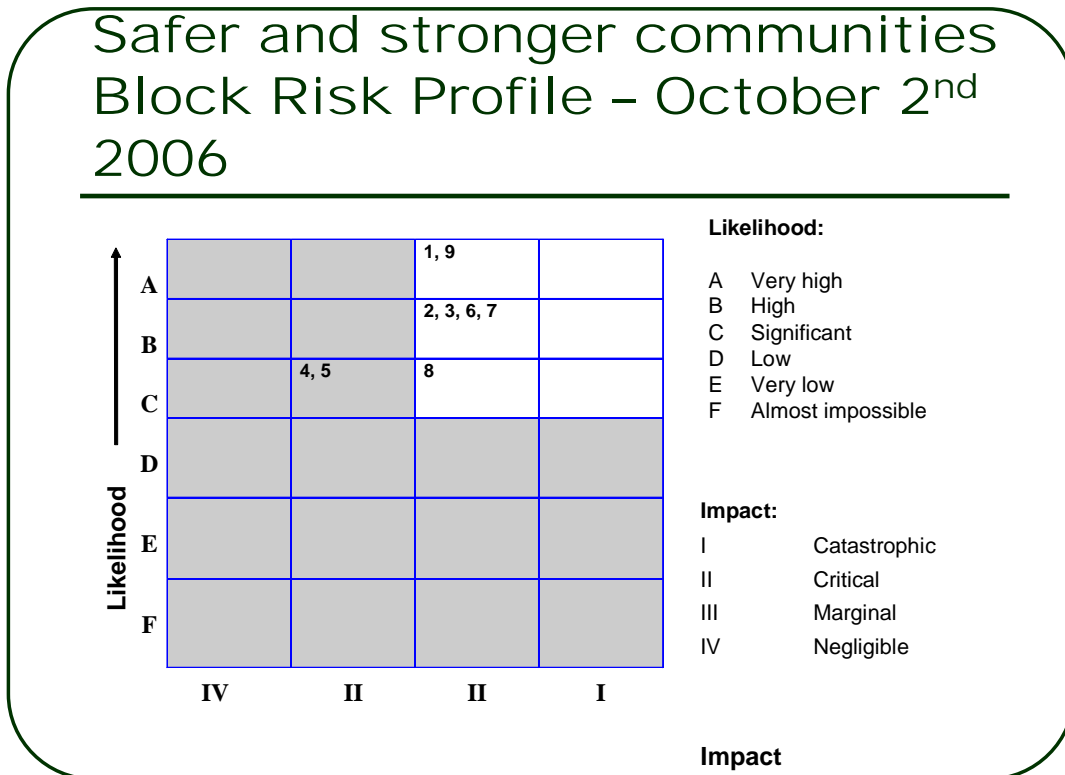
LAA Risk assessment exercise – October 2006

Safer and stronger communities block

On the 2nd October 2006 partnership members from the Oldham partnership safer and stronger communities block identified and prioritised 9 risks.

The risk appetite was also established to determine which risks need to be managed and which risks the group are happy to live with.

7 risks were prioritised above the risk appetite with 2 risks below. The completed matrix is shown below:



Appendix 1 records all the risks that were prioritised within a risk register format and provides the detail of each risk.

Appendix 2 shows the attendees at the workshop.

Next steps – action planning

For each of the risks above the appetite a risk owner has been identified. This is shown in appendix 1. It is their responsibility to ensure that an action plan is developed that clearly demonstrates how the risk will be managed.

To support the action planning some of the risks can be clustered. This means that a number of risks can be managed via one action plan keeping the process streamlined and effective. The following risk cluster has been identified:

Communication with the community

Risk Number	Description	Risk Owner
9	Community maintains unrealistic expectations	Michelle Carr
3	We don't deliver what the community wants we deliver what is needed	Michelle Carr

Next steps – Ownership of the risk register

It is important that this risk register is owned at Block leadership level. If the group involved in developing this initial risk register is not that group then it is important that the register is reported to that group and that they have the opportunity to accept it or amend it as appropriate. The monitoring of the risk register should be at leadership level.

Next steps – monitoring

Monitoring of risks is two fold. Firstly the action plans to manage the risks should be regularly monitored as part of the overall performance management approach for the Partnership block.

Secondly, on a regular basis, the risks above and below the line should be reviewed in terms of their position on the matrix. This should be undertaken by all partnership members to ensure a complete view is expressed and all concerns are picked up. During this review there should also be an opportunity for new risks to be identified and prioritised.

Next steps – escalating risks to the strategic level - Oldham partnership

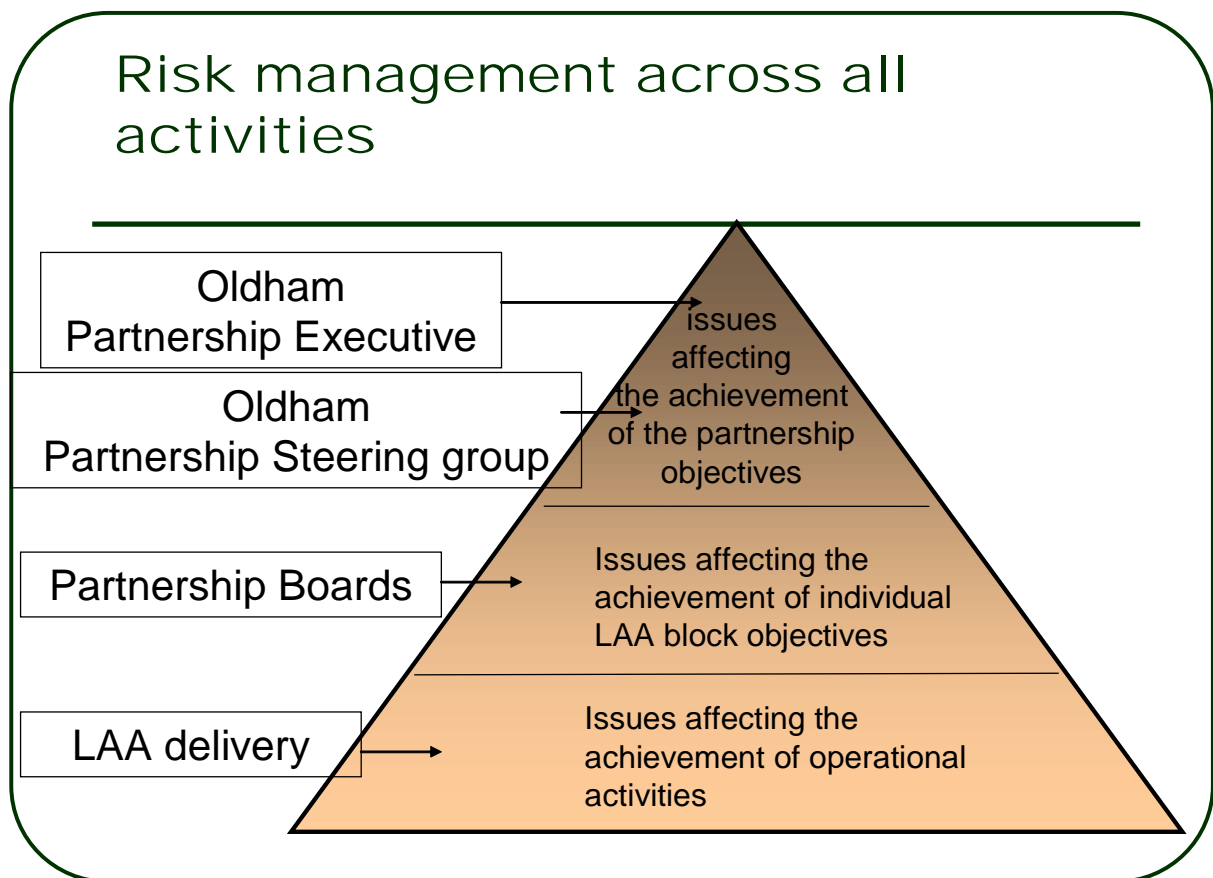
At the moment there are no processes for the individual blocks to escalate their top risks to the strategic level of the Oldham partnership.

It is important that through this exercise the top risks facing each block are reported to the Oldham Partnership steering group for their consideration. This will allow the steering group to decide which of the risks they should manage on

behalf of the blocks and which risks should continue to be managed by the blocks. The risks that the steering group manage on behalf of the blocks will form the strategic risk register for Oldham Partnership. The steering group will also have the opportunity to add additional risks if appropriate. Oldham Partnership will then have its own strategic risk register highlighting risks affecting the partnership as a whole.

It is important that this process is repeated on a regular basis either six monthly or annually to ensure the strategic risk register for Oldham Partnership is reviewed and updated.

The following diagram highlights the risk management hierarchy:



UUUUUUAppendix 1 – Safer and stronger communities LAA risks above the appetite

Risk Number	Risk Score	Risk Description	Vulnerability	Trigger	Consequence	Risk Owner
1	Very high/ critical	Insufficient resources /funding to deliver on all projects	It is understood what needs to be achieved and why as it is evidence based. Funding however may be limited so priorities will have to be set meaning some projects may not be fully funded. There is uncertainty about Govt funding in terms of when and how long it is available. General trend is for a reduction in funding	Insufficient resources /funding to deliver on all projects	<ul style="list-style-type: none"> • Projects not delivered fully • Some projects stopped • Impact on many issues as the projects are all inter-related • Limited impact overall • Expectations not met 	Michelle Carr
9	Very high/ critical	Community maintains unrealistic expectations	Increased communication is needed to the community. Need to use real tangible benefits to feed back to the community about progress. Mechanisms are not available to inform the community so that they have realistic expectations. There is a	Community maintains unrealistic expectations	<ul style="list-style-type: none"> • Criticism of partnership • Success in some areas is not recognised • Fear of crime is not reduced • Progress is assumed to be limited • Partners frustrated 	Michelle Carr

			need to explain the decision making processes and how priorities are set		<ul style="list-style-type: none"> Govt assessment negatively affected 	
2	High/critical	Insufficient understanding to balance preventative v reactive workload to achieve VFM	There needs to be a balance in terms of funding both preventative work and reactive responses. At the moment we don't evaluate effectively VFM on both. Preventative is difficult to measure – attempts have been made but sometimes difficult to demonstrate the link. The block needs to develop an action plan that splits between preventative and reactive	Insufficient understanding to balance preventative v reactive workload to achieve VFM	<ul style="list-style-type: none"> Prioritisation is set by individuals not as a group Resources go into response too easily Soft targets not measurable therefore decision making limited Board not confident that decisions will achieve VFM Insufficient resources /funding to deliver on all projects Prevention work is limited Problems repeat themselves as root cause is not being affected 	Martin O'Connell
3	High/critical	We don't deliver what the community	It is important to understand the wants v the needs of the community. There is an	We don't deliver what the community	<ul style="list-style-type: none"> Community confidence does not increase Expectations not 	Michelle Carr

		wants we deliver what is needed	inexhaustible demand for services to support low level disorder. Do the community want long term investment? They prefer reactive support to reduce fear of crime. Preventative long term solutions may come from other parts of the LAA approach. Narrowing the gap is also a paradox and area based funding can inflame the want v need argument.	wants we deliver what is needed	met <ul style="list-style-type: none"> • Fear of crime stays high • Don't narrow the gap • Cohesion issues 	
6	High/critical	Staff within partner organisations do not buy in / understand the LSP/ LAA and what their role is	A communication strategy is vital to ensure all staff are informed about the LAA and what their involvement is. Resources are tight to do this and it's a fluid process. Buy in needs to be at least at leadership level but also across all staff. Leaders and front line staff tend to be bought in but managers working in a matrix structure find it difficult to determine how it all	Staff within partner organisations do not buy in / understand the LSP/ LAA and what their role is	<ul style="list-style-type: none"> • People don't let go of traditional partnership working out with the LAA • Strain between organisation requirements and partnership requirements • Practicalities not understood • Partners don't feel fully included 	John Eley

			works.			
7	High/ critical	Lack of mutual understanding and empowerment in respect of decision making	Due to pressure on timescales the delivery plans have not been pulled together by all partners but pulled together centrally. There is clarity about who is responsible for each action but all partners need to feel empowered around the decision making process. There needs to be openness and transparency around decision making and all partners should be involved. Engagement with all partners also needs to be two way.	Lack of mutual understanding and empowerment in respect of decision making	<ul style="list-style-type: none"> • LAA still seen as council led • Partners perception is that find it difficult to influence decisions • Key decision makers not bought in • Don't feel like equal partners • Perceptions maintained • Lack of understanding of how it all works together • Lose added value of joint working 	John/ David
8	Significant / critical	No clarity on the infrastructure to support the block	There used to be 10 thematic partnerships and they have now been pulled together resulting in different cultures trying to work together. It is important that the infrastructure of the block is fully developed and clear to all partners.	No clarity on the infrastructure to support the block	<ul style="list-style-type: none"> • Feels disaggregated • Block doesn't work as a hub • Lose focus on the day job • Inability to move forward flexibly • Uncertain decision making 	John Ryce

			Pooling infrastructure support means tapping into individual organisations skills and knowledge, pooling that and co-ordinating it.			
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Risks below the appetite

Risk Number	Risk Score	Risk Description	Vulnerability	Trigger	Consequence
4	Significant/marginal	National approach doesn't support local management of the wider agenda of fear of crime	Fear of crime is a difficult measure as there is a present increase in crime reporting due to changes in approach which may mislead the overall picture. Community confidence is affected by local press harking back to the disturbances. There is a need to give specific information on crime statistics. Notional targets are not always fit for purpose.	National approach doesn't support local management of the wider agenda of fear of crime	<ul style="list-style-type: none"> • Fear of crime is exaggerated • Becomes difficult to manage locally • Expectations raised that they will be dealt with • Resources focused on particular areas e.g. burglaries • Mixed messages
5	Significant/marginal	Some partners don't resource full involvement	There are a number of key partners and some may not have sufficient time to get together and meet on a regular basis to ensure that everyone understands the process and complex agenda. If the block doesn't maximise joint working then may lose partners. Complexity of agenda	Some partners don't resource full involvement	<ul style="list-style-type: none"> • Reduced overall commitment • Piecemeal approach • Partners withdraw • Added value of joint working is lost • Opportunities not

			requires all partners to support the approach. There are no sanctions if partners do not get involved.		maximised
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Appendix 2 – List of workshop attendees

Stuart Harman	Greater Manchester Police
Natalie Downs	Corporate Policy – OMBC
Martin O’connell	Community safety unit
Colin Cooper	Community safety unit
Peter Rafferty	Environmental services –OMBC
Kevin Shaw	Oldham Coliseum
Michelle Carr	Head of corporate policy – OMBC
David Hillary	Voluntary action Oldham
Rupert Cassey	Environmental services –OMBC

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