

Detailed Report

DATE: 08/04/2009

SERVICE: Culture And Information, Inclusion & Learning

Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ACCI0003 - Threat The risk that the changing demographics in Suffolk mean that Suffolk Libraries is unable to maintain its performance as highly effective and low cost and that population based performance indicators cannot be maintained at their current levels.	Moderate 3	Likely 4	High 12	Key factors include: Performance is currently rated as highly effective and low cost. There has been a significant rise in population since 2001/2 which means that all population based indicators are coming under pressure. The Library Service is increasingly under pressure to meet agreed performance targets especially those where there has been no compensatory growth such as the stock budget where there have been budget reductions The relevant LAA target is to increase participation in the Library Service by adults from 48.6% to 53.1% by 2011 which is a significant stretch target at a time when the population itself is also growing. Risk Control Measures Implementation of lending collections in Children Centres Development of marketing programmes Development of promotional activities Investigate options for additional and/or co-located service outlets Constant review of mobile library routes	Moderate 3	Likely 4	High 12	Roger McMaster

Control Measure	Control Measure Details	Status	Control Owner
Implementation of lending collections in Children Centres.	Galaxy being implemented in existing Childrens Centres. This will mean that Children's Centres can lend library books to children and carers - boosting issues and library membership. Programme started May 09 and will continue as centres are opened. As of Nov 2009 all open Childrens Centres have collections and are on-line Programme complete to date. Lending happening and relationships between local libraries and childrens centres being developed Take up not as great as hoped but needs to become established. 7/10	Implemented	Roger McMaster

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Control Measure	Control Measure Details	Status	Control Owner
Development of marketing programmes	<p>Marketing of individual projects e.,g Gainsborough happening. Marketing strategy for NI9 being developed. Radio Suffolk involved via Strategic Commissioner - Roger McMaster 6/09</p> <p>Anything but Shh programme with Radio Suffolk implemented Sept 09 Mental Health and Well Being Fortnight at Beccles Oct Children in Need Nov</p> <p>Gainsborough extensively marketed and covered Aug-Dec</p> <p>Programme being developed through Culture and Sport Programme Board for Feeling Well Projects to help address NI9 developed, costed and agreed. Dec 09</p> <p>Feeling Well launched Mar 2010. Additional projects inc Libraries Outside planned for mid 2010</p>	In Progress	Roger McMaster

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Development of promotional activities	<p>Marketing - Control Measure AC0046/002 will sit with this.</p> <p>Programme of activities around all parts of the service being developed - Reading Challenge etc but with major health and well being programme 2010/11</p> <p>Major promotion with BBC Radio Suffolk - Anything but Shhh launched 7th Sept 09 RM</p> <p>Amnesty held Well Being festival at Beccles - reached c400 people Learning Revolution Festival - reached c2k people Children In Need promotion - raised £4.1k</p> <p>Article on IoP published in online LGA First magazine Dec 09</p> <p>Feeling Well launched Mar 2010 with monthly programme to follow for all 2010/11</p>	In Progress	Roger McMaster

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DATE: 03/09/2010

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<p>ACCI0002 - Unassigned The 2012 Olympics presents a significant opportunity to develop and enhance existing strategies especially those relating to economic development and health. SCC will need to expend effort to promote the county via Olympic related events and facilitating team training camps within the county. The successful planning, co-ordination and marketing of Olympics 2012 will deliver these benefits and generate a positive legacy for the overall reputation of Suffolk.</p>	<p>Minor 2</p>	<p>Unlikely 2</p>	<p>Low 4</p>	<p>Overall planning and co-ordination is currently undertaken by the risk owner within T&P. Resilience and Business Continuity threats are acknowledged and these are being developed within the Public Protection Directorate.</p>	<p>Moderate 3</p>	<p>Almost Certain 5</p>	<p>High 15</p>	<p>Adam Baker</p>
Control Measure				Control Measure Details	Status	Control Owner		

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DATE: 24/04/2006

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Risk	Current Impact	Current Likelihood	Current Risk Rating	Underlying issues	Target Impact	Target Likelihood	Target Risk Rating	Risk Owner
ACCI0001 - Threat Failure to manage the change process and to communicate effectively could have an adverse affect on staff morale, which will ultimately reduce performance and the quality of customer service.	Moderate 3	Unlikely 2	Medium 6	Transitional risk during the creation of ACS Directorate. The culture of constant change requires investment in supportive activity that will assist employees and leaders of change to be better equipped to respond. (updated on behalf of Guenever Pachent) June 08 - Agreed communication strategy 2008/9 with Communications - additional funding has been identified. Staff and stakeholders are key groups. 15/12 - RG/GP - No change in risk - review again next quarter.	Moderate 3	Unlikely 2	Medium 6	Guenever Pachent

Control Measure	Control Measure Details	Status	Control Owner
Change process during creation of ACS Directorate will be part of an overall workforce and organisational development strategy	Transitional risk whilst embedding new cultures and ways of working within the evolving directorate. Need to plan effectively to ensure workforce are engaged in development activity and kept informed through a range of formats that enable confident and timely information sharing.	Implemented	Jon Rowe
Leaders and managers in ACS will be supported in leading change	Those experiencing change will have the opportunity for personal and support during change processes as projects and service plans will include 'people' strategies. Change support will form part of the 'core offering' from Learning & development.	Implemented	Jon Rowe
Organisation development strategy to be developed	The ACS OD Programme will be developed into an OD Strategy linked to corporate OD activity and needs identified specifically within ACS by the workforce and partners	Implemented	Jon Rowe
Staff survey to inform state of the directorate	As part of the OD programme a staff survey will be conducted to enable diagnosis of views of the workforce and inform priorities for action. October 07 - Survey completed - waiting for analysis to inform action planning. December 07 - Survey outcomes discussed at ACS management seminar and within Peoples Strategy group. Directorate response will be informed by corporate process. Corporate response to staff survey now incorporating findings that impact on ACS - proposed intervention is to mainstream activity into corporate Leadership programme being sponsored by Chief Exec. Need to understand content of this proposal fully before withdrawing this risk as we need to be assured that all issues for ACS are covered. Staff survey outcomes now embraced at corporate level. Main proposal being that investment in leadership at comms at this level should significantly improve and support key issues identified within the survey. Suggest control measure withdrawn.	Implemented	Jon Rowe

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Workforce development strategy has been developed and includes learning opportunities for leading and managing change.	Leadership training programme via West Suffolk College. Training is being delivered to over 30 managers and leaders in the organisation. Plus change management support to specific projects has been provided. Ongoing programme of CPD.	Implemented	Jon Rowe
Organisation dev strategy has been developed and will be overseen by OD & COMS Board	OD Consultant engaged - funding until 31/12. To be reviewed. Funding agreed until July 08 leading into the StF agenda. Funding has been identified by ACS with interim OD role being provided through CSD HR. Services of current OD lead secured until Dec 08 OD resource secured until June 09 to support change agenda in the workplace OD plan being updated and budget set aside to implement plan - OD strategy will be embedded within the ACS Office plan overseen by Guenever Pachent OD consultant funding agreed until April 2011 - this will be a critical resource to support the transformation agenda associated with Putting People First and the Corporate New Strategic Direction	In Progress	Jon Rowe
Staff survey will now form part of SCC staff survey due in June 07	Jnice Prince incorporating ACS questions into SCC survey docs	Implemented	Jon Rowe

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ACS internal coms manager has left the organisation so resouce needs to be identified and secured to keep key docs in production	Resouce being identified from other funding sources as discussed with Wider management network. Strategies have been implemented but have not been effective in light of no dedicated resource, therefore communication and engaement accross the Directorate remain a significant area to address. Likkely to have an impact on the findings of the staff survey. Funding has ben approved to provide ACS 'notebook'. Corp coms support identified and being engaged within ACS - need to review progress and impact of this new provision after 3 months. Corporate decisons have impacted on ability of ACS to secure service from Corp comms as above. Urgent need to engage comms provision to secure engagment of the ACS workforce and external partners. Corporate comms now fully engaged and producing monthly newsletter. Internal editorial group being pulled together to reflect startegic and front line staff to oversee content and relevance of comms within newsletter. Useful of newsletter to be reviewed after three months so suggest review contraol measure to correspond Corp comms lead on the ACSO Newsletter has left the org and a replacement put in place - need to keep under review the success of transfer to ensure smooth transition and ongoing production of newsletetr. Editorial group no formed due to meet in Feb 09 to set terms of ref etc.	Implemented	Jon Rowe