







APPENDIX A





CORPORATE RISK REGISTER V5 – March 2015






(The register is sorted in risk reference order with the medium scored risks 😊 listed above the low scored risks 😊.)






| Risk Ref <small>Corp Strategy Priority No. / (Improvement Priority Ref.)</small> | Short Name / Risk Description | Risk Manager Latest risk sheet | Current status | Current Risk Score <small>[any change since Sept 2014]</small> |
|---|---|---|--|---|
| HIGH RISKS 😞 | | | | |
| None | | | | |
| MEDIUM RISKS 😊 | | | | |
| 1 All (1) | Welborne Failing to progress the planning framework for Welborne, provide effective communication about the new community or address the infrastructure funding issues. | Richard Jolley March 2015 | The examination hearing sessions on the Welborne Plan have now concluded. During the hearing sessions a number of actions were requested by the Inspector or suggested by the Council. These were subject to a two-week period of consultation which ended 4 December 2014. The Council has received a preliminary findings letter from the Inspector to allow it to proceed with main modifications to the Plan in the New Year. The project to prepare the Welborne Infrastructure Funding Strategy (IFS) completed, and the IFS approved by the Executive. | 😊 |
| 4 2- Prosperity (4a and 4b) | Daedalus Failure to provide a planning framework for the Daedalus site and support the Local Enterprise Partnership in the promotion of the Enterprise Zone. | Richard Jolley March 2015 | FBC are presently pursuing the opportunity to take ownership of the northern part of the Daedalus site, with the intention of unlocking Daedalus West for development and jobs creation, and establishing a long term viable solution for the airside activity. Discussions regarding the land transfer from HCA to the Borough Council are on-going and nearing completion. The runway works have largely been completed on time and on budget, to the specification agreed with the land owner and the airfield operator. The Innovation Centre is also on target to be completed in March 2015, with only a marginal cost increase (c.1%). It is envisaged that this can be recovered once the final element of the investment strategy is completed. | 😊 |




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| 11 <i>4-Leisure (10)</i> | Outdoor Recreation Failure to fully implement the improvement programme for parks, play areas and sports facilities. | Martyn George March 2015 | The revised open spaces improvement programme was approved by the Executive in November 2014. A strategic review of play areas has been completed and reported to the Leisure and Community PDR Panel on 14 January 2015. The report sets out a fully funded programme for the next 3 years and an aspirational programme for future years. The report will be considered at the Executive in March 2015. |  |
| 12 <i>5-Housing (11)</i> | Affordable Homes Failure to deliver 500 new affordable homes by 2017. | Martyn George March 2015 | Successful bid made to the Health and Communities Agency (HCA) for Affordable Housing Grant 2015-18 to enable the development of 65 homes by FBC. Contracts awarded for the construction of 6 Passivhaus houses in Coldeast and 16 flats in Palmerston Avenue. Award of contract for Coldeast Sheltered Housing scheme to be considered by the Executive on 2 Feb 2015. Aspect Building Communities Ltd successfully registered and operational. |  |
| 16 <i>7-Progressive Council (15)</i> | Asset Management Failure to maximise the Council's assets resulting in missed opportunities for generating revenue and or capital receipts or delivering other corporate and service priorities. | Andrew Wannell March 2015 | Commercial property acquisitions are progressing well, which have led to improved revenue streams for the Council. Corporate Assurance Management Group continues to meet regularly to identify potential further opportunities within the borough. |  |
| 17 <i>7-Progressive Council (16)</i> | Sustainable Budget Failure to minimise Council tax increases through delivery of a sustainable budget. | Andrew Wannell March 2015 | Robust plans are in place for the current year's budget, and approved efficiency plans are sufficient to support a balanced budget into the medium term. |  |
| 19 | Policy Changes Failure to respond to new legislation & government's changing policy agenda. | Martyn George March 2015 | Restructure of fraud investigation successfully completed. Safeguarding training successfully launched on Skillgate. Section 11 (Safeguarding Audit) report positively received by Hampshire Safeguarding Board. |  |
| 22 | Governance Inadequate Governance and Systems of Control. | Andrew Wannell March 2015 | We are currently reviewing our ICT Strategy which may identify some new risks for targeting. |  |

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| 25 | Service Delivery Current level of service cannot be delivered within existing budget. | Andrew Wannell March 2015 | There is generally a good understanding of the services which are under pressure, and resources have been allocated to meet those demands. The Medium Term Financial Strategy for the Council reflects the emerging demands for services and plans are in place to ensure that this can be properly resourced. | |
| 26 | Health and Safety - Public Failure to meet Health and Safety responsibilities in relation to public liability. | Martyn George March 2015 | The role and Terms of Reference of Health and Safety Committee and the Corporate Premises Health and Safety Group are currently under review. | |
| 27 | Income Loss of income. | Andrew Wannell March 2015 | The services which present the greatest risk remain car parking, commercial estates, and Ferneham Hall. Close monitoring of these areas is carried out, and steps have been taken to generate income from alternative sources, e.g. commercial property acquisitions, to compensate. The reductions have been taken into account in setting the Medium Term Financial Strategy. | |
| 32 | Health and Safety - Employee Failure to meet Health & Safety responsibilities in relation to employees. | Martyn George March 2015 | Current arrangements for the management of health and safety are under review. Health and Safety Committee continues to meet quarterly, but Corporate Premises Health and Safety Group has been suspended pending outcome of the review. | |
| 35 <i>4-Leisure (8a)</i> | Coldeast - Swimming Pool Failure to deliver proposed provision of a Swimming Pool at Coldeast. | Martyn George March 2015 | Design and Build Contractor appointed. Leisure Consultant appointed Member Steering Group in place and meets as and when necessary. Communication Plan in place. Project Plan in place. Following public consultation, detailed planning application submitted for approval. Executive to consider appointment of leisure operator in Feb 2015. Project on schedule | |
| LOW RISKS 😊 | | | | |
| 2 <i>1-Environment (2)</i> | Recycling Failure to reduce the quantity of household waste and maximise the amount that is reused or recycled. | Paul Doran March 2015 | As part of the national initiative Pledge for Plastics, low performing recycling rounds will be the focus for a campaign in early 2015 to increase plastic bottle recycling. | |

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| 3 1- <i>Environment</i> (3a and 3b) | Sustainability Benefits of the Council's Environmental Sustainability Strategy and other environmental strategies are not fully delivered. | Richard Jolley March 2015 | Progress in relation to Environmental Sustainability Strategy actions to be reported to CXMT and Planning & Development Policy Development & Review Panel in February/March 2015. |  |
| 5 2-Prosperity (5) | Retail areas Failure to achieve proposed improvements for retail areas in the borough. | Richard Jolley March 2015 | No objections were received to the submission version of the Development Sites & Policies Plan. Further clarification was provided to the Inspector on timescales for town centre development opportunity sites in further submissions to the Plan, which are currently being consulted on. Currently commissioning GVA to undertake a high-level study to establish Fareham's retail position and scope for future development in light of the town centre development opportunity sites. Implementation of short-term measures included with Fareham Town Centre Action Plan (High Street Innovation Fund & FBC matched-funding) nearing completion with outstanding actions comprising investment in the market equipment, provision of gateway signage to Henry Cort and business mentoring support. Retailer business breakfast to be held in February 2015. Pre-application meeting with New River Retail held in October 2014 (both Officers and Members in attendance). Awaiting response from New River Retail to pre-application feedback. |  |
| 6 2-Prosperity (6) | PUSH Failure to support Partnership for Urban South Hampshire and Solent Local Enterprise Partnership to deliver economic growth and improved skills. | Richard Jolley March 2015 | The Council is continuing to work with the Solent LEP, PUSH, Welborne site promoters, and HCC as appropriate on the following aspects of the Solent Growth Deal: Overall Business Case relating to Welborne and Fareham/Gosport package of strategic transport improvements; Detailed Implementation Plan for J10 M27 motorway junction improvement; Feasibility work and delivery of other strategic transport schemes. Additionally the Council is seeking to safeguard land for the delivery of both the Newgate Lane South and Stubbington Bypass transport improvements through the Development Sites & Policies Plan |  |
| 7 3-Safe and Healthy (7) | Crime and Disorder Increase in the incidents of crime, disorder and anti- social behaviour. | Martyn George March 2015 | The incidents of reported crime in Fareham continue to fall and this was reported in the annual report to the Council's Scrutiny Board on the Performance of the Fareham Community Safety Partnership on 3 July 2014. |  |

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| 8 4-Leisure (8b) | Coldeast excluding Swimming Pool Failure to deliver proposed community facilities, excluding Swimming Pool, at the Coldeast development site or alternative location. | Martyn George March 2015 | Design and build contractor appointed. Leisure Consultant appointed. Project plan and project team in place. Members Working Group in place and meeting regularly. Communication plan in place. Public consultation on design proposals completed, no adverse comments or objections raised. Full planning application submitted for leisure centre and sports pitches (to be considered on 28 Jan 2015). Negotiations on appointment of leisure operator complete, due to be reported to Executive on 2 Feb 2015. Land transfer from HCA to FBC in progress. Project on schedule. |  |
| 9 4-Leisure (9) | Community Buildings Failure to provide modern, fit for purpose community buildings in the most appropriate locations. | Martyn George March 2015 | The refurbishment of Fareham Leisure Centre was completed successfully in Sept 2014. Bath Lane cricket pavilion due for refurbishment, works commence Sept 2014. Executive approved the master plan for the review of community buildings in the Autumn of 2014. |  |
| 13 5-Housing (12) | Sheltered Housing Failure to deliver and implement a programme of modernising and improving sheltered accommodation across the Borough. | Martyn George March 2015 | Collingwood Court due to achieve practical completion in Feb 2015. Lettings plan currently being prepared. Award of contract for new sheltered housing scheme at Coldeast to be considered at Feb Executive. Plans in preparation for restructure of sheltered housing service following impending loss of Supporting People funding. |  |
| 14 6-Community (13) | Fareham Park Failure to tackle the underlying causes of deprivation in the Fareham Park area. | Martyn George March 2015 | A range of services and opportunities are in place to support young people in the area. |  |
| 15 6-Community (14) & 7-Progressive Council (17) | Community Engagement and Customer Focus Failure to communicate and engage effectively with the local community, and deliver a customer focussed service. | Andy Wannell/Lindsey Ansell March 2015 | Vanguard interventions progressing well, with excellent positive results for customers. Structure arrangements for the Corporate services team now being reviewed to ensure that resources are well placed to proactively engage with customers. |  |

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| 18 | Mobile Working Failure to make best use of existing technology in the way that services are delivered. | Andrew Wannell March 2015 | No material concerns. |  |
| 20 | Partnerships Failure of a significant partnership or contract. | Andrew Wannell March 2015 | No material concerns. |  |
| 21 | Business Continuity Inadequate arrangements in place to respond to a critical disruption. | Paul Doran March 2015 | The Head of Parking & Enforcement is liaising with all Heads of Service who need to have BCP's in place to ensure they are all up to date and fit for purpose, and have the necessary controls and arrangements in place to mitigate associated risks. At the last Emergency Planning Table Top Exercise it was stressed to all who attended the importance surrounding the need for a Business Continuity Plan to be in place and to ensure that all those that are mentioned in the plan know what they are required to do in the event of its activation. |  |
| 23 | Performance Management Inadequate Performance Management Framework. | Andrew Wannell March 2015 | CXMT continue to monitor performance against the corporate framework and the delivery of the Corporate Strategy, its priorities and actions as well as take account of the results of the residents survey to ensure the Council's priorities are focussed on the needs of the community of Fareham. |  |
| 24 | People Management Poor people management and resourcing. | Andrew Wannell March 2015 | Workforce planning is part of the day to day work undertaken by all managers at Fareham and is reflected in the Council's approach to service planning. This is being developed to reflect the priorities of the Council to ensure that employees have the appropriate skills to meet new and challenging priorities in the longer term. |  |

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| 28 | Emergency Planning Failure to provide an appropriate response in an emergency. | Paul Doran March 2015 | All new volunteers to the emergency planning team have had some sort of training in various roles, the new members of the Corporate Standby Duty Officer role will undertake the Incident Liaison Officer role if called upon during their duty and as such are all receiving specialist training for this role. The annual Emergency Planning Exercise which took place in November was a learning based discussion Table Top Exercise, and the feedback from all who attended has been very positive. Training continues to occur to keep everyone up to date with the varying skills that are required as part of the emergency planning team. The emergency plan was updated earlier this year to ensure all contact details of named personnel are correct, a quick guide has also been produced for key personnel named in the emergency plan. |  |
| 29 | Elections Challenge to an election process. | Andrew Wannell March 2015 | Well tested procedures are in place to cover the election process, and are revised to take account of lessons learned. The introduction of Individual Electoral Registration in June 2014 resulted in changes to the way in which people register to vote at an election and the Cabinet Office's risk assessment has been used by FBC's Election Services Team in formulating its own implementation plan. |  |
| 34 All (1) | Local Plan Part 2 Failing to progress the planning framework for Fareham Borough [excluding Welborne]. | Richard Jolley March 2015 | Development Sites & Policies Plan approved by Council on 13 February 2014 for representation period and submission to government for independent examination. It is anticipated that significant representations will be received in relation to housing land supply issues. Additionally, large-scale planning application recently received for Newlands Farm. Revised resourcing arrangements to be put in place to progress Plan through examination and to adoption. |  |