

## CORPORATE RISK REGISTER V1.2 - March 2013

Risk Ref	Corp Priority (Improvement reference)	Short Name	Risk Description	Risk Manager	Latest risk sheet	Current status	Current Risk Score	Last review by CXMT
1	All (1)	NCNF	Failing to progress the planning framework for the new community north of Fareham, provide effective communication about the new community or address the infrastructure funding issues.	Richard Jolley	<a href="#">Feb 13</a>	<p>Planning framework - preparation of Draft NCNF Plan and associated preferred concept master plan, transport and green infrastructure strategies, infrastructure delivery plan (IDP) and supporting technical evidence studies progressing to latest agreed timetable;</p> <p>Communications - naming consultation in progress and to be followed by extensive consultation on Draft Plan and preferred master plan;</p> <p>Infrastructure Funding - in parallel with preparation of NCNF Plan, and drawing on the associated Infrastructure Delivery Plan, consultants appointed to undertake work on preparation of an Infrastructure Funding Strategy.</p> <p>Additional staff resources now in place to support plan-making, infrastructure work and community engagement; staff not recruited to NCNF Development Management posts.</p> <p>Report provided to Executive on costs of and funding sources for NCNF work.</p>	☹	20/02/13

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4	2 Prosperity (4)	Daedalus	Failure to provide a planning framework for the Daedalus site and support the LEP in the promotion of the Enterprise Zone.	Richard Jolley	<a href="#">Feb 13</a>	FBC rating policy for Enterprise Zone approved by Executive and now in place.  Detailed work on planning S106 agreement related to outline planning application for the whole Daedalus site progressing well, with target date of end of March 2013 to issue planning consent - highway S106 agreement also to be completed.	☹️	20/02/13
5	2 Prosperity (5)	Retail areas	Failure to achieve proposed improvements for retail areas in the borough.	Richard Jolley	<a href="#">Feb 13</a>	Fareham town centre - Executive approval of Action Plan to support town centre in place and update on progress with implementation of actions to be provided in March 2013. Measures include parking policy changes, signage, environmental improvements, dedicated website/marketing strapline etc.  Locks Heath District Centre - work is continuing on preparing the master plan in discussion with shopping centre owners. Planning policy framework to enable food store/swimming pool development at centre to be provided through progression of Development Sites & Policies Plan to Pre-submission draft and examination.	☹️	20/02/13
8	4 Leisure (8)	Coldeast	Failure to deliver proposed community facilities at the Coldeast development site or alternative location.	Martyn George	<a href="#">Jan 2013</a>	Need to finalise clear understanding of the trigger points within the section 106 agreement for transferring land & funds to FBC. Also need to clarify delivery timescales for community facilities.	☹️	20/02/13
9	4 Leisure (9)	Community Buildings	Failure to provide modern, fit for purpose community buildings in the most	Martyn George	<a href="#">Jan 2013</a>	Need to report to Executive early in 2013 on Fareham Town Needs Assessment to agree way forward.	☹️	20/02/13

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			appropriate locations.					
12	5 Housing (11)	<b>Affordable Homes</b>	Failure to deliver 500 new affordable homes by 2017.	Martyn George	<a href="#">Jan 2013</a>	Resolve future funding arrangements for new affordable housing (for new homes to be delivered beyond March 2015).	☹	20/02/13
14	6 Community (13)	<b>Gateway</b>	Failure to implement the Fareham Park 'Gateway' Project.	Martyn George	<a href="#">Jan 2013</a>	On 7 January 2013 Executive agreed to establish a Member & Officer Steering Group to lead this project with clear Terms of Reference. Executive also agreed to fund a Project Officer to support the Working Group.	☹	20/02/13
16	7 Dynamic Council (15)	<b>Asset Management</b>	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.	Andy Wannell	<a href="#">Feb 2013</a>	There are a number of steps on-going, which have led to improved revenue streams for the Council. The Corporate Asset Management Group continues to meet regularly and have demonstrated its effectiveness through the recommendation of a number of asset disposals and acquisitions in pursuit of improved VFM.	☹	20/02/13
17	7 Dynamic Council (16)	<b>Sustainable Budget</b>	Failure to minimise Council tax increases through delivery of a sustainable budget.	Andy Wannell	<a href="#">Feb 2013</a>	Robust plans are in place for the 2013/14 budget, with opportunities identified and in the process of implementation to deliver a sustainable budget in 2014/15. However, the remaining plans are considered to be more difficult to achieve, and any bias toward net budget reductions through new income has a higher probability of non-achievement. Government settlement figures were more pessimistic than first hoped, and the indicative reduction in grant presents greater risks for the achievement of a balanced budget in 2014/15.	☹	20/02/13
19	7 Dynamic Council	<b>Policy Changes</b>	Failure to respond to new	Martyn	<a href="#">Jan</a>	Recruitment is underway to replace the	☹	20/02/13

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	(18)		legislation and the governments changing policy agenda.	George	<a href="#">2013</a>	Policy Officer who has recently retired.		
21		Business Continuity	Inadequate arrangements in place to respond to a critical disruption	Garry White	<a href="#">Feb 2012</a>	<p>The approach to business continuity has been reviewed, a new policy has been agreed by the Audit Committee (September 2011) and new guidance and templates have been developed for officers to make the process simpler and easier. The list of critical services have been reviewed by CXMT in October 2012 and the Head of Community Safety and Enforcement is meeting with all the Heads of Service who are responsible for a critical service to make sure that their plans are up to date and fit for purpose.</p> <p>Further work is required on the development and testing of the corporate business continuity plans in particular those relating to the loss of the civic offices and the depot as well as testing the plans that are in place for a number of the Council's critical services. The CX co-ordination of the Council's response to the recent severe weather (snow / ice and flooding) show that the Council have arrangements in place to respond to such events in order to maintain critical services.</p>	☹	20/02/13
25		Service Delivery	Current level of service cannot be delivered within existing budget.	Andy Wannell	<a href="#">Feb 2013</a>	There is generally a good understanding of the services which are under pressure, and resources have been allocated to meet those demands and achieve target dates for projects to be delivered. (Examples include allocating resources to support the NCF programme of work, Disability Facility	☹	20/02/13

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						Grants, welfare reforms, etc). However, there remains some areas where resourcing plans have either not been formulated in detail, or are yet to be implemented fully. As such, there is a reasonable possibility that some services will not be able to respond to the demands upon them for short periods of time.		
27		Income	Loss of income	Andy Wannell	<a href="#">Feb 2013</a>	The services which present the greatest risk currently are, car parking, commercial estates, Ferneham Hall and treasury management. Close monitoring of these areas is carried out, and cost reductions elsewhere are sufficient to offset the income shortfall, at this time.	☺	20/02/13
32		Health and Safety - Employee	Failure to meet Health & Safety responsibilities in relation to employees.	Garry White	<a href="#">Feb 2013</a>	Health and Safety regularly monitored by all managers, Corporate H&S templates available for all departments to use. These are being updated through the audits to make sure that these are up to date and actions required reflected in the action plans. Annual report to CXMT and the <a href="#">Executive</a> highlights that the Council has satisfactory arrangements in place for the management of health and safety of its employees.	☺	20/02/13
2	1 Environment (2)	Recycling	Failure to reduce the quantity of household waste and maximise the amount that is reused or recycled.	Paul Doran	<a href="#">Feb 13</a>	Current recycling rate stable at 39%. Weight of residual waste per household marginally down against comparable period in 2011-12.	☺	20/02/13
3	1 Environment (3)	Sustainability	Benefits of the Council's Environmental Sustainability Strategy and other environmental strategies are not fully delivered.	Richard Jolley	<a href="#">Feb 13</a>	Environmental Sustainability Strategy and progress on actions reviewed annually with report to CXMT in March and Members in May 2013.	☺	20/02/13

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6	2 Prosperity (6)	PUSH	Failure to support PUSH and SLEP to deliver economic growth and improved skills.	Richard Jolley	<a href="#">Feb 13</a>	Extensive support currently being provided to Solent LEP to support delivery of Solent Enterprise Zone at Daedalus, including progression of outline planning consent for site, progression of project with Fareham College, approval of FBC rating policy.	☺	20/02/13
7	3 Safe and Healthy (7)	Crime and Disorder	Increase in the incidents of crime, disorder and anti social behaviour.	Garry White	<a href="#">Feb 2013</a>	Fareham have robust arrangements in place and through the work with our Community Safety Partners are effectively dealing with crime, disorder and Anti Social Behaviour in the Borough which is in turn reflected by Fareham being the second best performing Community Safety Partnership in Hampshire. The work of the Partnership has seen a 22% reduction in crime and disorder within the Borough over the last 5 years. The reputation of the Council is good and we have a clear corporate priority of maintaining Fareham as a safe and healthy place to live and work and we will work with our community safety partners to continue to reduce anti-social behaviour and crime in Fareham. The performance of the CSP is reported on an annual basis to the Council's Scrutiny Board.	☺	20/02/13
10	4 Leisure (9)	Portchester Community Centre	Failure to deliver the Portchester Community Centre on time and within budget	Martyn George	<a href="#">October 2011</a>	New Community Centre opened for business on 7 January 2013. Old Community Centre is being demolished and landscaping to follow. Lease to Portchester Community School still to be completed	☺	20/02/13
11	4 Leisure (10)	Outdoor Recreation	Failure to fully implement the improvement programme for parks, play	Martyn George	<a href="#">Jan 2013</a>	Wicor Pavilion completed Dec 2012 - now open for business.	☺	20/02/13

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			areas and sports facilities.					
13	5 Housing (12)	Sheltered Housing	Failure to deliver and implement a programme of modernising and improving sheltered accommodation across the Borough.	Martyn George	<a href="#">Jan 2013</a>	Planning permission granted to redevelop Collingwood House. Contribution toward redevelopment cost secured from Home and Communities Agency. Project Manager appointed. Project currently out to Tender.	☺	20/02/13
15	6 Community (14)	Community Engagement	Failure to communicate and engage effectively with the local community.	Martyn George	<a href="#">Jan 2013</a>	Regular CATs meetings held and on-going needs based consultation. Council Connect stand in place in town centre. New Web launched on 28 Jan 2013.	☺	20/02/13
18	7 Dynamic Council (17)	ICT	Failure to make best use of existing technology in the way that services are delivered.	Andy Wannell	<a href="#">Feb 2013</a>	No material concerns are identified. The ICT Control Group scrutinise all proposed ICT investments and cashable savings are monitored as part of the corporate efficiency plan to ensure that the expected benefits are realised.	☺	20/02/13
20		Partnerships	Failure of a significant partnership or contract	Martyn George	<a href="#">Jan 2013</a>	CXMT reviewed latest partnership report on 30 Jan 2013 and all partnerships performing well.	☺	20/02/13
22		Governance	Inadequate Governance and Systems of Control	Andy Wannell	<a href="#">Feb 2013</a>	No material concerns. Positive external audit reports received.	☺	20/02/13
23		Performance Management	Inadequate Performance Management Framework	Garry White	<a href="#">Feb 2013</a>	Performance Management Framework overseen by CXMT. The latest Audit and Governance report shows that the Council are receiving value for money and clearly focussing our resources on delivering the Council's corporate priorities.	☺	20/02/13
24		People Management	Poor people management and resourcing	Garry White	<a href="#">Feb 2013</a>	The Council has undertaken work on the development of managers is now progressing this with a review of individual performance management which is due to be launched in April 2013. Following extensive consultation the	☺	20/02/13

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						<p>new approach for individual performance management has been agreed and the project is on target to meet the implementation deadline. Communications, e-briefing, on-line training and face to face training sessions are all being developed together with a revised simple system; all will be ready for roll out from March to May 2013.</p> <p>The new approach to training, development and talent management is also on target with the first phase to agree training plans ready for April 2013. A new on line e-development package (Skillgate) has been purchased providing access to over 700 training courses covering a wide variety of topics from soft skills to briefings on regulatory matters. Attention will then turn to further developments including a focus on talent management.</p> <p>An employee training, development and talent management group has been established to act as a sounding board and to get feedback as to how areas of employee development and performance can be improved.</p>		
26		Health and Safety - Public	Failure to meet Health and Safety responsibilities in relation to public liability.	Andy Wannell	<a href="#">Feb 2013</a>	No material areas of immediate concern, although it is important that the Council achieves the roll out of the new corporate approach for H&S in line with the agreed target dates.	☺	20/02/13
28		Emergency Planning	Failure to provide an appropriate response in an emergency	Garry White	<a href="#">Feb 2013</a>	Annual report to Executive that sets out the status of the Council's arrangements and details of the exercises, training and actual incidents. A programme of regular exercising, testing and training is in	☺	20/02/13



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						place. Whilst a positive response and outcome was provided to the recent flooding incident at Wallington, as with all such incidents the debrief identified areas for improvement both in terms of the Council response but also in terms of the overall multi agency response. This will be covered by reviewing some of the roles in an emergency (Liaison Officers) as well as the arrangements and procedures within the plan itself. The arrangements for dealing with coastal pollution incidents need to be reviewed. Mutual Aid arrangements are in place with other Hampshire Authorities. The annual report presented to the <a href="#">Executive</a> highlights that the Council has arrangements in place that will enable the Council to satisfy its duties and responsibilities.		
29		Elections	Challenge to an election process	Garry White	<a href="#">Feb 2013</a>	Procedures are in place to cover the election process. Insurance cover is in place to meet any damages awarded against the Returning Officer. All staff undertaking their roles receive direction and training as to what is expected. A clear project plan is in place to cover all areas of the election including Business Continuity arrangements.	☺	20/02/13
30		Customer Focus	Failure to deliver a customer focused service.	Martyn George	<a href="#">Jan 2013</a>	Customer First Training completed. Customer demand and use of Customer Service Centre being reviewed.	☺	20/02/13
31		Equality	Failure to meet Equality and Inclusion Standards.	Andy Wannell	<a href="#">Feb 2013</a>	Appropriate policies in place. No material causes for concern	☺	20/02/13