Salisbury District Council Risk Register

Appendix A

Date Last Updated: 23/08/06

No.	Type of Risk	Impact	Probab.	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Risk Acceptable Y/N
1	Failure to meet financial challenge	H	H	Financial, reputational, political	Cabinet	Cabinet / MT	Treat	Medium Term Financial Strategy adopted at Jan Cabinet meeting. Revenue budgets for 2006/07 to 2008/09 secure if set in line with principles of MTFS. Vital to continue monitoring impact of review of premium payments.	M/L	23-Aug-06	
2	Failure to put in place resources to meet the Council's objectives (capacity)	H	H	Political, reputational	Cabinet	Cabinet / MT	Treat	Analysis of demands on capacity improved through development of over arching project management arrangements and use of capacity building fund. Increase capacity by better management (eg sickness absence). Match capacity of organisation to demands arising from Council ambitions.	M/L	23-Aug-06	
3	Failure to secure adequate investment to maintain the Council's housing stock to the quality level desired by tenants	H	H	Financial, reputational, people	Cabinet	HM	Treat	Stock Transfer ballot of tenants scheduled for Quarter 3.	M/L	23-Aug-06	
4	Failure to meet targets projected from policies put in place to secure affordable housing	M	M	Reputational political people	Cabinet	SHS	Tolerate	Failure to secure any affordable homes in Quarter 1. Should be offset during remainder of year.	M/M	23-Aug-06	
5	Failure to meet targets for diverting household waste from landfill	H	H	Reputational, political	Cabinet	HES	Treat	Report on agenda on introduction of AWC arrangements in 2007, which will ensure we meet DEFRA targets in 2008.	M/L	23-Aug-06	
6	Failure to meet objectives of Salisbury Transport Plan	M	L	Reputational, political, people & Financial	Cabinet	HFPT	Treat	Shortfall in predicted income for first quarter. Work on 2nd quarter on ways to increase income.	M/M	23-Aug-06	
7	Failure of Office Project / Customer Contact Centre	M	M	Financial, reputational	Cabinet	MT	Treat	Progress report on achieving savings targets to be produced for Quarter 2. Full risk register maintained by project team.	M/L	23-Aug-06	
8	Deterioration in community safety	M	L	Reputational, political, people	Cabinet	HCI	Tolerate	Policies in place to improve community perception of safety. Impact of new alcohol licensing arrangements need to be watched.	L/L	23-Aug-06	

9	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	H	L	Reputational, political, people	Cabinet	MT	Treat	Performance indicators show some deterioration over Quarter 4 of 2005/06. May be temporary/cyclical, but need to be watched.	M/L	23-Aug-06	
10	Failure to engage with partner and community in process of identifying investment priorities	H	L	Reputational, financial, people	Cabinet	MT	Treat	SWSA to review its remit and future in Quarter 2.	L/L	23-Aug-06	
11	Failure to meet external requirements on the quality, effectiveness and economy of Council services	M	L	Reputational, political, people	Cabinet	MT	Treat	Arrangements in train to identify suitable external accreditation arrangements and to meet the challenge posed by CPA.	L/L	23-Aug-06	
12	Failure to improve the City Centre leading to reduced business, employment, tourist and cultural activity	H	M	Financial, reputational, political	Cabinet	MT	Treat	City Centre Vision exercise under way. Options appraisal to be the subject of consultation during Quarter 2.	M/M	23-Aug-06	

RESPONSE TO RISK

Once risk have been identified as High, Medium or Low for both Impact and Likelihood, a risk management response needs to be planned. The level and type of response will be determined by:

~ the risk level
~ the ease and cost of mitigation strategies, and
~ the nature of the risk
The following table is based upon the Council's "appetite for risk"

Impact	Likeliho	Risk Management Response
HIGH	HIGH	Terminate, Transfer or Treat
HIGH	MEDIUM	
MEDIUM	HIGH	
HIGH	LOW	
MEDIUM	MEDIUM	Terminate, Transfer, Treat or Tolerate
MEDIUM	LOW	
LOW	HIGH	Tolerate
LOW	MEDIUM	
LOW	LOW	

Definitions of Risk Management Response

Tolerate
The Council may decide to accept and monitor the risk at the present time. This may be necessary for some risks that arise from external events.

Transfer
The Council may decide to pass the risk on to another party. For example contractual terms may be agreed to ensure that the risk is not borne by the Council or insurance may be appropriate for protection against financial loss.

Terminate
The risk may be such that the Council could decide to end the activity or to modify it in such a way as to end the risk.

Treat
The Council may take actions or employ strategies to reduce the risk to the Council.