

# Report

**Report subject:** Corporate and Portfolio Plan Risk Registers

**Report to:** Audit Committee

**Date:** 4<sup>th</sup> April 2007

**Author:** Risk Management Group

---

## 1 Introduction

- 1.1 The Audit Committee has agreed that it should receive the latest risk register reported to Cabinet to allow it to monitor the effectiveness of the risk management process in the council.

## 2 Latest Risk Registers

- 2.1 Cabinet received a copy of the corporate risk register at the January meeting. A copy of this risk register is attached. The risk scores reflect the updated risk management policy. A copy of the risk map showing the residual risks against the council's risk appetite is also attached.
- 2.2 Portfolio plans for 2007/8 were approved at Full Council in February. Each of these contains a risk register. Copies are attached.

## 3 Recommendation

- 3.1 The Audit Committee is asked to note the risk registers.



**Awarded in:**  
Housing Services  
Waste and Recycling Services



## Salisbury District Council Risk Register

*Date Last Updated: 16/1/07*

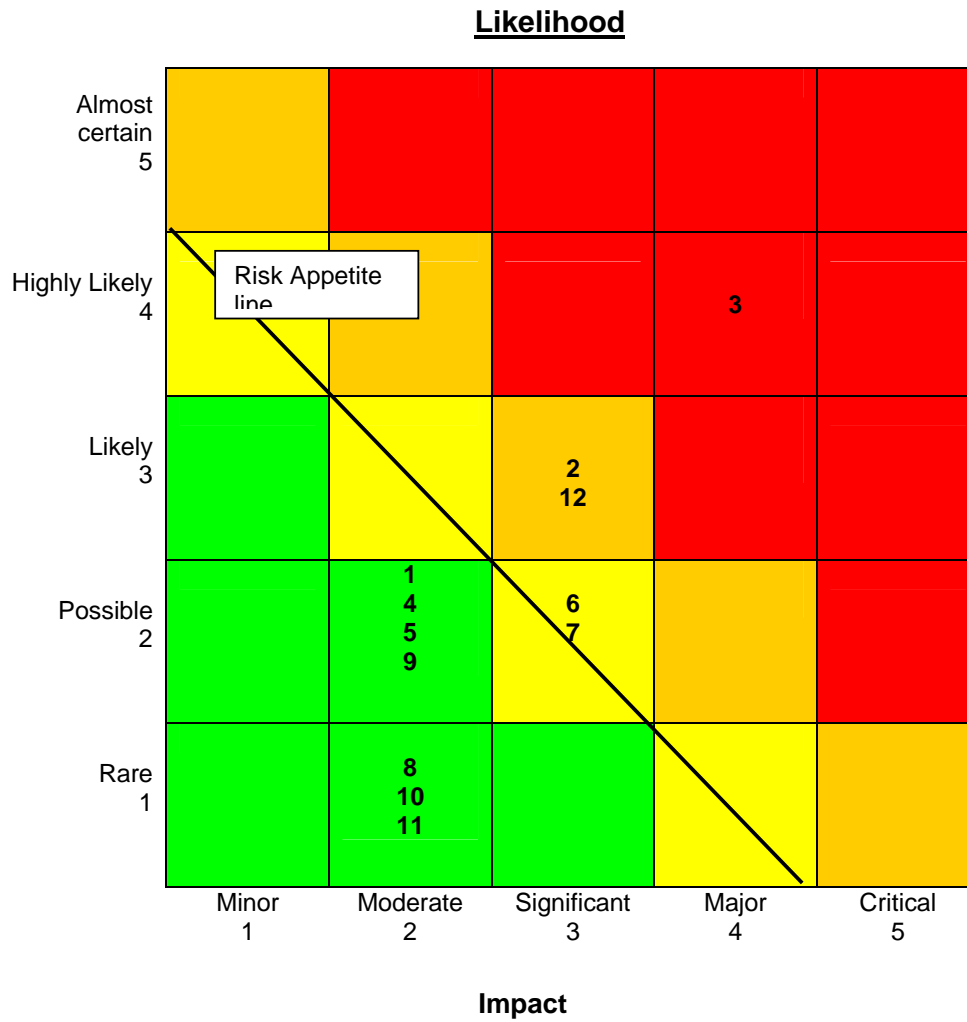
| No. | Type of Risk  | Impact | Likelihood | Category                                    | Risk Source | Owner        | Response | Action   | Residual Status | Updated   |
|-----|---|--------|------------|---|-------------|--------------|----------|--|-----------------|-----------|
| 1   | Failure to meet financial challenge   | 5      | 4          | Financial, reputational, political          | Cabinet     | Cabinet / MT | Treat    | Medium Term Financial Strategy to be reviewed at Nov Cabinet   | 2 / 2           | 16-Jan-07 |
| 2   | Failure to put in place resources to meet the Council's objectives (capacity)   | 4      | 4          | Political, reputational                     | Cabinet     | Cabinet / MT | Treat    | Although measures in place to support capacity, the Integrated Improvement Programme is reaching the peak of workload and the council will need to be alive to the risk of unforeseen demands causing a problem with delivery of major projects. | 3 / 3           | 16-Jan-07 |
| 3   | Failure to secure adequate investment to maintain the Council's housing stock to the quality level desired by tenants | 5      | 5          | Financial, Reputational, people             | Cabinet     | HM           | Treat    | Rejection of stock transfer requires renewed business plan to reflect capital and revenue investment constraints.  | 4 / 4           | 16-Jan-07 |
| 4   | Failure to meet targets projected from policies put in place to secure affordable housing                             | 3      | 3          | Reputational, political people              | Cabinet     | SHS          | Tolerate | Failure to secure any affordable homes in Quarter 1. Should be offset during remainder of year   | 2 / 2           | 16-Jan-07 |
| 5   | Failure to meet targets for diverting household waste from landfill   | 4      | 5          | Reputational, political                     | Cabinet     | HES          | Treat    | Strategy agreed to increase % of household waste diverted from landfill.   | 2 / 2           | 16-Jan-07 |
| 6   | Failure to meet objectives of Salisbury Transport Plan  | 3      | 2          | Reputational, political, people & financial | Cabinet     | HFPT         | Treat    | Predicted shortfall in income has decreased from Quarter 1, officers preparing strategy for future management of car parking.  | 3 / 2           | 16-Jan-07 |

|    |  |   |   |                                    |         |     |          |   |       |           |
|----|--|---|---|------------------------------------|---------|-----|----------|---|-------|-----------|
| 7  | Failure of Office Project / Customer Contact Centre  | 4 | 4 | Financial, reputational            | Cabinet | MT  | Treat    | Project out to tender   | 3 / 2 | 16-Jan-07 |
| 8  | Deterioration in community safety  | 3 | 2 | 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. | 2 / 1 | 16-Jan-07 |
| 9  | Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency.    | 4 | 2 | Reputational, political, people    | Cabinet | MT  | Treat    | Little to cause concern at present  | 2 / 2 | 16-Jan-07 |
| 10 | Failure to engage with partner and community in process of identifying investment priorities.              | 4 | 2 | Reputational, financial, people    | Cabinet | MT  | Treat    | SWSA reviewing its remit.   | 2 / 1 | 16-Jan-07 |
| 11 | Failure to meet external requirements on the quality, effectiveness and economy of council services        | 3 | 2 | Reputational, political, people    | Cabinet | MT  | Treat    | Arrangements in train to identify suitable external accreditation arrangements and to meet the challenge posed by CPA.        | 2 / 1 | 16-Jan-07 |
| 12 | Failure to improve the City Centre leading to reduced business, employment, tourist and cultural activity. | 4 | 3 | Financial, reputational, political | Cabinet | MT  | Treat    | Options appraisal carried out and to be reported to Cabinet Quarter 4.  | 3 / 3 | 16-Jan-07 |

**Key to Impact and Likelihood Scores:**

| Impact |             | Likelihood |                |
|--------|-------------|------------|----------------|
| 5      | Critical    | 5          | Almost certain |
| 4      | Major       | 4          | Highly likely  |
| 3      | Significant | 3          | Likely         |
| 2      | Moderate    | 2          | Possible       |
| 1      | Minor       | 1          | Rare           |

## Residual Risks plotted against Risk Appetite



## Community and Housing Risk Register

*Date Last Updated: January 2007*

| <b>Ambition / Theme</b>         | <b>Project (No.)</b> | <b>Potential Risk</b>  | <b>Impact / Probability</b> | <b>Risk Owner</b> | <b>Action</b>  | <b>Residual Risk</b> | <b>Updated</b> |
|---------------------------------|----------------------|--|-----------------------------|-------------------|--|----------------------|----------------|
| Providing More Affordable Homes | Housing Corporation  | Reduction in Regional funding  | 4/2                         | AR                | Keep in touch with SWRHB and Housing Corporation   | OK                   | 01.01.07       |
|                                 | Planning             | Developers delay negotiations on S106 sites                                    | 4/3                         | AR                | Keep in touch with developers  | OK                   |                |
|                                 |                      | Changes to Government Policy towards affordable housing                        | 2/2                         | AR                | Monitor changes in government policy   | OK                   |                |
|                                 | Capital Programme    | DIYSO programme under achieves   | 2/1                         | AR                | Monitor programme  | OK                   |                |
|                                 | Capital Programme    | Affordable Housing Capital Programme is reduced                                | 4/2                         | AR                |  | OK                   |                |
|                                 |                      | RSLs fail to deliver programme   | 4/2                         | AR                | Monitor programme  | OK                   |                |
|                                 | Planning             | Regional Spatial Strategy – reduction in total number of new homes             | 4/1                         | JM                | Monitor and remain engaged in current negotiations   | OK                   |                |
|                                 | Planning             | Failure to deliver Local Development Framework on time                         | 5/2                         | JM                | Monitor progress   | OK                   |                |
|                                 | Housing Needs        | Failure of the SHOOTS project to deliver outcomes from single homeless people. | 4/2                         | AR                | Actively support project   | OK                   |                |
|                                 | Housing Needs        | Failure to deliver Local Housing Needs and Market Assessment                   | 4/1                         | AR                | Monitor progress   | OK                   |                |
|                                 | Supporting People    | Reduction in revenue funding that supports homelessness projects.              | 4/2                         | AR                | Continue to collate evidence and submit to SP team that justifies the need for continued investment. | OK                   |                |
| Partnership Working             | SWSA                 | Policy conflict between Council and SWSA                                       | 3/3                         | DN                | Continue to manage relationships within partnership  | OK                   | 10.01.06       |
|                                 |                      | SWSA actions and credibility are associated with Council                       | 3/2                         | DN                | Continue to develop effectiveness of partnership   | OK                   | 10.01.06       |
|                                 |                      | LPSA Reward Money not forthcoming  | 3/2                         | AO                | Continue to monitor  | OK                   | 10.01.06       |
|                                 |                      | LAA does not reflect local issues  | 2/2                         | AC                | Involvement with County LAA Group  | OK                   | 10.01.06       |
|                                 | Parish Plans         | Not meeting local expectations   | 4/2                         | RT                | Review policy with WCC/SWSA  | Concerned            | 10.01.06       |
|                                 |                      | Failure to link PP with LDF  | 2/3                         | RT/DM             | Review as part of LDF Project Board  | OK                   | 10.01.06       |

|                                   |                             |  |     |       |   |           |          |
|-----------------------------------|-----------------------------|--|-----|-------|---|-----------|----------|
|                                   |                             | SWSA alliance partners fail to commit to support Parish, Ward and Market Towns. To achieve agreed actions in P/W/MT plans.   | 4/2 | RT/AC | Review on a regular basis with SWSA                       | OK        | 18.10.06 |
| MTFS/Salisbury Vision             | Future use of the Guildhall | Timescales associated with determining future use of building as part of the Salisbury Vision do not coincide with the proposed departure date set by the Magistrates.   | 4/4 | DN    | Review on a regular basis with the Salisbury Vision Board | OK        | 18.10.06 |
| MTFS                              | Guildhall                   | Inability to meet income target due to reduced use by a key hirer  | 5/4 | RT    | Review on a regular basis                                 | OK        | 18.10.06 |
| MTFS Customer Satisfaction levels | Facilities in general       | Conflict between maintaining fees and charges in upper quartile and remaining competitive in the market place. Added to this the inability to match customer expectations with regard to level of service expected for price and ageing buildings and reduced levels of maintenance. | 3/4 | RT    | Review on a regular basis                                 | OK        |          |
| MTFS                              | Leisure facilities          | Inability to meet revenue targets due to increased competition in the area from two new leisure facilities.  | 3/4 | RT    | Review on a regular basis                                 | Concerned | 18.10.06 |
| MTFS                              | City Hall                   | Loss of bookings for the City Hall Auditorium due to high fees and charges.  | 3/4 | RT    | Review on a regular basis                                 | Concerned | 18.10.06 |
| MTFS/Reputation                   | Leisure Facilities          | Council gets challenged for providing unhealthy confectionary on school sites.   | 3/4 | RT    |   | OK        | 18.10.06 |
| MTFS                              | Leisure Facilities          | Possibility that WCC will try to negotiate a reduced sum for school access to Dual Use sites.  | 3/4 | RT    |   | OK        | 18.10.06 |

## ENVIRONMENT AND TRANSPORT PORTFOLIO PLAN 2007/08

### Risk Register

*Date Last Updated: January 2007*

| Ambition / Theme           | Project (No.)                        | Potential Risk   | Impact / Probability | Risk Owner | Action  | Residual Risk | Updated   |
|----------------------------|--------------------------------------|--|----------------------|------------|---|---------------|-----------|
| Improving transport        | Implement Local Transport Plan       | Financial, reputational. Costs exceed ability of car park account to fund the plan                                       | 4 / 3                | ET         | Constant monitoring of income. Marketing and some cost increases  | 4 / 2         | 12 Jan 07 |
|                            | Council's Green Travel Plan          | Financial, reputational, political, people. Failure to implement plan to encourage change in car use by organisation     | 4 / 3                | ET         | Monitor implementation  | 4 / 2         | 12 Jan 07 |
| Improving Waste Management | Restructure Street Cleaning Service  | Financial, reputational. Failure to review specification results in poor value for money.                                | 3 / 2                | MR         | Improvements to street cleansing to come as part of Streetscene Strategy, aimed at meeting service expectations. Target date for adoption of strategy Sept 2007.            | 1 / 1         | 16 Jan 07 |
|                            | Restructure Waste Collection Service | Reputational, political. Failure to successfully implement changes agreed at Dec Cabinet                                 | 3 / 3                | MR         | Procurement process and Marketing and PR Strategy approved by 'Improving Waste Management Board' for introduction of Alternate Weekly Collections. Implementation on-going. | 2 / 1         | 16 Jan 07 |
|                            | Implement Recycling Plan             | Financial, reputational, political, people. Current plan not adequate to meet recycling target of 31% of household waste | 5 / 5                | MR         | AWC project due for introduction Oct 07, predicted to meet 31% recycling targets  | 3 / 2         | 16 Jan 07 |

## PLANNING AND ECONOMIC DEVELOPMENT PORTFOLIO PLAN 2007/08

### Planning and Economic Development Risk Register

*Date Last Updated: January 2007*

| <b>Ambition / Theme</b>        | <b>Project (No.)</b>  | <b>Potential Risk</b>   | <b>Impact / Probability</b> | <b>Risk Owner</b> | <b>Action</b>  | <b>Residual Risk</b> | <b>Updated</b> |
|--------------------------------|---|---|-----------------------------|-------------------|--|----------------------|----------------|
| Creating Better Places to Live | Salisbury Vision  | Financial, reputation, political. Failure to plan for the future may lead to a deterioration in Salisbury's position as a sub-regional commercial and retail centre   | 4/4                         | GG                | Thorough review of options for change to co-ordinate land use to protect Salisbury's long term interests | 3/3                  | 3.11.06        |
|                                | Local Development Framework   | Financial, reputation, political. Linked to Salisbury Vision but also provides the new template for development in South Wiltshire. Failure to complete on time would lose grant money and make the planning process more difficult | 3/3                         | ET                | Adherence to Government timetables and requirements for content  | 2/2                  | 3.11.06        |
| Affordable Housing             | S106 agreements to secure affordable housing on new development sites | Reputation, political people. Failure to enforce council policies would significantly reduce the supply of affordable homes.  | 3/3                         | ST                | Use of council guidelines in negotiation with potential developers                                       | 1/1                  | 3.11.06        |



## Resources Risk Register

Date Last Updated: 16 Jan 2007

| Ambition / Theme           | Project (No.)                    | Potential Risk   | Impact / Probability | Risk Owner | Action   | Residual Risk | Updated   |
|----------------------------|----------------------------------|--|----------------------|------------|--|---------------|-----------|
| Improving Customer Service | Office Centralisation            | Financial / Reputational risks. Building projects prone to financial over runs. However, existing accommodation threatens reputation given very poor DDA compliance. Project enables greater customer care and longer term efficiency gains, whilst doing nothing will incur significant costs and reputation still under threat.* | 05-May               | DD         | Constant monitoring of budget, regular value engineering workshop to obtain increased VFM.   | 04-Apr        | 16-Jan-07 |
|                            | Customer Access Strategy         | Reputational / Political risks if strategy is not appropriately implemented with threats to standards of customer choice, care and efficiencies.*  | 5/4                  | HF / LW    | Regular monitoring and review by SUHs and Improving Customer Services Board.   | 5/2           | 16-Jan-07 |
|                            | Customer Access Strategy         | Financial / Reputational / People risks if efficiencies are not achieved and service delivery quality is threatened as services transfer.*   | 5/3                  | HF         | Regular monitoring and review by SUHs, Management Team and Cabinet. Programme support from Business Improvement Team                                 | 5/1           | 16-Jan-07 |
|                            | Admin Business Support Programme | Financial / Reputational / People risks if efficiencies are not achieved and service delivery quality is threatened following admin integration*   | 5/4                  | HF         | Regular monitoring and review by SUHs, Management Team and Cabinet. Programme support from Business Improvement Team                                 | 5/2           | 16-Jan-07 |
|                            | Golden Numbers project           | Reputational/Service risks if telephony systems and infrastructure fails to enable the implementation of the Golden Numbers  | 5/3                  | HF         | Appointment of external specialist to assist, and identification in Portfolio plan of capital budget for replacement of current system when required | 4/2           | 16-Jan-07 |
|                            | Workforce Planning               | Reputational / Financial / Political / People risks if staff reductions and restructurings are not sensitively and effectively managed.  | 4 / 4                | AMc        | Regular dialogue with TU's and dedicated resource in Personnel and Training. Services unit to manage.  | 3/2           | 16-Jan-07 |
|                            | SDC eGovt outcomes               | Reputational / Political / Financial risks if insufficient use/development of web based services.  | 5 / 3                | LW         | Extensive joint work between Head of ICT, Head of Customer Services, Head of MEDT and regular monitoring by eGovernance Board.                       | 3 / 3         | 16-Jan-07 |

## Appendix 2

|  |                                       |  |       |               |   |       |           |
|--|---------------------------------------|--|-------|---------------|---|-------|-----------|
| Improving the Performance of the Council | Performance Management                | Reputational / Political / Financial risks if performance of services declines during period of major change.  | 3/2   | SA & all SUHs | Monthly monitoring of performance between SUHs and PDs and quarterly exception reporting to Cabinet with remedial action.                                 | 2 / 2 | 04-Jan-06 |
| Meeting the Financial Challenge          | Budget savings not delivered          | Financial risk if budget savings identified in portfolio plans are not achieved  | 3/2   | AO            | Regular review and monitoring reported to the IPFCB Bi-monthly and included in quarterly performance reports to cabinet                                   | 2 / 2 | 16-Jan-07 |
| Building the Capacity of the Council     | Reducing Sickness Absence             | Financial / Reputational / Political / People risks if sickness absence isn't steadily reduced.  | 4 / 3 | AMc           | Range of measures already implemented. Process revised recently in order to be even more effective. Occupational Health monitoring arrangements in place. | 2 / 2 | 16-Jan-07 |
|  | Innovative Ways of Working            | Financial / Reputational / People risks if targets for home-working and mobile working are not achieved.   | 4/ 4  | AMc           | Work with Service Units and individuals to embed policies, procedures and change culture continuing. IT solutions require coherent matching strategy      | 3 / 3 | 16-Jan-07 |
|  | Equality and Diversity within Council | Financial / Reputational / Political / People risks if staff/councillors throughout the organisation do not support relevant policies and practices. | 5/4   | PF            | Regular dialogue with TUs. Regular monitoring of employee statistics, compulsory training modules and implementation of equality impact assessments.      | 3 / 3 | 16-Jan-07 |

\* = detailed risk register is maintained for this project

\*\* = information on all the customer services risks are included in the Customer Services Service Plan