

Strategic Risk Register

Key Priority / Objective	Description of Risk Event	Action/controls already in place	Required Action/controls	Update of Required Management Action Controls	Responsibility for Action	Status	Critical Success Factors and KPI's	Date last update	Date of next review	Risk Status
Chief Executives Directorate										
Risk Number : 001 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: D2 Likelihood: Low Impact: Critical Current Risk Score: D2 Likelihood: Low Impact: Critical										
Target Risk Score: E2 Likelihood: Very Low Impact: Critical										
Risk Category - Customer/Citizen Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	The Council fails to identify and respond to the need for organisational change taking into account external and internal factors and fails to effectively drive organisational direction.	Corporate Plan in place which provides the strategic framework within which the council will change and adapt to meet the significant financial, economic and demographic challenges that the next 3 years will bring (2010-2013) The Council's key priorities and values are reviewed periodically to ensure that they adequately reflect the strategic direction and priorities of the organisation.	Directorate Staff Survey held annually across the organisation, quarterly team brief feedback system in place and revised cross organisational "your views count" scheme operational.	2010 Staff Survey is underway and due to go live on 26th Aug 2010	Sarah Dennis	G		8/8/2010	30/9/2010	Open
			Demographic, residential or socio-economic trends - information is collected through a variety of sources including Census data, Office for National Statistics and population data from HCC (latter to be reviewed)	Review of population data provided by HCC planned.	Joy Wilmot-Palmer	G		4/4/2010	30/9/2010	Open
			A range of corporate and city wide transformational projects are in place	Project Management Control Environment (PM Connect) has now been implemented (wef 01/04/2010) and COMT has asked for it to be reviewed after the first six months of operation.	Robert Carr	G	Projects delivered on time, on budget and to the required standard or quality	8/8/2010	30/9/2010	Open
Risk Number : 002 Risk Owner : Mark Heath Last Review Date: Next Review date:										
Initial Risk Score: C3 Likelihood: Significant Impact: Significant Current Risk Score: C3 Likelihood: Significant Impact: Significant										
Target Risk Score: D3 Likelihood: Low Impact: Significant										
Risk Category - Political Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	The potential for frequency of changes in the political makeup of the Council present constraints in making medium / long term strategic decisions.	Members briefed on detailed arrangements in relation to LGPIH Act and electoral cycle, to facilitate possible decisions on revised electoral cycles and arrangements which could be implemented in 2011.	Report to Members on details and options available.	Report to Special Council meeting on 15th September 2010	Mark Heath	G	Meeting the statutory deadline for lawful decision	21/6/2010	30/5/2011	Open
Risk Number : 003 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: D3 Likelihood: Low Impact: Significant Current Risk Score: E3 Likelihood: Very Low Impact: Significant										
Target Risk Score: E3 Likelihood: Significant Impact: Significant										
Risk Category - Political Portfolio - Leaders										
Work with integrity, openness and honesty	Members are not provided with sufficient, relevant, accurate, reliable and robust information upon which to base strategic decisions.	Council constitution and corporate governance standards in place – includes report templates, report author training, delegated decision notices, enhanced Forward Plan and other aspects of openness, accountability and transparency, both required by legislation and	Review of the Forward Plan and officer training sessions to be instigated to respond to feedback from the Overview and Scrutiny Committee.		Joy Wilmot-Palmer	G		28/6/2010	30/9/2010	Open

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		<p>unique to the Council. Group Leader briefings</p> <p>Cross party Member briefings as appropriate for all strategic issues.</p> <p>Employee competency statements in place and assessment against required competencies is a key part of staff annual appraisal process.</p> <p>Training provided for Cabinet members and members of scrutiny panel covering the decision making process and other core competencies.</p>								
			Annual assessment of the arrangements that the Council has for ensuring the quality of data and performance information undertaken by the Audit Commission and reported on within the Annual Audit and Inspection Letter.	Progress the agreed action plan arising from the Audit Commission review.	Joy Wilmot-Palmer	G	No adverse comment from the external auditors.	7/4/2010	30/9/2010	Open
Risk Number : 005 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: C3 Likelihood: Significant Impact: Significant Current Risk Score: C3 Likelihood: Significant Impact: Significant										
Target Risk Score: D4 Likelihood: Low Impact: Marginal										
Risk Category - Professional/Managerial Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	The Council does not have the management capacity to effectively co-ordinate and support delivery of a range of key strategic or transformational projects which are set out in the Council's Medium Term Service and Financial Plan, Corporate Plan and other key documents.	<p>Strategic and major capital projects included in the Corporate Plan 2010-13</p> <p>Annual Strategic Planning by COMT to approve key Strategic and Transformational projects, Progress is monitored through the Council's Performance Management System (CorVu).</p> <p>Capital and Major Project Boards have been set up within each Directorate and meet regularly.</p> <p>Corporate Business Planning process used to inform and identify capacity and skills to deliver key strategic, transformational and other major projects.</p>	<p>PM Connect implemented on 1st April 2010. All directorates have Capital Boards and each Board has revised terms of reference.</p> <p>Communication, implementation and demonstrable compliance with the new project management arrangements (PM Connect)</p>	<p>The major items identified in the "Capita Programme and Major Projects Audit" report have been addressed but some detailed work remains to be completed around the detailed reporting structure.</p> <p>The first year of PM Connect training has been completed through the 2009/10 Management Academy, and the following years training is due to commence in October 2010. All projects, including Transformational Projects will be run through PM Connect, with monthly highlight reports available on SharePoint.</p>	Robert Carr	G	Projects delivered on time, on budget and to the required standard or quality	1/8/2010	30/9/2010	Open
					Robert Carr	G		13/8/2010	30/9/2010	Open
Risk Number : 007 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: D3 Likelihood: Low Impact: Significant Current Risk Score: D3 Likelihood: Low Impact: Significant										
Target Risk Score: D4 Likelihood: Low Impact: Marginal										
Risk Category - Partnership/Contractual Portfolio - Leaders										
Deliver	Key partnerships or key	Partnership Code and	Key Statutory and non statutory	Review and assess output and identify	Mark Heath	G	Robust and consistent	7/4/2010	31/1/2011	Open

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outcomes and strive for continuous improvement	contracts may breakdown and/or fail to deliver service objectives.	Toolkit in place and part of Council's Constitution.	partnerships are required to undertake a self assessment using the Partnership Code and Toolkit .	/ communicate any learning outcomes as necessary			governance arrangements are in place for all key partnerships and new partnership working arrangements			
		Southampton Partnership Co-ordinator in post.								
		Core Partnerships critical to delivering the Council's agenda identified, Range of meetings with partners to monitor mutually agreed objectives,								
		Contract Procedure Rules updated in 2008 and part of Council Constitution.								
		Quarterly performance monitoring in place for all statutory targets, designated targets and national PI's. Progress report to the SP Delivery Board, Sector Partnerships, Cabinet and Scrutiny for all areas where the Council is the lead partner.								
		Range of framework agreements in place across a number of areas which enable services to take advantage of existing contracts/agreements with suppliers thereby allowing contracts to be placed promptly and avoid the need to instigate a procurement exercise.	Contract Procedure Rules developed and issued in May 2008 and form part of the council's constitution. Exercise undertaken to communicate the new arrangements which are available to all via the intranet.	The Contract Procurement Rules have been sent to all Level 1 and 2's, publicised in the weekly bulletin, and covered in the day on commissioning held as part of the Year 3 2 Management Academy programme.	John Spiers	G		8/1/2011	30/9/2010	Open
		Service / Divisional Business Continuity Planning process requires a commentary on whether a supplier has a "BCP" in place.	An approach has been agreed with the Emergency Planning and Business Continuity Manager on the definition of a key supplier and the actions to be taken with those key suppliers.		John Spiers	G	That key suppliers/contractors have robust BCP arrangements in place	13/8/2010	30/9/2010	Open
Risk Number : 008 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: D3 Likelihood: Low Impact: Significant Current Risk Score: D3 Likelihood: Low Impact: Significant										
Target Risk Score: E3 Likelihood: Very Low Impact: Significant										
Risk Category - Competitive Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	Failure to focus on delivering service improvements and 'value for money' and not meeting our targets or those identified by external	Council's key priorities and objectives published on the intranet and used as a 'golden thread' in respect of all service planning	Agreed targets and commitments in the Corporate Improvement Plan which are used as the basis of the Council's quarterly corporate performance monitoring arrangements. Associated	Greater focus on achieving sustained results/outcomes within the organisation through the development of business metrics.	Joy Wilmot-Palmer	G		7/4/2010	30/9/2010	Open

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	assessors.	documents. Corporate Plan - agreed targets and commitments performance monitoring in place and revenue budgets for each Portfolio included within the document. Budget - financial monitoring in place and managers trained across the council Annual efficiency targets included in service and financial planning and Business Planning guidance Annual VFM self assessment completed Good Annual Governance & Audit and Inspection Letters obtained Corporate business planning process requires individual service areas to specifically identify how they relate to or support delivery of the Council's key priorities and objectives.	revenue budgets for each Portfolio also included within the document.							
Risk Number : 009 Risk Owner : Dawn Baxendale Last Review Date: Next Review date:										
Initial Risk Score: C3 Likelihood: Significant Impact: Significant Current Risk Score: B2 Likelihood: High Impact: Critical										
Target Risk Score: D3 Likelihood: Low Impact: Significant										
Risk Category - Economic Portfolio - Leaders										
Getting the City Working	Major city and city centre infrastructure developments or economic development plans and initiatives are adversely affected by economic, environmental or market conditions and/or are not delivered in accordance with stakeholder expectation.	Controls in place to monitor progress against project plan for all development and capital projects. Work to review impact of global recession on major projects is completed and action taken. Close liaison maintained with development sector, Additional staffing resources recruited to City Dev. & Economy to increase time on major project delivery to drive forward at fastest pace possible. Regular briefings for key stakeholders undertaken	Work closely with Communications and local media to manage stakeholder expectation.	The perception is that the majority of stories in the local press are supportive. Communications Plan is in place. Press releases issued pro-actively.	Dawn Baxendale	G		7/4/2010	8/4/2011	Open
			Work closely with the private sector developers and other stakeholders to understand and react appropriately to the changing economic climate.	A pipeline of major developments is maintained, with steering and/or working groups monitoring progress and reacting to economic conditions.	Dawn Baxendale	G		7/4/2010	6/4/2011	Open
			Ensure all funding opportunities for projects via government grants etc are identified, exploited or maximised.	Funding opportunities are identified, exploited and maximised.	Dawn Baxendale	G		7/4/2010	6/4/2011	Open
			The council works closely with the private sector developers, Registered Social Landlord's etc to identify any new opportunities for city major development.	A pipeline of major developments is maintained.	Dawn Baxendale	G		7/4/2010	6/4/2011	Open
			Members are briefed on the status of	Regular reporting to Members at	Dawn	G		7/4/2010	6/4/2011	Open

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		for key members of administration undertaken	projects and are advised at the earliest opportunity if significant proposed developments are likely to be deferred, delayed or not proceeded with.	Major Development Briefing meetings. Quarterly progress reported through Corvu and Cabinet Member briefings.	Baxendale					
			Review all new or proposed development plans to assess the deliverability taking into account the current economic climate.	Business Plan reviewed at half-year point and any revisions agreed with Cabinet Member.	Dawn Baxendale	G		7/4/2010	6/4/2011	Open
Risk Number : 010 Risk Owner : Brad Roynon Last Review Date: Next Review date:										
Initial Risk Score: B2 Likelihood: High Impact: Critical Current Risk Score: B2 Likelihood: High Impact: Critical										
Target Risk Score: D3 Likelihood: Low Impact: Significant										
Risk Category - Legislative Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	The physical assets that the council is responsible for are not effectively managed or controlled	Corporate Asset Management Plan in place.	Undertake Service Building Review		John Spiers	G		14/1/2010	31/3/2011	Open
		Accommodation Strategy approved and in place.	Deliver Accommodation Strategy		John Spiers	G		14/1/2010	31/3/2011	Open
		Strategic issues are considered by the Policy Co-ordinators Team and the Southampton Property Group with cross directorate membership.	Ensure that all staff with responsibility for property understand their health and safety obligations and have appropriate resources and training to be able to undertake this role		PCOT	G		7/9/2010	1/4/2011	Open
		Repairs and Maintenance - Revenue and Capital programme in place.	Identify individuals with specific health and safety responsibilities for each asset, i.e. 'responsible people' and 'duty holders' and ensure that all H&S items have a corresponding 'owner' for every asset.		John Spiers	G		7/9/2010	1/4/2011	Open
		Property Safety Steering Group that meets weekly to develop and implement a strategic approach to ensuring the Council meets all its health and safety obligations.	Review and agree current Service Level Agreements ensuring that Health and Safety obligations are clearly set out. For schools, the Fair Funding SLA should set out responsibilities of the Headteacher (for construction and maintenance activities) where they have 'opted in' and also 'opted out'.		John Spiers	G		8/9/2010	1/4/2011	Open
Environment Directorate										
Risk Number : 011 Risk Owner : Lorraine Brown Last Review Date: Next Review date:										
Initial Risk Score: C3 Likelihood: Significant Impact: Significant Current Risk Score: C3 Likelihood: Significant Impact: Significant										
Target Risk Score: D3 Likelihood: Low Impact: Significant										
Risk Category - Environmental Portfolio - Environment & Transport										
Keeping the city clean and green / Getting the city working.	Insufficient progress on securing the capital investment required (within the Council and City) to develop and implement a comprehensive adaptation and action plan for managing and monitoring major weather and climate vulnerabilities - including the development of infrastructure such as flood defences and water green	A Green Spaces Strategy has been adopted by the Council.	Strategic Flood Risk Assessment commissioned.	SFRA2 completed and feeding into City Centre Masterplan process. Working with Environment Agency to determine appropriate planning standards to be included in a flood risk. Adaptation measures included in LDF Core Strategy – ensure regular review to keep policy and guidance up to date.	Paul Nichols	A	National Indicators 188 and 189	9/9/2010	31/12/2010	Open
		Funding secured for a surface water drainage study.	A green infrastructure strategy for adapting to climate change vulnerabilities		Paul Nichols	G	National Indicator 188	9/9/2010	31/12/2010	Open
		Cross Council Flood Risk Management Board meets every two months to tackle								

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	defences, surface water drainage renewal and green infrastructure.	flood risk issues, including the Environment Agency, to set priorities for work and provide an evidence base for funding proposals.	is being developed as part of EU GRaBS project. A Green Infrastructure study has been commissioned by PUSH.							
			Capita are project managing the Surface Water Management Study. Well attended stakeholder meeting held. 1st milestones completed	A Project Initiation Document has now been completed, to implement the surface water drainage study and a consultant's brief prepared.	Mick Bishop	A	National Indicator 188	23/7/2010	9/6/2012	Open
			Coastal Defence strategy to be developed.	City Centre Coastal Defence Strategy underway and due for completion in September 2012. £290k of funding has been awarded by the Environment Agency to meet consultancy fees, with additional resources provided to support in house Project Management. Seeking Government funding for implementation of evidence base.	Paul Nichols	G	National Indicator 189	9/9/2010	31/12/2010	Open
			Deliver agree actions for managing and monitoring weather and climate change vulnerabilities (including development of infrastructure such as flood defences surface water drainage renewal and green infrastructure	The Coastal, Flood Erosion Risk Strategy funding has been approved for completion in 2012	Paul Nichols	A	National Indicator 188	9/9/2010	31/12/2010	Open
Risk Number : 012 Risk Owner : Lorraine Brown Last Review Date: Next Review date:										
Initial Risk Score: C3 Likelihood: Significant Impact: Significant Current Risk Score: C3 Likelihood: Significant Impact: Significant										
Target Risk Score: D3 Likelihood: Low Impact: Significant										
Risk Category - Environmental Portfolio - Environment & Transport										
Keeping the City Clean and Green / Getting the City Working	Insufficient progress on the Council's delivery plans for the Carbon Reduction Commitment to reduce CO2 levels sufficiently to avoid severe financial penalties from Central Government. Risk of potential loss of reputation.	Established Combined Heat and Power ("CHP") scheme in place. CHP in place for Council buildings and other key sites. Energy Board established, drawing together key partners within the City to collect data and undertake actions to reduce CO2. An energy review across all residential homes has been undertaken and reports provided to all home managers. Energy Manager in place.	1GHS, Civic and Marlands connected in line with SCC admin buildings rationalisation programme. Contract for Sea City yet to be signed and cooling for admin buildings under review. Gantry and Woolston mixed use development CHP schemes secured and development in progress.		Paul Nichols	A		9/9/2010	31/12/2010	Open
			Secure increased PCT/NHS contribution to reducing energy consumption within the City.	Carbon map of the City is being prepared. NI186 target is being met. An event in November will seek to widen membership of the Energy Partnership and to establish a mentoring arrangement between SMEs and larger organisations with established energy saving practices in place.	Paul Nichols	G	National Indicator 186	9/9/2010	31/12/2010	Open
			Carbon reduction stretch target achieved. Cross Council group meets to address energy and water use in housing. Cross Council group has been established to provide high quality data on CO2 emissions to avoid CRC fines and to identify priority CO2 reduction projects.	A number of CO2 reduction initiatives, through the Salix funding programme, have been implemented in partnership with the Carbon Trust.	Paul Nichols	G	Carbon Reduction Commitment ("CRC") targets	9/9/2010	31/12/2010	Open
			Currently engaging with key partners on energy issues.	Engaging partners to take up opportunity of free electrical car recharge installations across the city through the PFI Street Lighting	Paul Nichols	G	National Indicator 186	9/9/2010	31/12/2010	Open

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				contract and the national Plugged in Places scheme						
			Monitoring of energy reduction projects through LAA targets NI 185 and NI 186	CRC Policy and Action Plan adopted. Need to deliver action plan measures across all service areas. Briefings to PCoT, COMT and Members. Need to ensure sufficient funding to maintain feasibility projects for energy reduction. Develop a new Use of Transport Action Plan to reduce fossil fuel consumption across the Council.	Paul Nichols	A	Carbon Reduction Commitment ("CRC") and National Indicator 185	9/9/2010	31/12/2010	Open
Neighbourhoods Directorate										
Risk Number : 006 Risk Owner : Nick Murphy Last Review Date: Next Review date:										
Initial Risk Score: D3 Likelihood: Low Impact: Significant Current Risk Score: B3 Likelihood: High Impact: Significant										
Target Risk Score: D4 Likelihood: Low Impact: Marginal										
Risk Category - Customer/Citizen Portfolio - Leaders										
Deliver outcomes and strive for continuous improvement	A major incident or event occurs that significantly impairs the Council's ability to function or provide a service to customers.	Business Continuity Plans - Directorate and Divisional Plans in place in all service areas in line with corporate template. Plans reviewed on a quarterly basis by Directorate Management Teams. BCPs fully reviewed (and tested in part) every two years or as appropriate. Capita compliance to corporate standard requirements and signed MoU in place. SCC Major Incident Plan, incorporating and range of specific emergency response plans in place to address identified issues and/or respond to legal or statutory requirement ie. Flu Pandemic Plan, Oil and Chemical Pollution Plan, SotonSafe 'Z' Berth Plan and Flood Plan. Communication with hard to reach groups, vulnerable people, faith groups and those groups where English is not their first language, established through translation and interpretation service networks as detailed within Emergency Response Plan.	IT Disaster Recovery Plan has been developed covering the key council IT systems	A DR plan in place that covers the key IT systems and annual DR testing is complete	Sarah Dennis	A	To meet Capita contractual requirement	8/1/2011	30/9/2010	Open
			The IT Disaster Recovery plan will be tested annually for the critical systems identified in the SSP contract. System owners will be responsible for verifying that their data has been recovered as they expected	All data restored successfully on all identified critical systems and verified by the system owners.	Sarah Dennis	G	To meet Capita contractual requirement	8/1/2011	30/9/2010	Open
			Emergency Planning unit have developed a revised directorate and divisional BCP which is now more aligned to new BS25999. Agreed quarterly review of contacts and annual exercises to be undertaken.		Jon Dyer-Slade	G	Upgrade response to consistent corporate standard	5/8/2010	30/9/2010	Open
			PCoT (Resources Board) to confirm to the Emergency Planning and Business that BCPs in their areas are in place, tested on a periodic basis and/or to plan testing in consultation with the EP&BC Manager to ensure consistency and support. Lead officer(s) to be identified.		Robert Carr	A	Business Continuity Plans are robust, tested and effective	15/2/2010	30/9/2010	Open
			A range of specific emergency response plans have been developed to address identified issues and/or respond to legal	All emergency response plans are all in accordance with relevant legislation and are reviewed and tested as	Jon Dyer-Slade	G	Emergency plans are robust and effective within and between responding agencies. Public	5/8/2010	30/9/2010	Open

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		the Major Incident Plan. Emergency Response Team in place.	or statutory requirement i.e. Flu Pandemic Plan, Flood Plan, Oil and Chemical Pollution Plan, SotonSafe 'Z' Berth Plan etc.	required.			awareness by promotional events, information leaflets and non restricted plans available on website etc			
		Weekly Response Team rota published. Quarterly information bulletin produced.	Emergency response plans are reviewed on a periodic basis with 'testing' targeted on the high risk areas	Emergency response plans are reviewed on a periodic basis with 'testing' targeted on the high risk areas. Planning & Business Continuity Workplan	Jon Dyer-Slade	G	Civil Contingencies Act 2004, H & IOW LRF and Divisional Business Plan Compliant - Plans reviewable 2-3 yearly	5/8/2010	30/9/2010	Open
Resources Directorate										
Risk Number : 004 Risk Owner : Rob Carr Last Review Date: 31 August 2010 Next Review date: 22 September 2010										
Initial Risk Score: C2 Likelihood: Significant Impact: Critical Current Risk Score: C2 Likelihood: Significant Impact: Critical										
Target Risk Score: E3 Likelihood: Very Low Impact: Significant										
Risk Category - Economic Portfolio - Resources & Workforce Planning										
Invest in employees	The Council fails to take into account the likely workforce, industrial relation and skills retention issues that may arise as a result of reductions in public expenditure and as a consequence management and/or staff skills are inadequate to support and deliver the agreed levels of service and/or there is a breach or failure to meet the requirements of new or existing legislation.	EFQM 'Excellence Model' adopted on a corporate basis	The Workforce Strategy is to be updated to ensure it is up to date and relevant - April 2011.		Sarah Dennis	G	Able to retain and attract high quality individuals to key posts	9/9/2010	31/3/2011	Open
		Progress against the Workforce Strategy is monitored								
		Council is an liP Organisation								
		Workforce planning, including identification and consideration of new or emerging employee legislation forms part of the annual business planning process								
		Key legislative or policy changes are communicated via briefings, Senior Manager Conferences, weekly bulletin as appropriate								
Corporate Standards section on the intranet										
		Management Academy training in place	Full liP re-accreditation inspection to take place in January 2011		Sarah Dennis	G	Able to retain and attract high quality individuals to key posts	9/9/2010	31/1/2011	Open
		All employees have minimum of 3 days learning per year which is monitored via appraisal process / Annual appraisal for each employee which includes a positive declaration that a competency statement in	Review of service business plans to identify workforce planning support requirements		Sarah Dennis	G		9/9/2010	31/3/2011	Open
			New key legislative / policy changes and their impacts on workforce to be briefed as appropriate		Sarah Dennis	G		9/9/2010	31/3/2011	Open
			Annual review to ensure that all (Corporate Standards) guidance is up to date and that all appropriate issues are included		Sarah Dennis	G	No breaches of corporate standards or adverse comment from the external auditors	9/9/2010	31/3/2011	Open

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		place for the role. Appraisal includes a review against the required competencies Staff engagement and union consultation takes place for all major changes impacting on the workforce.	Ensure Corporate Standards Training for new Level 1 and Level 2 managers included as part of the induction programme. Provide Corporate Standards Training for Level 1 and Level 2 managers with periodic refresher training. Introduction of NET Consent by December 2010.		Sarah Dennis	G	No breaches of corporate standards or adverse comment from the external auditors	9/9/2010	31/3/2011	Open
			Annual appraisal process to be reviewed.		Sarah Dennis	G		9/9/2010	31/12/2010	Open