

# Strategic Risk Register

Appendix 1

Description of Risk Event	Key Priority / Objective	Action/controls already in place	Adequacy of action/controls to address risk	Required management action/control	Responsibility for Action	Status	Critical Success Factors and KPI's	Date last update	Date of next review
<b>Chief Executives Directorate</b>									
<b>Risk Number : 1</b>		<b>Risk Owner : Brad Roynon</b>		<b>Last Review Date: 4/8/2009</b>		<b>Next Review date: 23/9/2009</b>			
<b>Initial Risk Score: D2 Likelihood: Low / Impact: Critical Current Risk Score: D2 Likelihood: Low / Impact: Critical</b>									
<b>Target Risk Score: E2 Likelihood: Very Low / Impact: Critical</b>									
<b>Risk Category - Customer/Citizen Portfolio - Leaders</b>									
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.	Deliver outcomes and strive for continuous improvement	EFQM excellence model makes specific reference to engagement with stakeholders/customers. The existing corporate business planning process also includes a SWOT/PESTLE analysis	Sound	Environmental scanning to be developed through the integrated business planning process for 2009-10	Joy Wilmot-Palmer	G		21/05/09	23/09/09
		Annual Corporate Improvement Plan that sets out the commitment to improve the overall quality of city life outlined in the Community Strategy and other Partnership Plans and secure the delivery of the actions contained within the Council's approved Medium Term Service and Financial Plan.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
		All key strategic documents and strategies (including business plans) are aligned with the council's key priorities and objectives	Sound	PCoT will act as Editorial Board, chaired by the Assistant Chief Executive (Strategy) to ensure read across alignment and linkages between the key strategies and plans	Joy Wilmot-Palmer	G	Consistent priorities in budget and policy framework plans	21/05/09	23/09/09
		Directorate based staff survey held annually across the organisation, quarterly team brief feedback system in place and revised cross organisational "your views count" scheme operational.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
		Demographic, residential or socio-economic trends - information is collected through a variety of sources including Census data, ONS and population data from HCC (latter to be reviewed)	Sound	Review of population forecasting data provided by HCC/ONS in train.	Joy Wilmot-Palmer	G		21/05/09	23/09/09

Customer satisfaction surveys in place including the new biennial national Place Survey. On-going consultation with communities on key issues on key issues in the city.	Sound	Results of 2008 Place Survey information to be analysed, appropriate actions to be developed and fed into the Council's and Partnerships Business Planning arrangements.	Joy Wilmot-Palmer	G	Duty to involve met, high resident satisfaction levels secured and resources and policies address customer needs.	21/05/09	23/09/09
The council's key priorities and values are reviewed periodically to ensure that they adequately reflect the strategic direction and priorities of the organisation	Sound		Joy Wilmot-Palmer	G	Continuous improvement demonstrated and no significant adverse Audit Commission comments or public interest reports.	21/05/09	23/09/09
A range of corporate and city wide transformational projects are in place	Sound	The management and delivery of key projects will be further improved as a result of the implementation of the new Project Management Control Environment (PM Connect) project.	Carolyn Williamson	G	Projects delivered on time, on budget and to the required standard or quality	21/05/09	23/09/09

**Chief Executives Directorate**

**Risk Number : 2      Risk Owner : Mark Heath      Last Review Date: 4/8/2009      Next Review date: 23/9/2009**  
**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**

The potential for frequency of changes in the political makeup of the Council present constraints in making medium / long term strategic decisions.	Deliver outcomes and strive for continuous improvement	An increasing number of commitments are being made at regional and sub regional level therefore the impact of political change is potentially less significant in respect of these types of working arrangements.	Sound		Mark Heath	G		21/05/09	23/09/09
---	--	---	-------	--	------------	---	--	----------	----------

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	Sound	Report to Full Council (May 2009) detailing current position. Further report to be submitted to May 2010 Council to resolve which option should be taken forward to public consultation. Recommended option to be taken to Sept 2010 Council meeting.	Mark Heath	G	Meeting the statutory deadline for lawful decision	21/05/09	23/09/09
Cross party member briefings / involvement in all key or major decisions	Sound		Mark Heath	G		21/05/09	23/09/09
Protocols and procedures are in place regarding the actions required in the event of a change of political control	Sound		Mark Heath	G		21/05/09	23/09/09
Effective Overview and Scrutiny Management Committee function and appropriate Scrutiny Panels are in place with powers to review or scrutinise decisions made in connection with the discharge of functions which are the responsibility of the Executive including the power to recommend that a relevant decision is reconsidered by the person who made it.	Sound		Joy Wilmot-Palmer	G	Positive feedback on changes from Audit Commission and other stakeholders and inquiry outcomes reflected in decision making.	21/05/09	23/09/09

### Chief Executives Directorate

<b>Risk Number : 3</b>	<b>Risk Owner : Brad Royvon</b>	<b>Last Review Date: 4/8/2009</b>	<b>Next Review date: 23/9/2009</b>
<b>Initial Risk Score: D3</b>	<b>Likelihood: Low / Impact: Significant</b>	<b>Current Risk Score: E3</b>	<b>Likelihood: Very Low / Impact: Significant</b>
<b>Target Risk Score: E3 Likelihood: Significant / Impact: Significant</b>			
<b>Risk Category - Political</b>		<b>Portfolio - Leaders</b>	

Members are not provided with sufficient, relevant, accurate, reliable and robust information upon which to base strategic decisions.	Work with integrity, openness and honesty	Report authors are expected to identify and make reference to the key risks associated with each option within the body of the standard committee report. Risk management awareness training is made available to all members as part of the annual member training programme.	Sound	Draft question re awareness/understanding of risk' for inclusion in the annual communication to members by Legal Services regarding the decision making process (inc the corporate report template).	Joy Wilmot-Palmer	G		21/05/09	23/09/09
---	---	--	-------	--	-------------------	---	--	----------	----------

Job competency statements in place for all posts and assessment against required competencies is a key part of staff annual appraisal process.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
Cross party Member briefings as appropriate for all strategic issues.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
Council constitution and corporate governance standards in place – this 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 unique to the Council.	Sound	Review of the Forward Plan and officer training sessions to be instigated to respond to feedback from the Overview and Scrutiny Management Committee.	Joy Wilmot-Palmer	G		21/05/09	23/09/09
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.	Some Weakness	Progress the agreed action plan arising from the Audit Commission review.	Joy Wilmot-Palmer	G	No adverse comment from the external auditors.	21/05/09	23/09/09
Training provided for cabinet members and members of scrutiny panels covering the decision making process and other core competencies	Sound		Mark Heath	G		21/05/09	23/09/09
Action Plan based noting of meetings / decisions adopted in order to provide a clear and consistent approach to recording decisions/agreed actions	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09

### Resources Directorate

**Risk Number : 4**      **Risk Owner : Carolyn Williamson**      **Last Review Date: 4/8/2009**      **Next Review date: 23/9/2009**

**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 - Professional/Managerial**      **Portfolio - Leaders**

The Council is not sufficiently attractive as an employer to retain key staff or attract high quality	Invest in employees	EFQM 'Excellence Model' adopted on a corporate basis and used to inform development of Service Business Plans	Sound		Jackie Standen	G		21/05/09	23/09/09
---	---------------------	---	-------	--	----------------	---	--	----------	----------

or attract high quality individuals to key posts 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.

Progress against the People Strategy is monitored quarterly and reported to the Head of HR, Executive Director of Resources (via monthly RMT reports), Cabinet, COMT and Scrutiny.	Sound		Jackie Standen	G	Able to retain and attract high quality individuals to key posts	21/05/09	23/09/09
The council is an Investors in People (IIP) organisation, and was recredited in January 2008. IIP is an indicator of good/consistent management practices.	Sound		Jackie Standen	G	Able to retain and attract high quality individuals to key posts	21/05/09	23/09/09
Workforce planning forms part of the annual business planning process for service areas	Sound		Jackie Standen	G		21/05/09	23/09/09
Service areas are required to identify and consider the implications of forthcoming legislation within the annual business planning process. In addition, key legislative changes are able to be communicated via breakfast briefings, Senior Manager Conferences, the weekly bulletin as appropriate.	Sound		Jackie Standen	G		21/05/09	23/09/09
Corporate Standards section on the intranet	Some Weakness	Annual review to ensure that all guidance is up to date and that all appropriate issues are included.	Jackie Standen	G	No breaches of corporate standards or adverse comment from the external auditors	21/05/09	23/09/09
Management Academy training programme in place for all level 1,2, and 3 Managers	Some Weakness	Ensure Corporate Standards Training for new Level 1 and Level 2 managers is 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 at earliest opportunity.	Jackie Standen	G	No breaches of corporate standards or adverse comment from the external auditors	21/05/09	23/09/09

All employees have minimum of 3 days learning per year. KPI's show continuous improvement. L & D plans in place at individual, service and directorate level and reviewed as part of appraisal process	Sound		Jackie Standen	G		21/05/09	23/09/09
Annual Appraisal for each employee which includes a positive declaration that a competency statement in place for the role. Appraisal includes a review against the required competencies	Sound		Carolyn Williamson	G		21/05/09	23/09/09

### Chief Executives Directorate

**Risk Number : 5 Risk Owner : Brad Roynon Last Review Date: 4/8/2009 Next Review date: 23/9/2009**

**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**

The Council does not have the management capacity to effectively co-ordinate and support the 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 Improvement Plan and other key documents.	Deliver outcomes and strive for continuous improvement	Strategic, transformation and other major capital projects included in the annual corporate improvement plan	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
		Directorate & Divisional Business Planning processes in place.	Sound		Joy Wilmot-Palmer	G	Programme delivery on time and to cost	21/05/09	23/09/09
		A fundamental review of project management has been undertaken and new corporate Project Management Control Environment (PM Connect) is being developed and implemented	Sound	Communication, implementation and demonstrable compliance with the new project management arrangements Delivery of Project Management Training (appropriate to the three categories of projects) as part of the 2009-10 Management Academy Programme	Carolyn Williamson	G	Projects delivered on time, on budget and to the required standard or quality	21/05/09	23/09/09
		Capital and Major Project Boards have been set up within each Directorate and meet regularly	Some Weakness	The outstanding 'management actions' arising from the 'Capital Programme and Major Projects Audit' will be addressed as part of the implementation of the new Project Management Control Environment (PM Connect)	Carolyn Williamson	G	Projects delivered on time, on budget and to the required standard or quality	21/05/09	23/09/09

## Neighbourhoods Directorate

<b>Risk Number : 6</b>	<b>Risk Owner : Nick Murphy</b>	<b>Last Review Date: 4/8/2009</b>	<b>Next Review date: 23/9/2009</b>
<b>Initial Risk Score: D3</b>	<b>Likelihood: Low / Impact: Significant</b>	<b>Current Risk Score: B3</b>	<b>Likelihood: High / Impact: Significant</b>
<b>Target Risk Score: D4 Likelihood: Low / Impact: Marginal</b>			
<b>Risk Category - Customer/Citizen</b>		<b>Portfolio - Leaders</b>	

A major incident or event occurs that significantly impairs the Council's ability to function or provide a service to customers.	Deliver outcomes and strive for continuous improvement	IT Disaster Recovery Plan has been developed covering the key council IT systems	Sound	Final User Acceptance Testing of the Disaster Recovery Plan is due to be completed in May. The key council systems are covered by the contractual DR plan that we have in place as part of the contract with Capita	Robert Carr	A	To meet Capita contractual requirement	21/05/09	23/09/09
		IT Disaster Recovery Plan is reviewed on a periodic basis with 'testing' targeted on the high risk areas	Sound	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	Robert Carr	G	To meet Capita contractual requirement	21/05/09	23/09/09
		Business Continuity Plans - Directorate and Divisional Plans in place within all service areas in line with corporate template. Plans reviewed on a quarterly basis by Directorate Management Teams	Sound	Further development of current directorate and divisional BCP's to include closer alignment to new BS 25999 scheduled. To be initiated by SCC EPU.	Jon Dyer-Slade	G	Upgrade response to consistent corporate standard	21/05/09	23/09/09
		BCP plans are reviewed and tested at least in part, within a maximum two year period.	Sound	Resources Board to confirm to the Emergency Planning & Business Continuity Manager that BCP plans in their areas are in place, tested on a periodic basis and/or to plan testing in consultation with the EP&BCM to ensure consistency and support. Lead officer(s) to be identified.	Carolyn Williamson	A	Business Continuity Plans are robust, tested and effective	21/05/09	23/09/09

A range of specific emergency response plans have been developed to address identified issues and/or respond to legal or statutory requirement i.e. Flu Pandemic Plan, Flood Plan, Oil and Chemical Pollution Plan, SotonSafe 'Z' Berth Plan etc.	Sound	Validated through CPA, H&IOW Local Resilience Forum and Safe City Interagency/Business Liaison Group. Sotonsafe 'Z' Berth Plan tested and regulatory compliance agreed by Nuclear Installations Inspectorate of the HSE. Related actions being progressed.	Jon Dyer-Slade	G	Emergency plans are robust and effective within and between responding agencies. Public awareness by promotional events, information leaflets and non restricted plans available on website etc	21/05/09	23/09/09
Emergency response plans are reviewed on a periodic basis with 'testing' targeted on the high risk areas	Sound	Emergency Planning & Business Continuity Workplan refers	Jon Dyer-Slade	G	Civil Contingencies Act 2004, H & IOW LRF and Divisional Business Plan Compliant	21/05/09	23/09/09

**Chief Executives Directorate**

**Risk Number : 7 Risk Owner : Brad Rovnon Last Review Date: 4/8/2009 Next Review date: 23/9/2009**

**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**

Key partnerships or key contracts may breakdown and/or fail to deliver service objectives.	Deliver outcomes and strive for continuous improvement	Partnership Code and Toolkit in place and now forms part of the council's constitution.	Sound	Partnership Code and Toolkit to be rolled out from Summer 2009 (including details of arrangement for review of compliance) with initial focus on the council's key partnerships. The Partnership and Toolkit will be subject to an annual review.	Mark Heath	G	Robust and consistent governance arrangements are in place for all key partnerships and new partnership working arrangements	21/05/09	23/09/09
--	--	---	-------	---	------------	---	--	----------	----------



Performance monitoring via the Corvu system in place for all statutory targets, designated targets and NPIs. Quarterly performance monitoring in place with progress report to the SP Delivery Board, Sector Partnerships, Cabinet and Scrutiny for all stretch targets and areas where the Council is the lead partner	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
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.	Sound		John Spiers	G		21/05/09	23/09/09
The service / divisional BCP process requires a commentary on whether a supplier has a BCP in place	Some Weakness	Assurance should be obtained on the robustness of key suppliers/contractors BCP arrangements	John Spiers	G	That key suppliers/contractors have robust BCP arrangements in place	21/05/09	23/09/09
A range of framework agreements are in place across a number of areas which enable services to take advantage of existing contracts/agreements with suppliers. Framework agreements allow contracts to be placed promptly and avoid the need to instigate a procurement exercise.	Sound		John Spiers	G		21/05/09	23/09/09

### Chief Executives Directorate

**Risk Number : 8 Risk Owner : Brad Rovnon Last Review Date: 4/8/2009 Next Review date: 23/9/2009**

**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

Failure to focus on delivering service improvements and 'value for money' and not meeting our targets or those identified by external assessors.	Deliver outcomes and strive for continuous improvement	The council's 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.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
--	--	---	-------	--	-------------------	---	--	----------	----------

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 revenue budgets for each Portfolio also included within the document.	Sound	Greater focus on achieving sustained results/outcomes within the organisation through the development of business metrics.	Joy Wilmot-Palmer	G		21/05/09	23/09/09
The Council's key priorities and objectives are published on the intranet and used as the 'golden thread' in respect of all service planning documents.	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
Annual VFM self assessment completed	Sound		Joy Wilmot-Palmer	G		21/05/09	23/09/09
Financial monitoring in place and managers trained across the council.	Sound		Robert Carr	G		21/05/09	23/09/09

### Chief Executive Directorate

**Risk Number : 9 Risk Owner : Dawn Baxendale Last Review Date: 4/8/2009 Next Review date: 23/9/2009**

**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 - Economic Development**

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.	Getting the City Working	Work closely with Communications and local media to manage stakeholder expectation	Sound		Dawn Baxendale	G		21/05/09	23/09/09
		Work closely with the private sector developers and other stakeholders to understand and react appropriately to the changing economic climate	Sound		Dawn Baxendale	G		21/05/09	23/09/09
		Ensure all funding opportunities for projects via government grants etc are identified, exploited or maximised	Sound		Dawn Baxendale	G		21/05/09	23/09/09
		Economic Development Service part of the Chief Executives Office with direct reporting line	Sound		Dawn Baxendale	G		21/05/09	23/09/09
		The council works closely with the private sector developers, RSL's etc to identify any new opportunities for city major development	Sound		Dawn Baxendale	G		21/05/09	23/09/09



Accommodation Strategy Approved	Sound	Deliver Accommodation Strategy	John Spiers	G		21/05/09	23/09/09
---------------------------------	-------	--------------------------------	-------------	---	--	----------	----------

**Environment Directorate**

**Risk Number : 11 Risk Owner : Lorraine Brown Last Review Date: 09/09/2009 Next Review date: 23/9/2009**

**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 and Transport**

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, surface water drainage renewal and green infrastructure.	Keeping the City Clean and Green, Getting the City Working, Providing good value, high quality services	A cross-Council Flood Risk Management Board has been established (ahead of statutory requirement) to tackle flood risk issues, including the Environment Agency, to set priorities for work and provide an evidence base for funding proposals.	Some Weakness	Secure capital investment (Council/City) to develop and implement a comprehensive adaptation action plan for managing and monitoring major weather and climate change vulnerabilities (including development of infrastructure such as flood defences, surface water drainage renewal and green infrastructure.	Paul Nichols	R	NI 188	14/08/09	23/09/09
		Strategic Flood Risk Assessment commissioned, which will highlight priority areas of vulnerability due for completion by October 2009.	Some Weakness	Need to develop flood risk strategy to meet EA requirements, in order to complete the City Centre Area Action Plan (LDF document).	Paul Nichols	R	NI 189		23/09/09
			Some Weakness	Develop actions to mitigate Business impact to exposure to climate change e.g. severe weather events	Paul Nichols	R	NI 188		23/09/09
			Some Weakness	Ensure planning policy is regularly updated (LDF) to ensure adaptation measures to increased risk of sea level risk are incorporated.	Paul Nichols	R	NI 188		23/09/09
		A Green Spaces Strategy has been adopted by the Council	Some Weakness	Development of green infrastructure strategy for mitigating climate change vulnerabilities required. PUSH developing a green infrastructure strategy for cross boundary areas, identifying investment priorities.	Paul Nichols	A	NI 188		23/09/09

£100k funding has been secured for a surface water drainage study.	Some weaknesses	Surface water drainage study to be undertaken, identifying potential areas of vulnerability in the highways asset network.	Mick Bishop	R	NI 188		23/09/09
	Some Weakness	SCC to complete a City Centre Coastal Defence Strategy, working with the Environment Agency by November 2010, with £290k of funding seeking Government funding for implementation of evidence base.	Paul Nichols	A	NI 189		23/09/09

### Environment Directorate

<b>Risk Number : 12</b>	<b>Risk Owner : Lorraine Brown</b>	<b>Last Review Date: 09/09/2009</b>	<b>Next Review date: 23/9/2009</b>
<b>Initial Risk Score: C3 Likelihood: Significant / Impact: Significant</b>		<b>Current Risk Score: C3 Likelihood: Significant / Impact: Significant</b>	
<b>Target Risk Score: D3 Likelihood: Low / Impact: Significant</b>			
<b>Risk Category - Environmental</b>		<b>Portfolio - Environment and Transport</b>	

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 for poor performance in our 'Use of Resources' assessment and LAA designated target (reference our CAA organisational judgement).	Keeping the City Clean and Green, Getting the City Working, Providing good value, high quality services	Monitoring of energy reduction projects through LAA targets NI 185 and NI 186 (CO2 reduction through energy efficiency) and LAA stretch target.	Sound	Need to ensure sufficient funding to maintain feasibility projects for energy reduction	Paul Nichols	G	Meet agreed targets for the LAA Stretch Target and NI 185 and 186.	14/08/09	23/09/09
			Some Weakness	Need to secure the Council's delivery plans for the Carbon Reduction Commitment - through the adoption of a CRC Policy and Action Plan across all service areas. Briefings to PCoT, COMT and Members.	Paul Nichols	R	CRC targets		23/09/09
			Some Weakness	Develop a new Use of Transport Action Plan to reduce fossil fuel consumption across the Council.	Paul Nichols	R	NI 185		23/09/09
		Use of CHP for council buildings has been implemented at key sites	Some Weakness	The Council has not fully accounted for: rising energy costs and security of supply; over reliance on hydrocarbon fossil fuels; and the impact of extreme weather events.	Paul Nichols	R			23/09/09

An energy review across all residential homes has been undertaken and reports provided to all home managers.	Some Weakness	Woodside residential home prioritised for improvement.	Paul Nichols	A	NI 186 and NI 187		23/09/09
Energy Board established, drawing together key partners within the City, collect data and undertaken actions to reduce CO2.	Some Weakness	Secure increased PCT/NHS contribution to reducing energy consumption within the City	Paul Nichols	A	NI 186		23/09/09
Established CHP scheme in place	Some Weakness	CHP programmes to be implemented.	Paul Nichols	A	NI 186		23/09/09
Energy Manager in post for several years, implementing programmes of improvement.	Some Weakness	Cross-council group to be established to provide high quality data on CO2 emissions to avoid CRC fines and to identify priority CO2 reduction projects	Paul Nichols	A	CRC targets		23/09/09
Currently engaging with key partners on energy issues	Some Weakness	Work with ABP, to expand their Port Master Plan to include improve climate change mitigation measures for their estate, protecting the Port and the City from sea level rise.	Paul Nichols	R	NI 186		23/09/09