

**Public**  
**Key Decision - No**

## **HUNTINGDONSHIRE DISTRICT COUNCIL**

**Title/Subject Matter:** Corporate Risk Register

**Meeting/Date:** Corporate Governance Committee – 30 November 2022

**Executive Portfolio:** Executive Councillor for Corporate & Shared Services, Councillor Martin Hassall

**Report by:** Oliver Morley – Corporate Director

**Ward(s) affected:** All Wards

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### **Executive Summary:**

The Corporate Risk Register is the location in which organisationally critical risks are captured, ownership assigned, and mitigation laid out. It is a live document and is regularly updated given the dynamic nature of risk.

The current document was comprehensively refreshed in early 2022, and is subject to review by the risk and controls group, which contains the Council's key compliance officers. It is a key document that services must review when developing service plans and is subject to regular review by the Council's Senior Leadership Team.

### **Recommendation:**

It is recommended that the Committee review the contents of the corporate risk register and raise any issues or concerns that they do not believe are appropriately captured or mitigated within the risk register.

## **1. PURPOSE OF THE REPORT**

- 1.1 To update members on the contents of the Council's Corporate risk register.

## **2. WHY IS THIS REPORT NECESSARY?**

- 2.1 The Corporate Risk register is a key document to enable the Corporate Governance Committee to assure themselves that an appropriate governance environment is in place, and to raise any concerns they may have.

## **3. BACKGROUND**

- 3.1 This Corporate risk register records the risks and opportunities that may affect the delivery of the Corporate Plan. It provides an assessment of the risk and the action being taken or needed to reduce the risk to the level needed. This is a standard document that is standard to most Councils.
- 3.2 Alongside the service risk register, the corporate risk register captures the risks that the Council have identified and are responding to. A piece of work is currently underway to refresh the Council's risk strategy, and is it anticipated that this will be available for review and comment at the next meeting of Corporate Governance.

## **5. KEY IMPACTS**

- 5.1 The risks in the risk register will denote the areas of focus and mitigation. If the wrong risks are captured, we risk unforeseen impacts damaging our ability to deliver and meet our corporate objectives.

## **6. LINK TO THE CORPORATE PLAN**

- 6.1 The Corporate Risk Register as well as being central to good governance, also lists the key risks to the delivery of the Corporate Plan and the Strategic operations of the Council. The raising of any concerns in terms of the identification

## **7. RESOURCE IMPLICATIONS**

- 7.1 There are no direct resource implications arising from this report. However, it needs to be acknowledged that the risk environment is increasingly dynamic, and complex. Mitigation across some of these risks, could require additional capacity or skills to deliver.

## **8. REASONS FOR THE RECOMMENDED DECISIONS**

- 8.1 The report is presented to Committee to enable assurance to be taken on the Council's identification and mitigation of corporate level risks.

## **9. LIST OF APPENDICES INCLUDED**

Appendix 1 – Corporate Risk Register 21 November 2022

### **CONTACT OFFICER**

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**Appendix 1 – Corporate Risk Register**

<b>Risk Area</b>	<b>Number</b>	<b>Risk title</b>	<b>Risk Owner</b>	<b>Service</b>	<b>Cause</b>	<b>Effect</b>	<b>Inherent Risk</b>	<b>Risk Control</b>	<b>Residual</b>	<b>Actions Required</b>
<b>Funding</b>	286	Funding reduction - wider economic factors, including inflation, Brexit and Covid impacts, generate a reduction in NNDR and Council Tax collection rates impacting on the Councils funding to deliver services. Recognising our greater reliance on locally derived sources of income than has historically been the case.	S151	Corporate	Broader impacts linked to macro-economic factors, and the impacts of inflation, Covid and Brexit.	Less resource and increased financial pressure, potentially exacerbated by a consequential or causal impact on local businesses resulting potentially in increased unemployment and the potential for additional demand on council services. Lack of confidence in long term forecasts	L=3, I=4 (12)	Close monitoring of funding streams and escalation of shifts, and development of proposals to address any shifts, and if appropriate timely reductions in spending commitments.	L=3, I=3 High (9)	Regular monitoring of funding and reporting to SLT.

	287	Significant reduction in or redirection of central government funding/lack of certainty beyond single year settlement, and the growth of finite funding pots to achieve delivery which require greater effort at bidding and reporting stage, and risk abortive effort	S151	Corporate	Government policy, parliamentary time, and economic challenges	Continuing financial pressures due to Central Government funding reductions, or loss of grant or other funding (e.g., Council Tax Support, Business Rates Retention, New Homes Bonus). £2.5M savings planned for 2022/23. Additional responsibilities may be transferred to local government without adequate additional resources. General uncertainty around future government policies e.g., • Impact of New Living Wage • Issues relating to Housing Need, including Homelessness • Certain Loss of RSG. Could all result in financial loss to the Council, pressure on HDC Budgets, reputational damage, non-delivery/ reduction of services and/or unplanned reduction in reserves to fund services and difficulties in planning ahead.	L= 4, I= 4 High (16)	Robust quarterly review of budgets including the proposed efficiencies. £0.5M additional investment in transformation activity to support delivery of MTFS efficiencies. Ensure that compensatory savings are found where savings are not delivered through the above. Increase in Council Tax. Robust MTFP, forecasting, and increasing focus on long term horizon. Establish good partnership working with all relevant external bodies. Ensure HDC has representation on appropriate boards and responding to consultations.	L= 3, I= 3 High (9)	Regular review of service cost and spend, with options to reduce expenditure or increase revenue in response.
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<b>Incom e</b>	288	Income - That the Council sees a reduction in anticipated income, given our exposure to the commercial rental income, leisure, and parking sectors.	S151	Corpor ate	Covid impacts, combined with Brexit represent impacts without a precedent. It is therefore hard to accurately forecast how these could impact on consumer and business behaviour, and our income projections.	Change in income, which could see a reduction (or potentially an increase) in income that we must respond to.	L=3, I=4 (High 12)	Timely monitoring and escalation of variances against income forecasts, for corrective action to budget holders, with appropriate oversight by SLT. That we recognise and respond to the risk of Covid changing behaviours, as well as broader macroeconomic threats of people having less ability to pay. Better marketing and understanding of consumer priorities to protect and grow income streams.	L=2, I=3 (6)	Regular reporting to SLT, and timely forecasting to service managers.
<b>Deliver y and Costs</b>	289	Demand - That the Council experiences a significant increase in demand linked to the growing population, as we deliver on housing growth agenda, combined with the impacts of an aging population and the economic and other broader impacts of Covid and Brexit.	Corp orate Direc tor Peop le	All	The most likely causes would be related to the growing population, as we deliver on housing growth agenda, combined with the impacts of an aging population and the economic (inflationary and cost of living pressures) and other broader	Strain on the revenue budget, leading to potential for overspend or the need for more resource or the need to reduce performance standards to manage the increase in demand.	L=3, I=3 (High 9)	Service planning, monitoring of development activity, active management of demand and the prompt escalation of deviations from the predicted norm.	L=3, I=2 (6)	Build demand reviews and demand forecasts into the service planning and SLT review process

					impacts of Covid and Brexit. Other potential causes would be associated with changes in the delivery of partners which leads to knock on expectations on HDC.					
290	Failure to effectively plan for and deliver sustainable development resulting in unplanned growth.	Corporate Director of Place	Strategic Growth	Failure to undertake a review of the adopted Local Plan in a timely fashion and ensuring the protection of the 5-year housing land supply.	Infrastructure, housing, and employment requirements not delivered, financial loss, reputational loss, speculative development, and growth in an unplanned way, resulting in greater risk of infrastructure being overwhelmed. Appeal decisions that would not otherwise be granted are granted to increase housing supply i.e., loss of local control and increased costs.	L=4, I=3 (High 12)	<ul style="list-style-type: none"> <li>* Review of Local Plan identified as a 22/23 corporate priority.</li> <li>*Project plan in place, regular member engagement, early Cabinet decisions on project plan.</li> <li>*Annual monitoring report produced on five-year land supply, with any subsequent action plan developed as required.</li> <li>*Housing land supply is a material consideration in planning decisions.</li> </ul>	L= 4, I = 2 High (8)	22/23 Q4 Formal cabinet approval to commence review of Local Plan	

	291	Failure to deliver the Market Town Programme due to inflationary pressures and/ or challenging spend deadlines resulting in no delivery of the programme or delivery of a smaller number of projects and/ or a loss of secured external funding.	Corporate Director of Place	Regeneration & Housing Delivery	External inflationary factors Poor programme/ project management & governance Officers not having necessary skills Original cost estimates 2+ yrs. out of date Underestimating original scope of the schemes	Ability to deliver wider Place outcomes and benefits. Reduced number of projects delivered. Pressure on HDC capital and revenue budgets. Reputational risk and longer-term impact of non-delivery becoming a barrier to securing further external funding due to track record.	L= 4, I= 3 High (12)	<ul style="list-style-type: none"> <li>* MTP Health Check completed 22/23 Q1</li> <li>* Quarterly monitoring of programme funding profile and anticipated spend against budgets to Cabinet.</li> <li>* Updated cost estimates</li> <li>* Detailed programme plan from design to delivery, that includes funding milestones, claim dates and anticipated receipt of funds.</li> <li>* Detailed resources plan and communications strategy with stakeholders developed and maintained to manage expectations and information shared in a timely manner.</li> <li>* Ensure local priorities are understood should prioritisation of activity be required.</li> <li>* Corporate governance established in line with PMO expectations, internal governance audit completed. Governance and reporting lines will be continually monitored throughout to ensure that the key programme milestones are managed and achieved.</li> <li>* Maintain positive relationships with funding bodies and submission of funding claims and evidence as per funding agreements.</li> </ul>	L= 4, I = 2 High (8)	Complete review and refresh of the project and governance has been completed.
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	292	Failure to manage competing pressures around the delivery of corporate priorities and enact the changes we need to respond to resource and demand pressures.	Managing Director	Organisation wide	Inability to unify and manage a diverse range of programmes and change projects to deliver MTFS financial targets and improved outcomes for our residents. Causes also include- ineffective management of resources- poor performance management and monitoring - corporate priorities are not defined, clear or achievable- wider work programmes and local service plans do not tie in with / connect to corporate priorities, and projects are consequently not properly scoped or commissioned	Inability to unify and manage a diverse range of programmes and change projects to deliver MTFS financial targets and improved outcomes for our residents. Effects also include- adverse impact on our local community- reputational damage- silo working rather than collaboration- delayed improvements- resources not allocated to areas of most strategic need and importance	L= 4, I= 3 High (12)	<ul style="list-style-type: none"> <li>* Strengthen linkage between strategic and corporate priorities and programmes and projects delivered.</li> <li>*Ongoing review of corporate priority programmes, projects &amp; activities, including use of internal audit and external consultants.</li> <li>*Ongoing review of the Council's approach to programme and project management ensuring a significant focus on delivery across the whole Council.</li> <li>*All SLT members advocates and champions of adopted, proportionate and risk-based approach.</li> <li>*Ongoing review of corporate officer governance.</li> </ul>	L= 4, I= 2 High (8)	<ul style="list-style-type: none"> <li>*Spring 22 SLT restructure</li> <li>* New approach to 22/23 Service Plans established by end March 22.</li> <li>*Q1 22/23 implementation of SLT re-structure.</li> <li>*By end Q322/23 review of internal officer governance completed.</li> </ul>
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	New	Failure to reduce the historical Planning application backlog	Corporate Director of Place	Planning Service	Covid-19 impacts, highly competitive external market for experienced planning professionals resulting in high staff turnover, inability to recruit and retain experienced agency staff, lack of timely performance data and poor performance management.	Inability to issue planning decisions within statutory timeframes, increase in customer complaints and staff time being spent on dealing with these, resident and sector perception of a poorly performing service, impact on staff retention and morale, increased unit costs and spend on agency staffing/ consultants, constraining ability of businesses to grow and NNDR receipts to the Council.	L= 4, I= 3 High (1 2)	<ul style="list-style-type: none"> <li>* Improved performance data available</li> <li>* Focus on processing current applications in line with HDC targets</li> <li>* Recruiting new staff &amp; reducing reliance on agency staff</li> <li>* External support appointed in Oct 22 to target backlog with clear performance &amp; contractual targets *</li> <li>Re-launched pre-application service 14.10.22</li> <li>* two week Blitz period in Oct 22 to reduce application numbers</li> <li>* Agreed Plan to address backlog</li> <li>* Monthly management team reporting</li> <li>* Quarterly performance reporting</li> </ul>	L= 3, I= 3 High (9)	<ul style="list-style-type: none"> <li>* Review performance data.</li> <li>* 22/23 End Q3 Sign off improvement plan scope.</li> </ul>
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	New	Additional un-forecast demand for services, increased legal liability and community challenges are created by the poor placement of asylum seekers and refugees in Huntingdonshire.	Chief Operating Officer	Organisation wide	The number of refugees and asylum seekers currently being housed by the Government combined with the shortage of suitable accommodation is leading to poorly planned placement of refugees within Council areas. If Huntingdonshire receives an unsustainable or poorly notified cohort of refugee and asylum seekers it could create significant demand and risk.	A large placement could place strain on statutory services and the legal liabilities of both the council and other public sector partners, exacerbate housing affordability issues, and create community cohesion challenges to which the Council may need to respond.	L = 3, I = 3 (High 9)	We are heavily engaged with EELGA and their refugee coordination officer and network. We are engaging with Serco and raising concerns with LGA and central government. We have strong community engagement activity and support around current placements, which have worked well, but placement numbers and density are increasing within current sites.	L = 3, I = 2 (Medium 6)	To escalate any issues as they arise.
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Proces	294	Procurement Breach/Non-Adherence and failure to follow agreed procurement policies and processes	Corporate Procurement Officer	Organisation wide	Lack of documented processes and consequences of non-compliance with code/ policy. - staff not trained or skilled - poor planning resulting in time pressures and "cutting corners"	Potential for unregulated providers, lack of robust financial appraisals, inefficient procurement activity leading to poor value for money and risks of non-delivery. - potential legal action from disgruntled suppliers - reputational damage - fines / financial penalty - poor value, goods services that don't meet needs, potential for danger to customers / community	L=4, I=4 (High)	Clearly defined processes; training of all budget holders in procurement practices; routine evaluation of procurement practice through audit activity	L=2, I=3 (6)	Review procurement training and processes
	295	Corporate Business Continuity plans are inadequate resulting, over both the short and medium term, in the Council's inability to provide an appropriate service.	Corporate Director People	Organisation wide	Lack of up to date or adequate BCPs and a lack of recognition of their role or purpose. Lack of training/ ownership amongst management tiers. Poor planning staff not trained plans out of date / not reviewed	Council not prepared in the event of a disaster/ disruption Takes much longer than estimated to recover services Wrong priority for recovering services Impact on service delivery for residents and reputational damage	L=3, I=3 High (9)	Fully documented BCP Staff aware of Regular review and update Periodic testing of the plan - either entire or elements, to ensure it will work and can be relied on liaison with other local authorities / bodies to ascertain common issues / concerns and options for risk sharing	L=2, I=3 (6)	Review BCPs and provide training on this to managers.

					considered a priority / important					
312	Arrangements and procedures are insufficiently robust or managed and result in harm to a vulnerable person including children	Safeguarding lead	Organisation wide	Lack of awareness of safeguarding obligations, lack of training, monitoring, and lack of understanding of escalation routes.	Vulnerable people are put at risk. Reputational damage Legal action	L=4, I=4 (High 16)	Clear and well documented safeguarding policies with well trained staff who understand their obligations. DBS (or equivalent) checks on key risk posts and regular review and oversight from safeguarding lead. programme of review / update of checks	L=2, I=3 (6)	Review training needs	

	297	Poor delivery of projects and management of benefit realisation	Managing Director	All.	Lack of skills and/or resource.Lack of alignment, coordination, and effective risk management across processes.Poorly initiated/commissioned projects.A focus on urgent over important tasks	Projects don't achieve the benefits stated.Projects don't deliver on the forecast budget and there are cost overruns. Projects don't deliver in the forecast timeframes and are late. Disproportional amount of effort is spent on governance and compliance activities vs delivery and risk management activities. projects being started on a poor basis and under resourced.	L=4, I=4 (High 16)	A set of proportionate processes and governance mechanics that provide clear accountability, oversight, and proportional responses to the variety of work undertaken and the different delivery models used.	L=3, I=4 (High 16)	Refresh of service planning, to assign ownership, provide holistic oversight and change activity, and to proportionately assign resource to scope projects, and align ongoing funding to budget.
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	298	Council reliance on out of date or unsupported software systems	Managing Director	All.	Lack of clear understanding of who is responsible and accountable for contracts and commercials around core line of business systems.Lack of skills within the business to understand what it means to be responsible for the contracts for their systems.Lack of capability, understanding, planning, and budgeting for system replacement projects.	Contracts will be rolled over, likely meaning less favourable terms on extensions.Forced into poor projects by compliance reasons due to inability to roll contracts due to procurement compliance. Less efficient services due to use old / poor technology with limited flexibility to fulfil digital service transformation	L=5, I=3 (High)	Service planning process places review of expiring contracts as a key action for service managers to respond to, which will assign clear ownership. Combined with the new idea process, it will provide greater visibility of the cost benefit impacts of inaction. Updated contracts register regularly circulated to accountable managers and reviewed strategically.	L=3, I=3 (9)	Embed new service planning process
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	299	Inadequate risk management exists within the organisation at a project, service and corporate level leading to effort being spent dealing with the wrong things and issues developing that could have been avoided.	Managing Director	All	Lack of training on risk management. Lack of clear processes on risk management, and consequent lack of oversight. Lack of clarity on risk management vs compliance. Lack of commitment and buy in.	Risks develop and turn into issues requiring immediate attention diverting resources from other activities. Inability to accurately forecast or budget leading to unexpected under or overspends damaging the delivery of a balanced budget. Inefficient and ineffective deployment of limited resources. Decisions are made which don't sufficiently or demonstrably consider risks / opportunities Adverse, yet avoidable outcomes for our organisation and the local community	L=4, I=3 (High)	All service managers will review refreshed corporate risk register as part of service planning, New idea capture and development process will encourage services to identify risk and provide support services the opportunity to escalate these at inception. Less working in isolation. Formal oversight by risk and controls board. Compliance task list circulated monthly.	L=3, I=3 (9)	Embed new idea and service planning process.
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<p><b>People</b></p>	<p>300</p>	<p>People - lack of people capacity or limited supply of key capabilities caused by the challenging recruitment environment. The departure of key staff exacerbated by the impacts of Covid, and increased and unanticipated turnover.</p>	<p>MD</p>	<p>All</p>	<p>Covid related turnover which is unprecedented. The increasingly challenging recruitment market and competition for talent generally, but very specifically in some job areas. Staff issues not effectively managed Salaries and benefits do not keep pace with local markets</p>	<p>Increased vacancies, additional recruitment and agency costs, increased use of market supplements putting pressure on salary budgets, and difficulty in recruitment/ retention. Excessive pressure on teams carrying vacancies, and further staff absence / exits Reputation damage - Council not seen as "employer of choice" Adverse impact on deliverability of projects and services for our local community</p>	<p>L=3, I=4 (High 12)</p>	<p>Effective service planning. Succession planning, particularly for mission critical roles and in difficult to recruit sectors. Use of interim market where necessary. Creation of strategic partnerships with local colleges and universities.</p>	<p>L=3, I=2 (6)</p>	<p>Embed people planning in service planning. Bring forward development and workforce development plans.</p>
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Technology	301	Cyber security breach / cyber-attack.	Head of ICT	All	There is significant growth in the volume and profile of attempted cyber-attacks. This is combined with some high-profile vulnerabilities having been identified within our supply chain or integrated within applications which we make use of. Insufficient cyber security measures and staff awareness and training on these.	Our increasing use of technology, mean that any cyber-attack would have a very significant impact on our ability to undertake our business to deliver services to residents. Reputational damageFine / financial penalty or costs / lossesPotential data breach and resulting impactsPotentially significant down time, and loss or encryption of data.	L=3, I=5 (High)	Use and monitoring of the NCSC ten step cyber security process. Investment in dedicated cyber security team. Investment in SIEM monitoring software. Undertaking of cyber breach exercise to test preparedness. Expansion of ICT procurement advice to enforce mandatory minimum cyber requirement for new software. (Not just buy the incumbent providers option if they don't meet requirements).Services to each develop and evidence (via review by ICT/HR and emergency planning) a sound Business Continuity Plan for continued operations in the event of a cyber event that results in a) total loss of all ICT for a period of 2-3 weeks. No laptops, no network, no local applications, no cloud applications, no printing,	L=3, I=4 (High 12)	More training and familiarity activity for all staff. More BCP planning for services and organisationally.
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								<p>no mobile CA (just SMS and calls)b) minimal ICT (internet access, some cloud hosted applications and some laptops/printing for 2-3 months) c) longer term BCP for onsite hosted applications being out of action for 6 months+ This is to include support services BCP for HR/Payroll (how will we pay staff and support them), Comms (how to plan for external comms around event)</p>		
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<b>AGS &amp; External</b>	303	National government places additional burdens on council services which lead to reprioritisation of the planned business of the council to meet local need	MD/CDs	All	National and international actions with local consequences, e.g., war, recession, pandemic etc	Immediate re-assessment of local priorities and resource levels to manage delivery in a way that doesn't cause local services to fail.	L= 4, I= 3 High (12)	Robust service planning, performance management and project management will ensure that any change in priorities can be accommodated with known consequences.	L=3, I=2 (6)	Prioritisation of actions from emerging service plans
	304	Fundamental changes in Government Policy could undermine Council's ability to enable new affordable homes to be built.	Corporate Director of Place	Planning and housing delivery	Levelling up agenda could see money heading to other parts of the country	Lack of means by which viability issues are addressed on strategic sites, broken model of publicly funded housing solutions/ lack of gov funding meaning that the mix/ amount of housing being delivered doesn't meet local needs.	L=3, I=4 (High 12)	Options to explore use of Council resources to provide local housing to meet local need, also of use CPCA opportunities	L= 3, I= 3 High (9)	Regular review of policy circulars and government briefings and escalation as required.

	305	Un-forecast risk strikes the organisation or area	MD	All	With the experience over the past few years of an increase in Cyber Security threat, the impact of global pandemic in the shape of Covid, and the increase in the number of weather events associated with climate change. We must accept the risk that an event takes place for which we have not appropriately planned, that would have either a significant direct impact on the organisation or impact the area, and to which the Council would need to respond.	Hard to be precise, because of the nature of unforeseen risk. However, could have significant impact in terms of our resources (income/funding), the demand with which we must deal, or in preventing us from using our planned methods of delivery - people, process, or technology.	L=3, I=4 (High 12)	Regular review of risk register, good visibility of risk registers across organisation, and effective Business Continuity Plan. Planning for a range of eventualities should hopefully provide us with options for response even if the exact risk is not entirely forecast. Horizon scanning to ensure early sight of any obvious changes	L=3, I=3 (9)	Maintain policy of training as many managers as possible through partnership EP exercises
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	306	Economic Uncertainty	MD	Organi sation wide	<p>The Council's financial robustness is closely linked with the success of the overall local economy, hence one of our key Corporate Plan strategic priorities – delivering sustainable growth across the district. The Council is making tactical investments in the property market and is determined to support the pre-conditions for economic success to support a vibrant economy and positive community outcomes. Ultimately external economic factors do directly impact on our ability to do this. The direct impacts of inflation and/ or currency fluctuation cause us un-forecast affordability challenges.</p>	<p>Potential changes in government policy, regulations, or funding changes which impact on Council objectives. Effecting the local economy, capital receipts, damage to supply chain, land and property negotiations, employment trends and productivity, waste disposal costs, potential adjustments to interest rates and the management of the public finances, workforce implications, poor performance, reduced customer service, reduced staff motivation, increased demand for help from our communities.</p>	<p>L= 4, I= 3 High (12)</p>	<ul style="list-style-type: none"> <li>* Keeping abreast of official publications and economic intelligence from local and central government and partners.</li> <li>*Targeted lobbying by Members on specific issues</li> <li>*Influencing Government through responding to consultations</li> <li>*Engagement with the Local Government Association (LGA), District Council's Network (DCN) Department for Levelling Up, Housing &amp; Communities (DLHUC), Department of Innovation and Skills, local business leaders and other relevant bodies to ensure that current funding is protected.</li> <li>* Monitor emerging policy changes</li> <li>*Review of Business Continuity Plans.</li> </ul>	<p>L= 4, I= 3 High (12)</p>	<p>Regular review of key metrics and escalation as required.</p>
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	307	Environmental pressures and sustainability challenges - Challenges to the long-term sustainability and attraction of our area.	Managing Director	Organisation wide	There is growing recognition of the significant consequences of a failure to properly account for human actions, and wider climactic events which are becoming increasingly common. The national risk register includes flooding and severe weather events as risks that as a country we should prepare for. We also recognise the health impacts of pollution and poor human behaviour in terms of pollution and improper handling of waste as key challenges to the beauty and sustainability of our area	More resources committed to preparing for more extreme weather events, especially river flooding and storms. With potential effects being failure to respond appropriately to emergencies, reputational damage, failure to protect vulnerable people, negative health impacts, death, legal action/financial loss and failure to deliver core services	L=3, I=3 (High 9)	Directly tackle climate by changing what the Council has direct control of (its estate, operating model etc) and influencing others to act.	L=3, I=3 (High 9)	* New approach to 22/23 Service Plans established by end March 22. *Expanding pool of colleagues involved in emergency planning, with training and buddying approach in place by end June 22.
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	308	Partner agency operational pressures - Financial challenges of partners impacting on demand for our services or reducing existing support.	Managing Director	Organisation wide	The continued impacts of reduction in central government funding combined with demand pressures driven by demographic and other factors leaves the sector at risk, of decisions by one partner impacting on the costs or sustainability of another.	There is evidence to suggest that as parts of the public sector reduce their input into communities, that the demand transfers to other agencies. In Huntingdonshire whilst partners work well together there continues to be the challenge of controlling additional demand and the corresponding budget pressures that it brings. Elsewhere financial pressures in one sector, have had significant financial and capacity impacts on the authority. The Council's vision and priorities cannot be delivered in isolation. All partners, including Police, Probation, Health, the Voluntary Community Sector, and Town and Parish Councils are	L=4, I=4 (High 16)	<ul style="list-style-type: none"> <li>* Identification of partners priorities and their delivery across partnerships e.g., Joint Health and Well Being Strategy.</li> <li>* Investing senior officer time in strategic and partnership forums to support delivery of better outcomes &amp; system wide improvements.</li> <li>* Investing senior officer time in understanding partner issues and looking to support partners with these issues (e.g., supporting strategy development, senior recruitment, address budget issues).</li> <li>* Using evidence base to identify areas of greatest need (e.g., Covid impact assessment/ Joint Strategic Needs Assessment). *Develop a multi-agency approach, working closer with partners, communities, and other stakeholders to deliver shared</li> </ul>	L=4, I=4 (High 16)	* Huntingdonshire Place Strategy adopted end 22/23.
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						<p>experiencing significant changes and pressures. These include budgetary pressures, transfer of responsibilities, geographical factors, confusing accountabilities, increasing complexities, fragility, and volatility. There is an increased risk that services to our public will be compromised and that increased costs may fall on the Council</p>	<p>Huntingdonshire priorities. * * *Development of a new Huntingdonshire Place Strategy used to provide shared aims, priorities, outcomes, and actions.</p>		
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	309	Morbidity/Growing number of years of ill health - Impacting on people' ability to be self-reliant and generating additional cost through support needs	Managing Director	Organisation wide	The increasing number of years of ill health experienced by the population, combined with Huntingdonshire's aging population make these factors areas of continued focus for HDC. Underlying lifestyle influenced factors such as frailty, excess weight, or other underlying lifestyle-based health conditions contribute to this.	The costs of dealing with ill health and the increased risk of other complications caused by ill health, constitutes a major financial challenge to all public sector agencies. Decisions made to support these needs, often impact HDC as we see these decisions create direct and indirect financial challenges for the Council, including disabled facilities grants but also situations where those who are not able to remain economically active rely on more assistance. The increasing number of years of ill health experienced by the population, combined with Huntingdonshire's aging population make these factors areas of continued focus for HDC.	L=3, I=3 (9)	Development of Health strategy and pursuit of proactive preventative measures. Active engagement with both health and public health agencies to develop shared priorities and interventions	L=3, I=3 (9)	Adopt new Health Strategy
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	310	Local skill levels and educational attainment - As a means by which residents can attract profitable work and in attracting employers to the area.	Managing Director	Organisation wide	Local cultural and employment practices, combined with alignment between training and local economic needs.	A high skilled workforce will contribute to the area's reputation helping attract inward investment and so grow and thrive. Low skill roles tend to be more precarious and have significantly worse outcomes.	L=3, I=3 (9)	The workforce within the area needs to be supported to continue to gain meaningful employment and meet the demands for new skills in the labour market. This is particularly true to ensure we can support our residents to respond to the impacts of Covid, and to ensure the growth we see in Huntingdonshire being in high value adding sectors. In turn this will also contribute to the area's reputation for attracting inward investment and so grow and thrive. Finally, skilled, and flexible workforces who possess digital skills will allow the Council to transform its current delivery models and offer new methods of service delivery. Skills strategy and supporting local industrial strategies.	L=3, I=3 (9)	Pursuing UK SPF funding around skills and links to local employment.
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	New	Potential Power Outages	Director of Finance & Corporate Resources	Organization wide	National threat of power outages caused by National Grid demand exceeding supply	Disruption to the delivery of some Council services due to planned national power cuts. Some services will either not be able to be delivered during normal hours of operation, or staff will need to relocate to alternate premises to deliver services.	L=4, I=4 (High 16)	Services to assess if they will be impacted by a power outage, how they can continue to deliver services or alternative measures that need to be put in place.	L=2, I=3, (6)	Services to assess power outage impact
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