

## Corporate Risk Register @ 31 August 2007

## Annex C

Risk Ref	Risk Title	Cause & Effect	Inherent Risk: Impact x Likelihood	Existing Controls	Residual Risk: Impact x Likelihood
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### COMT

8	Staff are unwilling to change their mode of transport and the aims of Corporate Travel Plan are not met, resulting in the loss of car parking spaces for shoppers and other workers within Huntingdon town centre and damage to the Huntingdon economy.	<p>Effect:</p> <p>Huntingdon no longer remains a vibrant shopping centre and community focus</p> <p>Staff leave &amp; recruitment of staff becomes more difficult</p> <p>Local shops &amp; businesses have difficulty in recruiting and retaining staff</p> <p>Car parking fees are introduced for long stay parking</p> <p>Media coverage highlights inconsistency of approach re Directors and Members</p> <p>'Shopping' journeys outside the District increase which brings additional problems</p>	4    5 Very High	<p>Financial assistance to be offered to staff within travel to work plan</p> <p>Carshare scheme in place</p> <p>Early consideration of increased home working</p>	3    4 High
12	The Council does not deliver against its Corporate Objectives or the BVPI resulting in adverse external audit and inspection reports and government intervention or restrictions of freedoms.	<p>Effect:</p> <p>Staff morale adversely affected</p> <p>Increase in the number of staff leaving, due to additional pressures to improve performance</p> <p>Declining services linked to increasing council tax become difficult to justify</p> <p>Senior management changes</p> <p>Council's position re Lyons and financing is weakened</p> <p>Poor BVPI's</p> <p>Management information systems are poor</p>	5    3 Very High	<p>Corporate objectives linked to Service scorecards, which are reviewed monthly by senior managers</p> <p>Regular reviews of data quality undertaken</p> <p>Corporate Scorecard in place and reported quarterly to Members</p>	3    2 Medium
13	The Department for Communities and Local Government intervenes due to a failure to develop and implement the Local Development Framework resulting in financial restrictions and damage to reputation.	<p>Effect:</p> <p>Managers unaware of these documents and impact on the development of Huntingdonshire as a whole</p> <p>Managers do not take account of the aims of the LDF when developing/delivering services</p>	5    2 Very High	<p>External inspection to review legality and soundness</p> <p>LDF Core strategy prepared, April 2006</p>	3    2 Medium

## Head of Administration

42	Decisions that support the Council's budget are not scrutinised robustly enough leading to budgets being set that don't reflect the needs of the whole District.	<p>Effect:</p> <p>Funding directed at favoured projects rather than agreed objectives</p> <p>Service delivery implications and targets not achieved</p> <p>Staff / Manager and Member disagreements</p> <p>Ineffective priority setting</p> <p>Provisions may not meet local needs - customer complaints - reputation damage</p> <p>Lobbying by members</p> <p>Overspend through bad planning</p>	4      3 High	<p>Training in local government financial systems</p> <p>More effective use of Scrutiny Panel and involvement of more Councillors in budgetary process</p> <p>S151 officer</p>	4      2 High
55	Leisure Centres do not keep pace with the changing expectations of their customers resulting in a loss of customers and income.	<p>Effect:</p> <p>Failure to provide the facilities required by the public; competitors are more successful; levels of income drop; adverse publicity.</p> <p>Additional efforts required to re-capture customers</p> <p>Increased expenditure in short-term to bring facilities back to an acceptable standard.</p>	4      3 High	<p>Staff structures reviewed</p> <p>Attendance at Leisure Exhibitions</p> <p>Levels of income, admissions &amp; expenditure are monitored</p> <p>Service plans are updated annually</p> <p>Competitors are monitored</p> <p>Two internal &amp; one external customer surveys are conducted each year</p> <p>All leisure activities are monitored &amp; reviewed</p> <p>Condition surveys of facilities are carried out</p>	3      2 Medium

## Head of Financial Services

24	Estimates made as part of the budget setting process are incorrect, requiring service budgets to be reduced and consequently some services.	Effect: Withdrawal of all or part of a service.	4	3 High	Suitably qualified and experienced staff  Partial mitigation from compensating increases in interest rates.	4	3 High
47	Council's funds not invested appropriately leading to losses or poor returns resulting in unexpected Council Tax increases or service cuts.	Effect: Loss of investments Significant reduction in interest rates	4	3 High	Suitably qualified and experienced staff  External Audit reviews  Quarterly reports to Cabinet and Directors including a budgetary control statement  External consultant appointed  Treasury strategy in place	4	2 High

## Head of Housing Services

52	Changes in the house price market	Effect Decrease in price - negative equity and increase in interest rates Higher levels of homelessness Mortgage arrears Increased demand for affordable housing where prices increase Owner occupation out of reach Impacts on the economy of the area Changes in staffing demand within the housing section to take account of new needs Financial impacts Hinders achievement of targets, new initiatives etc	3	4 High	Council would increase the use of B&B  The Council has a good range of measures in place, including debt counselling and good relationships with mortgagors  Council is promoting the building of affordable housing	3	4 High
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## Head of Planning Services

40	Planning policy may be insufficient to meet government requirements	<p>Effect</p> <p>High Court over turns Local Plan</p> <p>Inappropriate decisions made</p> <p>Disgruntled customers</p> <p>Reputation damage</p> <p>Actions taken which may adversely affect the local environment / scenery / economy etc</p>	4	3 High	<p>Well trained and experienced staff in post</p> <p>Priority is given to developments which may result in severe impacts.</p> <p>Quality control standards</p> <p>A complete review of planning policies is to be undertaken in order to produce a Local Development Framework</p> <p>Regular research and review of planning issues is carried out</p> <p>Outside consultants used and legal advice taken where appropriate</p> <p>Government Planning Delivery grants to expand service in terms of IT, staffing and training</p>	4	2 High
59	The Council does not react to local transport issues, developments, and needs, leading to increased chance of adverse economic impact on the District.	<p>Effect:</p> <p>Traffic gridlock / congestion in the District</p> <p>Resistance from the public</p> <p>Service provision may not meet needs</p> <p>Reputation damage</p> <p>Social responsibilities may not be delivered by the section / the authority</p> <p>Government initiatives may not be achieved / delivered or adhered</p>	3	3 High	Delivery of the Market Town Transport Plan and the Local Transport Plan in conjunction with partner organisations	3	2 Medium

## Head of Policy

53	The Council is unable to deliver sustained economic growth for the District leading to (over a period of time) reducing employment prospects and declining prosperity.	<p>Effect:</p> <p>Economic implications</p> <p>Increasing unemployment in the district</p> <p>Changing degrees of support for local businesses</p> <p>Opportunities are lost</p> <p>Economy doesn't grow</p> <p>Insufficient / inappropriate land / premises</p> <p>Bad reputation</p> <p>Failure to convince local businesses that HDC is business friendly</p> <p>Poor business support</p> <p>Lack of trained workforce to implement policy</p> <p>Services not delivered</p> <p>Targets not achieved</p> <p>Low staff morale</p>	4	3 High	The take - up of demand for business support and the impact of the services provided are both monitored	3	2 Medium
					The reporting of this information will be reported to Members to facilitate further levels of support		
					The Council provides funding for business support		
					A local economy strategy and an annual action plan are in place, which take into account changes in employment levels and the implications on equality and inclusion policies		
					Work with business and learning providers to identify skill and training needs and bid for funding to fill identified gaps Ensure planning policy meets those needs and demands		
					Consultation with local businesses to identify needs and demand		
54	Managers discriminate against certain service users by not considering the needs of all service users when delivering or developing services.	<p>Effect:</p> <p>Allegations relating to discrimination</p> <p>Services don't meet the needs of the local population</p> <p>Non - compliance with legislation / statutory requirements / new initiatives</p> <p>Reputation damage</p>	4	3 High	The Council set out its framework for equality and inclusion in a strategy document together with an associated action plan	3	2 Medium
					The Council's Equality and Inclusion policy is followed and council business is conducted in an open and transparent manner		

56	Communications with staff and stakeholders is poor, leading to rumours and / or incorrect information being circulated, damaging staff morale and local reputation.	Effect: Failure to consult / communicate with the public and stakeholders Reputation damage Customer resistance to change Staff and external parties don't know what is happening / what to do Gossip Low staff morale	4	3 High	Good relationships with the media  Sound mechanisms are used to consult with the public and stakeholders regarding council services  The Council's Communications and Consultation Strategy is followed throughout the organisation	3	2 Medium
71	The Council is unable to secure sufficient external funding and grants to continue existing tasks and services.	Effect: Withdrawal of all or part of a service.	4	4 Very High	External funding officer in place  Council's MTP process and the Financial Strategy are based on cautious assumptions relating to external funding	4	2 High
74	Partnerships entered into do not deliver the outcomes expected resulting in the Council failing to meet its service objectives.	Effects: Breakdown in relationship with a Housing Association partner Targets not achieved New initiatives unsuccessful Low staff morale Adverse impact on the service received by customers Financial costs to rectify problems / source other help etc Loss of support Adverse publicity arising from failures Poor value for money	4	3 High	Housing Corporation governance of RSLs  Communication and regular liaison meetings with partners  Contracts  Nomination agreements with RSLs	4	2 High