

Council Risk Register – September 2023

The tables below summarise the key risks presented to the latest service panels held for each service. A key to the table format is found at the end of this document.

Community Services Key Risks

Description	Residual rating	Impact	Source of Risk	Controls in place
Loss of MHCLG Homelessness Grant. HPG is secure till 2025 but unknown after that	9	Loss of income to deliver homelessness prevention services and fund emergency accommodation. Negative financial impact on budgets	Changes in government policy	Key staff are on establishment Some EMR to provide a buffer
Changes to planning law resulting in loss of Sec106 sites and increased workload for staff	6	Loss of affordable homes delivery - longer housing waiting lists. No new burdens funding currently so additional work having to be accommodated within existing resources	First Homes Policy introduced and no new burdens funding to support its delivery	Interim statement produced and planning and housing working closely over any applications
Failure to recover rent bond money	4	Financial liability	Changes to housing market / poverty of tenants who cannot pay. Cost of living crisis	Rent Bond Officer in post to assist in debt management. Use of DHP to assist financial hardship Use of Household Support Grant to assist residents

Corporate Services Key Risks

Description	Residual rating	Potential Impact	Source of Risk	Controls in place
Waste and recycling service facing significant change in next 3 years due to new legislation, new disposal arrangements with HCC and Serco contract end-date	12	Potential material financial impact on budget – uncertain costs and government funding Potential impact on residents from changes to collection arrangements	Uncertainty in government funding and timing of new arrangements HCC cabinet report for 18 July Serco contract end date Sept 2026	Governance with B&D and HCC Watching brief with government changes, timing and funding
Risk of a Cyber-attack on the Council's systems and data	12	Reputational damage Data loss or ransom could use significant staff and other resources and have major financial impact	Constant threat of attacks directly and via third party data holders	Insurance policy in place for financial consequences Secured grant funding and have put in a range of measures to strengthen resilience Undertaken training and awareness for staff and planned for councillors
Secure future provision of legal services that delivers the Council's needs and provide good value for money	9	Potentially less cost effective and disjointed provision of legal services Service delays	Existing arrangement has not been reviewed for some time	Active dialogue in place under the partnership governance arrangements with Basingstoke and Deane Council who provide the current shared service

<p>Medium Term Financial Strategy and Budget – unable to deliver sustainable balanced budget over the medium term</p>	<p>9</p>	<p>MTFS currently shows a budget shortfall from 2024/25 Savings and efficiency programmes will be needed if income and external funding remain static or decline in future. New Homes Bonus, retained business rates and planning income are key risk areas</p>	<p>Uncertainty around timing and impact of government funding Volatile economic conditions including inflation and interest rates making accurate forecasting difficult Government restrictions on commercial property deals</p>	<p>Outturn and reserves review provide an opportunity to assess current risks and financial pressures and take steps to alleviate these in the medium term including base budget alignment MTFS emerging pressures will be assessed and reported to O&S and Cabinet in the Autumn ahead of budget setting in February</p>
<p>Delivery of climate change action plan objectives and achievement of zero carbon aims</p>	<p>9</p>	<p>If staff capacity and focus is not sufficient and funding (external and internal) is not secured, this will impact on the speed and extent of achieving the agreed plan and consequent carbon reduction</p>	<p>Funding resourcing Engagement from staff, councillors and the community (residents and businesses)</p>	<p>Refreshed Action Plan approved by Cabinet following scrutiny Strengthened staff resource in place and new officer group active The Council has approved a further £300k budget in 2023/24 to progress the climate change programme Reserves review has identified the funding need to deliver the action plan Local Partnerships are supporting as a critical friend including signposting external funding and sharing good practice and success from other councils</p>

Place Services Key Risks

Description	Residual rating	Potential Impact	Source of Risk	Controls in place
Recruitment & retention of key staff	9	Unable to deliver key statutory service / Service Plan	Loss of key staff and unable to recruit	Succession planning, appropriate staff recognition, backfill with agency staff as last resort
Workload required due to outside influences. For example, neighbourhood plans, Parish-led Conservation Area Appraisals, Duty to Corporate	8	Unable to deliver key statutory service / Service Plan	Workload created by other organisations where the District Council is obliged to respond	Better working with partner organisations to understand their work, and what requirements they will have for support from the District Council
Changes to the Planning System (Planning Policy & Development Management)	6	Major changes to planning services, potential roles and responsibilities and work priorities	National changes	Keep up to date with current think / consultations, plan for different scenarios

Key to tables

Description: A summary of the nature of the risk.

Residual rating: The risk score after assessing the consequence and likelihood of that risk occurring. See the matrix below for the colour chart.

Potential Impact: A summary of the consequences if the risk is realised

Source of Risk: Where the risk originated from or the pressures that are creating the risk

Controls in place: The measures put in place by the service to mitigate the consequences (including tolerating the risk if necessary)

		Likelihood	Rare	Unlikely	Possible	Likely	Almost certain
Consequence		(1)	(2)	(3)	(4)	(5)	(5)
Catastrophic	(5)	5	10	15	20	25	
Critical	(4)	4	8	12	16	20	
Major	(3)	3	6	9	12	15	
Moderate	(2)	2	4	6	8	10	
Minor	(1)	1	2	3	4	5	