

Council Risk Register – March 2024

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	Previous residual rating	Latest residual rating	Latest residual rating	Impact	Source of Risk	Controls in place	Comment
Influx of refugees and evacuees that the council has a duty or responsibility to support and accommodate	9	9	Likelihood=3 Impact=3	Impact on staff resources and pressure to provide accommodation - financial impact. Also impact on local communities.	Government policy / war	We would need gov funding to control this risk.	Updated current risk from minor to major in light of a proposed asylum seeker hotel being situated in Fleet Town Centre in 2023. Current staffing levels would not have coped with this increase of work. Experience from the Homes for Ukraine project show funding (if any) is slow to arrive and the initial, crisis workload falls to existing officers.

<p>Loss of MHCLG Homelessness Grant. HPG is secure till 2025 but unknown after that</p>	<p>9</p>	<p>9</p>	<p>Likelihood=3 Impact=3</p>	<p>Loss of income to deliver homelessness prevention services and fund emergency accommodation.</p>	<p>Changes in government policy</p>	<p>all staff are on establishment Some EMR to provide a buffer and grant confirmed to end of 25.</p>	
<p>Withdrawal or reduction in funding for DFGs</p>	<p>6</p>	<p>6</p>	<p>Likelihood=2 Impact=3</p>	<p>Reduced ability to assist residents in need</p>	<p>Changes in gov funding regime or HCC distribution formula</p>	<p>Ensuring we spend allocations year on year Underspend from previous years has been moved to ear marked reserves to be used if we have future reductions</p>	

Corporate Services Key Risks

Description	Previous residual rating	Latest residual rating	Latest residual rating	Potential Impact	Source of Risk	Controls in place	Comment
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	16	Likelihood=4 Impact=4	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 agreed new IAA and default financial mechanism Serco contract end date Sept 2026	Governance with B&D and HCC Watching brief with government changes, timing and funding HCC meeting in April to discuss impact of Government changes	

<p>Risk of a Cyber-attack on the Council's systems and data</p>	<p>12</p>	<p>12</p>	<p>Likelihood=4 Impact=3</p>	<p>Reputational damage Data loss or ransom could use significant staff and other resources and have major financial impact</p>	<p>Constant threat of attacks directly and via third party data holders</p>	<p>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. Completed a test exercise in October. Election cyber training for SLT April 24</p>	<p>Whilst the likelihood of a cyber attack is high, Hart's awareness and defences are robust and in line with government recommended practice which helps reduce the risk of a successful attack</p>
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<p>Medium Term Financial Strategy and Budget – unable to deliver sustainable balanced budget over the medium term</p>	<p>9</p>	<p>12</p>	<p>Likelihood=3 Impact=4</p>	<p>MTFS currently shows a budget shortfall from 2025/26 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>Increase to 12 - maintained at Q3 (likelihood possible 3 x critical impact 4) Increased from 9 in Q1 due to continued uncertainty in economy and government funding. Whilst balanced budget now set for 24/25 the MTFS projection is still showing a budget shortfall in subsequent years</p>
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<p>Delivery of climate change action plan objectives and achievement of zero carbon aims</p>	<p>9</p>	<p>9</p>	<p>Likelihood=3 Impact=3</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 2024/25 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</p>	
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						success from other councils. Good progress with energy audits and submitting grant funding applications	
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Place Services Key Risks

Description	Previous residual rating	Latest residual rating	Latest residual rating	Potential Impact	Source of Risk	Controls in place
Recruitment & retention of key staff	9	9	Likelihood=3 Impact=3	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	8	9	Likelihood=3 Impact=3	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

Appraisals, Duty to Corporate						
Changes to the Planning System (Planning Policy & Development Management)	6	8	Likelihood=4 Impact=2	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	