

**Appendix A – Changed/new Top Risks**  
**Generated on: 06 September 2016**



<b>TR45</b>	<b>Asset Management – to be deleted</b>	
<b>Service Area</b>	Finance, Performance & Asset Management	
<b>Lead Officer</b>	Ian Couper	
<b>Cabinet Member</b>	Executive Member for Finance & IT	
<b>Date Reviewed</b>	03-Aug-2016	
<b>Next Review Date</b>		
<b>Description</b>	<p>The Council owns a number of aging assets and in the current financial climate, it is difficult to have sufficient budgetary provision for maintenance and repair.</p> <p>The risks arising from asset management include:</p> <ul style="list-style-type: none"> <li>- Failure to reach agreement on the future development of the Triangle Site, Letchworth Garden City, which includes Town Lodge</li> <li>- Failure to rationalise estate and therefore not achieving capital receipts or increased rental</li> <li>- Retaining assets that are no longer fit for purpose and become financial/HS liabilities</li> <li>- Failure to consider the long-term repairs, maintenance &amp; running costs for new/replacement assets (particularly if initially externally funded)</li> <li>- The slow rate of asset sales resulting in reduced capital receipts</li> <li>- Failure of assets to comply with Disability Discrimination Act</li> <li>- Failure of assets to comply with Health and Safety legislation</li> <li>- Failure to comply with the Occupiers Liability Act</li> <li>- Failure to dispose of vacant assets leading to a drain on constrained resources</li> <li>- Failure to deliver the Community Halls Strategy</li> <li>- Failure to negotiate new leases with community centres that share maintenance responsibilities in accordance with Community Halls Strategy/MTFS (current situation is all responsibilities fall on the council)</li> </ul>	
<b>Opportunity</b>	<ul style="list-style-type: none"> <li>- Rationalise property and land ownership to concentrate on key service assets, thereby realising capital and focussing on quality of asset holdings.</li> <li>- Potential to take advantage of shared/partnership working to deliver efficiencies</li> <li>- Also, sustainability improvements - emissions reductions, use of renewable energy sources, reductions in utility costs</li> </ul>	
<b>Nature of Risk</b>	<p><u>Strategic</u></p> <ul style="list-style-type: none"> <li>- Ensuring that we listen to our citizens and deliver high quality, value for money, customer focused services</li> </ul> <p><u>Operational</u></p> <ul style="list-style-type: none"> <li>- To ensure the Council has appropriate facilities from which to deliver services</li> <li>- The increasing age and poor condition of the car parks is exasperated by reductions in revenue maintenance budget</li> </ul>	

<p><b>Consequences</b></p>	<ul style="list-style-type: none"> <li>- Inefficient service delivery</li> <li>- High cost of inappropriate facilities</li> <li>- DDA challenges</li> <li>- Poorly maintained facilities can cause injuries/health and safety legislation breaches</li> <li>- Higher costs required to bring some facilities up to standard</li> <li>- Poor utilisation and potential for some retained assets</li> <li>- Energy inefficiencies</li> <li>- Vandalism/deterioration in unoccupied assets leading to the need to carry out repairs</li> </ul>
<p><b>Work Completed</b></p>	<ul style="list-style-type: none"> <li>• Asset Management system (GVAS)</li> <li>• Centralisation of R&amp;M responsibilities to Property now complete for most service areas</li> <li>• Relocation of staff to DCO from Town Lodge</li> <li>- DCO purchased prior to commencement of refurb scheme (subject of a separate risk)</li> <li>• Letchworth Town Hall disposed of on 25 year lease</li> <li>• Baldock Town Hall disposed of on long-term lease</li> <li>• Terms of reference for Asset Management Group reviewed in May 2013</li> <li>• Condition surveys / energy audits complete to determine functionality of properties</li> <li>• Town Lodge and Letchworth Museum building to be used for decanting staff during office refurbishment</li> <li>• Compliance contract in place in collaboration with several other councils</li> <li>• Community Asset Transfer policy agreed by Cabinet</li> </ul>
<p><b>Ongoing Work</b></p>	<ul style="list-style-type: none"> <li>• Disposal/transfer options for assets being discussed with Area Committees</li> <li>• SMG land and buildings project</li> <li>• The options for a joint disposal of the former depot site and also the Triangle Site (Town Lodge/Brotherhood Hall) being taken forward slowly with LGCHF and HCC, although currently on hold due to non-NHDC issues</li> <li>• Proposal developed for Hitchin Museum (once vacated) and Thomas Bellamy House</li> <li>• New lease arrangements for community centres being addressed, commencing with those soon to expire</li> <li>• Emissions reduction programme for operational buildings</li> <li>• Energy efficiency measures being introduced for some operational buildings</li> <li>• Where possible, explore opportunities for income generation from Council assets</li> <li>• Continued discussions with Community Associations regarding lease arrangements for community centres</li> </ul>

<b>TR59.008</b>	<b>Depot/Transfer Station</b>	
<b>Service Area</b>	Leisure & Environmental Services	
<b>Lead Officer</b>	Vaughan Watson	
<b>Cabinet Member</b>	Executive Member for Waste Management, Recycling & Environment	
<b>Date Reviewed</b>	02-Aug-2016	
<b>Next Review Date</b>	01-Oct-2016	
<b>Description</b>	<p>As a result of using the Buntingford Depot as a transfer station for dry recyclates there is a risk that capital costs will be incurred to resolve and improve IT, telephone and parking issues</p> <p>As a result of not being able to use or have a lease for a depot facility/ recycling waste transfer station there is a risk that</p> <ul style="list-style-type: none"> <li>- contract costs are increased</li> <li>- fewer bids are received for the tender due to perceived risks</li> <li>- possible increased transport costs</li> <li>- no facilities are available for the start of the contract in May 2018</li> </ul>	
<b>Opportunity</b>	A joint depot/recyclate transport station provides economies of scale	
<b>Nature of Risk</b>		
<b>Consequences</b>	<p>As a result of the risk arising</p> <ul style="list-style-type: none"> <li>- the Council faces increased costs</li> <li>- there is reduced lead in time for the contract.</li> </ul>	
<b>Work Completed</b>		
<b>Ongoing Work</b>	<p>To consider the option of Buntingford for dry recycling transfer</p> <p>To consider any capital costs associated with improvements to the Buntingford Depot in respect of IT, phone and parking.</p> <p>Allow sufficient lead in time for contract within the ITT</p> <p>Depot site to be determined - possibly prior to ITT going out</p> <p>Bidders to clarify what they need in their response to the ITT.</p> <p>Possible contingencies are the temporary use of Icknield Way or other waste partner's sites.</p>	

<b>TR60</b>	<b>Increased Homelessness and Use of B&amp;B</b>	
<b>Service Area</b>	Housing & Public Protection	
<b>Lead Officer</b>	Andy Godman	
<b>Cabinet Member</b>		
<b>Date Reviewed</b>	06-Sep-2016	
<b>Next Review Date</b>	28-Feb-2017	
<b>Description</b>	<p>As a result of:</p> <ul style="list-style-type: none"> <li>- Welfare reform</li> <li>- Major difficulties accessing the private sector</li> <li>- In the mid term, a rise in the base rate of interest</li> <li>- Lack of suitable temporary accommodation</li> </ul> <p>There is a risk of:</p> <ul style="list-style-type: none"> <li>- An increase in homelessness</li> <li>- A lack of alternative housing options</li> <li>- An increased use of B&amp;B accommodation for homeless households</li> </ul>	
<b>Opportunity</b>	- Homelessness is minimised through prevention activity and there are options for those in housing difficulties	
<b>Nature of Risk</b>		
<b>Consequences</b>	<p>An increase in homelessness levels could lead to the full occupation of temporary accommodation units. This in turn would lead to increased usage of B&amp;B accommodation, which would have the following consequences:</p> <ul style="list-style-type: none"> <li>- A significant budget gap for the Council as, on average, only around 35% of housing benefit costs can be reclaimed by way of government subsidy</li> <li>- Adverse impact on households as B&amp;B accommodation in itself is not ideal and it could also be located anywhere in Hertfordshire, or beyond</li> <li>- Negative publicity for the Council</li> </ul>	
<b>Work Completed</b>	<p>-A review of all homeless households accommodated by the Council in order to establish whether an ongoing accommodation duty exists and if so, the best way to manage this</p> <ul style="list-style-type: none"> <li>• The ringfencing of social housing solely for homeless households in each weekly vacancy cycle</li> </ul> <p>- Entered into an agreement with Welwyn Hatfield Council to use any vacancies they have in temporary accommodation.</p>	
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>• Prioritising activities that establish whether a legal accommodation duty exists at the earliest possible stage</li> <li>• Liaising with registered providers and other local authorities in order to see whether alternative accommodation options exist</li> <li>• Liaise with Herts County Council on possibility of future specialist provision for single people</li> <li>• Review opportunities to improve move-on from temporary accommodation via the Common Housing Allocation Scheme</li> <li>• Review opportunities to improve access to the private rented sector</li> <li>• The ringfencing of social housing solely for homeless households in each weekly vacancy cycle</li> <li>• Work with temporary accommodation providers to closer manage occupants and determine whether possession action needs to be undertaken at an earlier stage (this would release more places in temporary accommodation)</li> <li>• Work more closely with hostel residents in order to remove barriers to move-on, e.g. rent arrears</li> </ul>	

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|  | <ul style="list-style-type: none"><li>• Consider allowing homelessness acceptances to retain their status at their 'approach' address, thereby reducing the call on temporary accommodation</li><li>• To review the structure of the Housing Options Team to improve resilience</li><li>• Review the standard of service that the public can expect from the Housing Options Team</li><li>• Working with the third sector and exploring partnership arrangements</li></ul> |
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<b>TR61</b>	<b>Income generation projects</b>	
<b>Service Area</b>	Chief Executive	
<b>Lead Officer</b>	Norma Atlay	
<b>Cabinet Member</b>	Leader of the Council	
<b>Date Reviewed</b>	06-Sep-2016	
<b>Next Review Date</b>	22-Jan-2017	
<b>Description</b>	<p>As a result of failing to develop the following projects:</p> <ul style="list-style-type: none"> <li>- Establishment of a Development Company</li> <li>- Crematorium</li> <li>- Further exploration of assistive technology through Careline</li> <li>- Renting out part of DCO</li> <li>- Building Control</li> <li>- Exploration of further shared service arrangements including selling services to other authorities</li> <li>- New settlement work</li> </ul> <p>There is a risk that NHDC will fail to generate sufficient income to close the funding gap</p>	
<b>Opportunity</b>	To generate sufficient income to be self-sufficient from central government funding	
<b>Nature of Risk</b>		
<b>Consequences</b>	<p>In the event of the risk materialising</p> <ul style="list-style-type: none"> <li>- the Council's reserves could be used to fund the gap but these will diminish</li> <li>- non statutory services will have to be cut back or potentially stopped</li> <li>- quality of statutory services may be reduced</li> <li>- increased complaints from residents/service users</li> </ul>	
<b>Work Completed</b>	<p>Commercialisation Project Board established to explore income generation schemes  Careline secured major contract to provide monitoring for HCC  Building Control company LA7 established in August 2016</p>	
<b>Ongoing Work</b>	<p>Ongoing discussion with parties interested in renting office space at the DCO  The extension of facilities at North Herts Leisure Centre is underway.  Report to Cabinet in September regarding the way forward with the crematorium  Legal and IT currently sell their services to other authorities.  Working with Hertsmere Borough Council and others regarding the Development Company</p>	