

# FAR Committee Report













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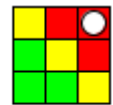


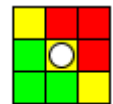


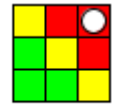


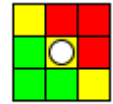




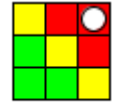
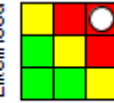

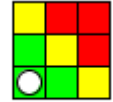
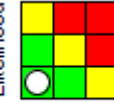

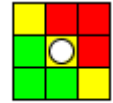
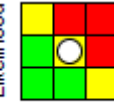

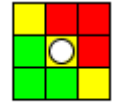
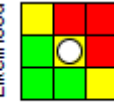

Risk Title	Risk Description	First Assessed	Original Assessment	Current Assessment	Target Assessment	Controls/Mitigating Actions
Museum/HTH Recovery	<p>1. All related milestones carry the risk of new emerging variants or a worsening Covid picture; separately, the booking of Hitchin Town Hall and income levels may be impacted by the rising cost of living and the reduced levels of disposable income.</p> <p>2. Lack of interest in the facilities following extended period of closure and restrictions.</p> <p>3. Inability to generate income as well as hoped and to the levels targeted.</p>	01-Apr-2022	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	- Increased use of advertising and new website (implemented and ongoing).
Tourism Strategy	<p>1. Risk of delay in procuring consultants and subsequent delay to production of strategy.</p>	01-Apr-2022	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>- Ensure specification for procurement is sufficiently robust and written in a timely manner (Due date to be confirmed).</p> <p>- Regular meetings to be set up with consultants (Due date to be confirmed).</p>
Business Recovery: Grants	<p>1. Lack of resources available to deliver grant schemes.</p>	01-Apr-2022	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	
Town Centre Recovery	<p>1. Resourcing the project – limited budget available.</p> <p>2. Town Strategy not yet in place.</p>	01-Apr-2022	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	<p>- Look for external grants.</p> <p>- Planning applications to be taken through master planning route.</p>

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Health Inequalities	1. Inability to achieve funding. 2. Delays in achieving funding affects delivery of outcomes. 3. Terms of any funding affects what can be delivered. 4. Staff shortages/competing priorities limit progress.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Apply for funding and then determine what is deliverable. - Recruitment campaigns to fill vacant posts.
Economic Development Strategy	1. Uncertainty over focus of the strategy. 2. Determination of level of priority and the funding to be allocated from 2023/24.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Develop strategy options and then seek a steer on desired focus. - Secure resource beyond 2022/23 to deliver any strategy.
Resident/Public EV Charging in our Car Parks	1. Not successful in obtaining grant funding. 2. Unable to identify/procure a private sector partner.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Look at alternative methods of delivery e.g., offer land with no Council involvement (should the initial procurement of a private sector partner prove unsuccessful).
Cycling Network	1. Resourcing for NHC and HCC. 2. Timing and adoption of LCWIP by HCC transport panel. 3. Limits to what can be achieved in this financial year.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Regular communication with HCC (ongoing).
EV Charging for Council Vehicles	1. Lead-in time from supplier could cause delays. 2. Number of options available makes it difficult to determine optimal option. (No longer a risk - option selected and contract awarded.)	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	
Royston Leisure Centre Solar Thermal	1. Tender returns over budget. 2. Delays to project plan.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Working with consultant on the procurement exercise. - Regular project meetings to be held with contractor (ongoing throughout project).

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Town Centre Strategies	1. Lack of available resource to produce and deliver identified strategies.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	<ul style="list-style-type: none"> <li>- Ensure resource is available to deliver strategies (currently appointing to new Project Officer post).</li> <li>- Look for external funding.</li> <li>- Take applications through master planning process.</li> </ul>
Finalise Pay on Exit Parking Review	1. Budget implications of selected scheme.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	<ol style="list-style-type: none"> <li>1. Produce detailed business case and go through approval process.</li> <li>2. Retain/replace existing machines and software.</li> </ol>
Replacement of Royston Town Hall Annexe	<ol style="list-style-type: none"> <li>1. Cost and time in acquiring rights or addressing restrictions are prohibitive.</li> <li>2. Planning permission refused or subject to unviable conditions.</li> <li>3. Desire to retain partial community use impinges on viability.</li> <li>4. Build cost inflation impinges on viability.</li> </ol>	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	<ul style="list-style-type: none"> <li>- Exploring options following unsolicited solid interest in site (30 November 2022).</li> <li>- Proactive and frequent discussion with key site stakeholders.</li> <li>- Engage reputable local and national agents to garner wide audience for marketing and generate maximum interest.</li> <li>- Frequent communication with Town and NHC Ward Councillors.</li> <li>- Consider adopting modern methods of construction.</li> </ul>
Customer Portal	1. Additional modules are not forthcoming.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	<ul style="list-style-type: none"> <li>- Utilise suppliers experience with other Councils (in progress and ongoing).</li> <li>- Discussions with service areas to investigate options.</li> <li>- Progress implementation of Waste into MyAccount (dependent on decisions relating to the new waste contract).</li> </ul>
Help Residents Make Payments at Convenient Locations	<ol style="list-style-type: none"> <li>1. Resourcing issues delay progress.</li> <li>2. Unexpected costs affect viability of business case.</li> <li>3. Residents fail to use the service provided.</li> </ol>	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	<ul style="list-style-type: none"> <li>- Ongoing communication with residents.</li> </ul>

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Supplier Self-Service	<ol style="list-style-type: none"> <li>1. Failure to find viable solution.</li> <li>2. Resource issues delay progress.</li> <li>3. Suppliers do not submit invoices via the portal, fail to achieve efficiencies.</li> <li>4. Data security issues.</li> </ol>	01-Apr-2022	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<ul style="list-style-type: none"> <li>- Carry out data impact assessment (January 2023).</li> <li>- Set up regular project meetings to advance project (February 2023).</li> <li>- Communication plan to make suppliers aware of benefits (April 2023).</li> </ul>
Empty Homes Strategy	<ol style="list-style-type: none"> <li>1. Resourcing further actions following adoption of the Strategy.</li> <li>2. Availability of empty homes that we can take forward under the Strategy.</li> <li>3. Cost to Council of maintaining empty properties.</li> <li>4. Potential reputational risk.</li> <li>5. Staff shortages/competing priorities limit progress with developing Strategy.</li> </ol>	01-Apr-2022	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<ul style="list-style-type: none"> <li>- Funding bids for additional resource to be part of 2023/24 budget process (linked to general improvement of housing).</li> <li>- Strategy considered by Executive Member and Deputy in September 2022, with outcomes and delivery linked directly to the resources available.</li> <li>- Audit of current empty homes being undertaken by Revenues, initially online until the end of September 2022.</li> </ul>
New Ways of Delivering Housing on Council Land	<ol style="list-style-type: none"> <li>1. Being able to develop a viable project.</li> <li>2. Housing development subject to planning.</li> <li>3. Working with the right supplier for the Council.</li> <li>4. Demand to provide more homes across the District.</li> </ol>	01-Apr-2022	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<ul style="list-style-type: none"> <li>- Work closely with the Finance team and selected supplier to try to develop a viable project; factor in borrowing costs.</li> <li>- Work closely with relevant service areas and selected supplier to ensure the proposed developments are in line with expectations.</li> <li>- Work with the Procurement and Legal team to run a successful tender that will allow us to work with the right supplier.</li> <li>- Align relevant policies and company values when selecting supplier.</li> </ul>
Increased Homelessness	<ol style="list-style-type: none"> <li>1. An excessive demand from the public for housing services.</li> <li>2. A lack of alternative housing options.</li> <li>3. An increase in the levels of homelessness.</li> <li>4. An increased use of hotel accommodation for homeless households.</li> <li>5. Major difficulties for some members of the public to access the private rented sector.</li> <li>6. High levels of support are required for some clients/families.</li> </ol>	01-Apr-2022	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<p>Likelihood </p> <p>Impact</p>	<ul style="list-style-type: none"> <li>- Increase the provision of specialist supported accommodation for homeless single people.</li> <li>- Pursue opportunities for government grant funding to facilitate new sites and specialist support services.</li> <li>- Review opportunities to increase the number of temporary accommodation units for homeless families.</li> </ul>

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Local Plan Implementation	<ol style="list-style-type: none"> <li>1. Delay in inspectors report on the new Local Plan, resulting in a longer period without appropriate guidance.</li> <li>2. Increased uncertainty of planning policy base.</li> <li>3. Delay or failure to adoption/implementation of the new Local Plan.</li> <li>4. Legal challenge to Local Plan.</li> <li>5. Intervention by the Secretary of State i.e., issuing a holding direction.</li> <li>6. 'Hostile' applications in areas not designated within the Local Plan.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>- Ongoing advice sought from PAS, Counsel and DLUC.</li> <li>- Regular Project Board meetings.</li> <li>- Ongoing recruitment to vacant Planning Officer posts.</li> </ul>
Master Planning	<ol style="list-style-type: none"> <li>1. Failure to secure funding to resource the process.</li> <li>2. Inspector's report modifies master planning policy.</li> <li>3. Non-adoption of the Local Plan.</li> <li>4. Reduction in pre-application income and delay to income from planning applications.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>- Inspector's report recommending modifications.</li> <li>- Adoption of Local Plan by Full Council.</li> <li>- Secure funding for resources through Planning Performance Agreements.</li> </ul>
Financial Sustainability/Balancing our Budget	<ol style="list-style-type: none"> <li>1. Funding reductions as a result of new funding formula.</li> <li>2. Loss of sales, fees, and charges income due to continuing impact of COVID-19.</li> <li>3. Not able to make the required decisions to deliver budget savings required.</li> <li>4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>- Revise funding projections as a result of formula changes and insight of future direction.</li> <li>- MTFS sets out a strategy for addressing funding gaps, including how difficult service funding decisions will need to be made (30 September 2022).</li> <li>- Regular budget monitoring to highlight any issues, including extent and speed of COVID recovery, and impact of inflation (31 March 2023).</li> </ul>
Full Review of Council Tax Reduction Scheme	<ol style="list-style-type: none"> <li>1. Lack of resources and specific skills to deliver.</li> <li>2. Impact on the project of consultation outcomes.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	

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Response to Government Resources and Waste Strategy	<ol style="list-style-type: none"> <li>Delays in confirmation of government strategy or legislation.</li> <li>Protracted decision making.</li> <li>Lack of interest from suppliers.</li> <li>Increased cost uncertainty.</li> <li>Reduced income from chargeable services.</li> <li>Protracted contract negotiations.</li> <li>Confusion by residents over new services.</li> <li>Reduction in resident satisfaction due to requirements to recycle more etc.</li> <li>Impact on Council reputation due to difficult service change mobilisation.</li> <li>Failure by Government to honour 'New Burdens' doctrine.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>Development of plans and service design based on most likely outcomes, best practice, and financial sustainability.</li> <li>Regular cross party Member engagement.</li> <li>Early negotiations with Urbaser and parallel soft market testing.</li> </ul>
Green Space Management Strategy	<ol style="list-style-type: none"> <li>Tenders received are not within budget.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	
Charnwood House	<ol style="list-style-type: none"> <li>Covenant restriction on use.</li> <li>Statute restriction on use.</li> <li>Viability of Listed Building consent conditions.</li> <li>Demand for community hub.</li> <li>Delays due to Asset of Community Value (ACV) listing.</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>Proactive and frequent discussion of community hub proposals with covenant beneficiary and local interest groups.</li> <li>Public communication (possibly including further open days) to market research intricacies of demand for community hub.</li> <li>Selection of architect with verifiable Listed Building experience.</li> <li>Review ACV legislation and timelines.</li> </ul>
Museum Storage	<ol style="list-style-type: none"> <li>Funding the project.</li> <li>Unforeseen issues with the development.</li> <li>Lower utilisation of the commercial storage opportunity than expected.</li> <li>Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial).</li> </ol>	01-Apr-2022	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<ul style="list-style-type: none"> <li>Approval for the project, along with progress in line with potential grant bid submissions.</li> <li>Ensuring preliminary reports and surveys are carried out and that the main developer is accepting of certain risks.</li> <li>Scrutinising Business Plans and consultants reports and ensuring all reasonable due diligence around forecasting and modelling has been carried out.</li> </ul>

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Local Government Boundary Review	1. Failure to meet set deadlines. 2. Failure to agree NHC consultation submission.	01-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	- Continued use of AEA consultant; ensuring that sufficient information and responses to consultation provided to LGBCE (ongoing). - Continuing use and oversight via Project Board (meetings scheduled for second consultation phase).
Shared Prosperity Fund	1. Lack of general resources to deliver these projects as they are on top of those in service plans. 2. Failure to spend the money in the correct year, especially if there are delays in Government approval. 3. Lack of expertise in providing the required returns to Government on use of the grant. 4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period.	15-Aug-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	1. As the general "Resourcing" risk, a need to prioritise and drop the delivery of lower priority projects. 2. Undertake preparation work where no/minimal cost impact. Respond promptly to requests from Government to get plan approved asap. 3. Use admin element of the grant to buy-in support for monitoring and returns. 4. Investigate the availability of required kit/materials and source at the earliest opportunity.
Churchgate	1. The regeneration will not meet expectations of stakeholders. 2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession.	17-Aug-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	1. Controls: - Communications and consultation plan in place, which is kept updated. - Decisions explained, including that there will need to be compromises. 2. Controls: - Financial and consultancy support (as needed) is in place. - Cost effectiveness/value for money is a key part of developing options.
Resourcing	Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. In the short-term, this is likely to include supporting the Homes for Ukraine scheme and providing financial hardship support. Also now includes bidding for Shared Prosperity Fund.	29-Apr-2022	Likelihood  Impact	Likelihood  Impact	Likelihood  Impact	Risk mitigations: - Consider getting in additional staffing resource (especially where New Burdens funding available). - Signposting to external resources and support. - Process automation.