



NHC Risk Register

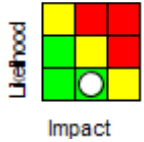
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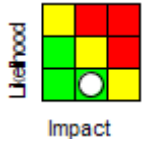


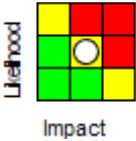
Risk Code	CDP01	Risk Title	Museum/HTH Recovery
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. All related milestones carry the risk of new emerging variants or a worsening Covid picture; separately, the booking of Hitchin Town Hall and income levels may be impacted by the rising cost of living and the reduced levels of disposable income. 2. Lack of interest in the facilities following extended period of closure and restrictions. 3. Inability to generate income as well as hoped and to the levels targeted.		
Current Risk Matrix	<p>The diagram is a 2x2 grid. The vertical axis is labeled "Likelihood" and the horizontal axis is labeled "Impact". The top-left cell is yellow, top-right is red, bottom-left is green, and bottom-right is yellow. A white circle is positioned in the bottom-left (green) cell.</p>	Date Reviewed	18-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- Increased use of advertising and new website (implemented and ongoing).		

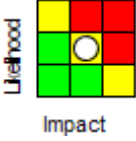
Risk Code	CDP02	Risk Title	Tourism Strategy
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Risk of delay in procuring consultants and subsequent delay to production of strategy.		
Current Risk Matrix		Date Reviewed	18-Nov-2022
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Ensure specification for procurement is sufficiently robust and written in a timely manner (Due date to be confirmed). - Regular meetings to be set up with consultants (Due date to be confirmed). 		

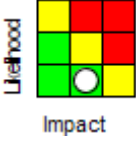
Risk Code	CDP03	Risk Title	Business Recovery: Grants
Service Area	Customers	Risk Owner	Jo Dufficy
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Lack of resources available to deliver grant schemes.		
Current Risk Matrix		Date Reviewed	11-Jan-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Utilised additional resources. - Shadowing within the team increased resilience. 		
Ongoing Work			

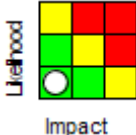
Risk Code	CDP04	Risk Title	Town Centre Recovery
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Resourcing the project – limited budget available. 2. Town Strategy not yet in place.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- Look for external grants (we have been allocated SPF funding and are now developing delivery plans).		


Risk Code	CDP05	Risk Title	Health Inequalities
Service Area	Legal & Community; Regulatory	Risk Owner	Ian Fullstone; Jeanette Thompson
Year Identified	2022	Corporate Objective	People First
Risk Description	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.		
Current Risk Matrix		Date Reviewed	10-Jan-2023
Opportunities			
Consequences			
Work Completed	- Funding secured and intervention plan approved (Health and Wellbeing).		
Ongoing Work	- Working with partner organisations to deliver the projects.		

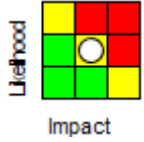
Risk Code	CDP06	Risk Title	Economic Development Strategy
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Uncertainty over focus of the strategy. 2. Determination of level of priority and the funding to be allocated from 2023/24.		
Current Risk Matrix		Date Reviewed	18-Nov-2022
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- Develop strategy options and then seek a steer on desired focus. - Secure resource beyond 2022/23 to deliver any strategy.		


Risk Code	CDP07	Risk Title	Resident/Public EV Charging in our Car Parks
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Not successful in obtaining grant funding. 2. Unable to identify/procure a private sector partner.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- 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).		

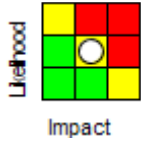
Risk Code	CDP08	Risk Title	Cycling Network
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Resourcing for NHC and HCC. 2. Timing and adoption of LCWIP by HCC Transport Panel/Cabinet. 3. Limits to what can be achieved in this financial year.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- Regular communication and partnership working with HCC (ongoing).		

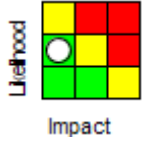
Risk Code	CDP09	Risk Title	EV Charging for Council Vehicles
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Lead-in time from supplier could cause delays. 2. Number of options available makes it difficult to determine optimal option. (No longer a risk - option selected and contract awarded.)		
Current Risk Matrix		Date Reviewed	17-Aug-2022
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Analysed available options from suppliers. - Awarded contract. - Established delivery/installation timeline and installation completed. 		
Ongoing Work			


Risk Code	CDP10	Risk Title	Royston Leisure Centre Solar Thermal
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Tender returns over budget. 2. Delays to project plan.		
Current Risk Matrix		Date Reviewed	14-Dec-2022
Opportunities			
Consequences			
Work Completed	- Cabinet approved increased capital budget (13 September 2022).		
Ongoing Work	<ul style="list-style-type: none"> - Working with consultant on the procurement exercise. - Researching and contacting prospective contractors. - Regular project meetings to be held with contractor (ongoing throughout project). 		

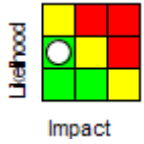
Risk Code	CDP11	Risk Title	Town Centre Strategies
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Lack of available resource to produce and deliver identified strategies.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Ensure resource is available to deliver strategies (currently still recruiting to a new Project Officer post). - Look for external funding. - Take applications through master planning process. 		


Risk Code	CDP12	Risk Title	Finalise Pay on Exit Parking Review
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Budget implications of selected scheme.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	1. Produce detailed business case and go through approval process. 2. Retain/replace existing machines and software.		

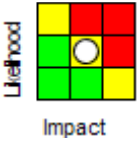
Risk Code	CDP13	Risk Title	Replacement of Royston Town Hall Annexe
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	People First
Risk Description	<ol style="list-style-type: none"> 1. Cost and time in acquiring rights or addressing restrictions are prohibitive. 2. Planning permission refused or subject to unviable conditions. 3. Desire to retain partial community use impinges on viability. 4. Build cost inflation impinges on viability. 5. Lack of engagement from HCC restricts our ability to acquire access rights. 		
Current Risk Matrix		Date Reviewed	12-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Exploring options following unsolicited solid interest in site (ongoing). - As the project progresses, proactive and frequent discussion with key site stakeholders e.g., RTC and Citizens Advice. - Engage reputable local and national agents to garner wide audience for marketing and generate maximum interest, if appropriate. - Frequent communication with Town and NHC Ward Councillors, as appropriate. - Consider adopting modern methods of construction, if feasible. - Continue to pursue engagement with HCC regarding access rights. 		

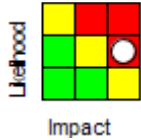
Risk Code	CDP14	Risk Title	Customer Portal
Service Area	Customers	Risk Owner	Jo Dufficy
Year Identified	2022	Corporate Objective	People First
Risk Description	1. Additional modules are not forthcoming.		
Current Risk Matrix		Date Reviewed	10-Jan-2023
Opportunities			
Consequences			
Work Completed	- Considered links to transformation programme and outcomes of Tquila report.		
Ongoing Work	<ul style="list-style-type: none"> - Utilise suppliers experience with other Councils (in progress and ongoing). - Discussions with service areas to investigate options. - Progress implementation of Waste into MyAccount (dependent on decisions relating to the new waste contract). 		

Risk Code	CDP15	Risk Title	Help Residents Make Payments at Convenient Locations
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	People First
Risk Description	1. Resourcing issues delay progress. 2. Unexpected costs affect viability of business case. 3. Residents fail to use the service provided.		
Current Risk Matrix		Date Reviewed	13-Jan-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Set up regular project meetings to advance project. - Options allowed for phased implementation if costs were an issue. - Communication plan in place. 		
Ongoing Work	<ul style="list-style-type: none"> - Ongoing communication with residents. 		

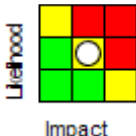
Risk Code	CDP16	Risk Title	Supplier Self-Service
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	People First
Risk Description	1. Failure to find viable solution. 2. Resource issues delay progress. 3. Suppliers do not submit invoices via the portal, fail to achieve efficiencies. 4. Data security issues.		
Current Risk Matrix		Date Reviewed	18-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Carry out data impact assessment (on hold). - Set up regular project meetings to advance project (on hold). - Communication plan to make suppliers aware of benefits (on hold). 		

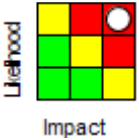
Risk Code	CDP17	Risk Title	Empty Homes Strategy
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	<p><u>Development of Strategy</u> Risks: - Staff shortages/competing priorities limit progress with developing Strategy. - Potential political/reputational risk associated with not having an agreed strategic approach in place. - Resource implications/limitations relating to the different options available.</p> <p><u>Implementation of Adopted Strategy</u> Risks (dependent on the agreed approach): - Securing the resources required to deliver the Strategy and achieve objectives. - Limited number of empty homes that we can actually take forward under the Strategy. - Cost to Council of maintaining empty properties that we acquire. - Political/reputational risk associated with a perceived lack of progress and/or cost/benefit analysis of our approach.</p>		
Current Risk Matrix		Date Reviewed	22-Mar-2023
Opportunities			
Consequences			
Work Completed	<p><u>Controls/Mitigations</u> - Draft Strategy produced and considered by Executive Member and Deputy in September 2022. - Staff resource to enable delivery of the final Strategy as part of a new Housing Improvement Officer role approved by Full Council on 23 February 2023.</p>		
Ongoing Work	- Refining draft Strategy, with outcomes and delivery linked directly to the preferred approach and resources available. - Agreeing timeframe for adoption (expected to be either the 27 June or 26 September 2023 Cabinet meetings).		

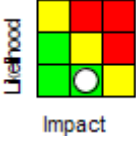
Risk Code	CDP18	Risk Title	New Ways of Delivering Housing on Council Land
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<ol style="list-style-type: none"> 1. Ensuring Contract Procurement Rules are adhered to. 2. Being able to develop a viable project. 3. Housing development subject to planning. 4. Working with the right supplier(s) for the Council. 5. Demand to provide more homes across the District. 		
Current Risk Matrix		Date Reviewed	01-Feb-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Undertaking market research exercise with a cross-section of the development market regarding options for joint ventures (consultant's report expected by the end of May 2023). - Work closely with the Finance team and selected supplier to try to develop a viable project; factor in borrowing costs. - Work closely with relevant service areas and selected supplier to ensure the proposed developments are in line with expectations. - Work with the Procurement and Legal team to run a successful tender that will allow us to work with the right supplier. - Align relevant policies and company values when selecting supplier. 		


Risk Code	CDP19	Risk Title	Increased Homelessness
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	People First
Risk Description	<ol style="list-style-type: none"> 1. An excessive demand from the public for housing services. 2. A lack of alternative housing options. 3. An increase in the levels of homelessness. 4. An increased use of hotel accommodation for homeless households. 5. Major difficulties for some members of the public to access the private rented sector. 6. High levels of support are required for some clients/families. 		
Current Risk Matrix		Date Reviewed	17-Jan-2023
Opportunities			
Consequences			
Work Completed	- On 31 January 2023, Cabinet agreed a package of measures to help prevent/relieve homelessness.		
Ongoing Work	<ul style="list-style-type: none"> - Increase the provision of specialist supported accommodation for homeless single people. - Pursue opportunities for government grant funding to facilitate new sites and specialist support services. - Review opportunities to increase the number of temporary accommodation units for homeless families. 		


Risk Code	CDP20	Risk Title	Local Plan Implementation
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Delay in inspectors report on the new Local Plan, resulting in a longer period without appropriate guidance (risk removed). 2. Increased uncertainty of planning policy base (risk removed). 3. Delay or failure to adoption/implementation of the new Local Plan (risk removed). 4. Legal challenge to Local Plan (minor residual risk remains). 5. Intervention by the Secretary of State i.e., issuing a holding direction (risk removed). 6. 'Hostile' applications in areas not designated within the Local Plan.		
Current Risk Matrix		Date Reviewed	20-Jan-2023
Opportunities			
Consequences			
Work Completed	- Advice sought from PAS, Counsel and DLUC. - Regular Project Board meetings.		
Ongoing Work			

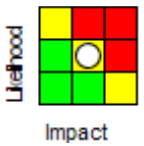
Risk Code	CDP21	Risk Title	Master Planning
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<ol style="list-style-type: none"> 1. Failure to secure funding to resource the process. 2. Inspector's report modifies master planning policy (risk removed). 3. Non-adoption of the Local Plan (risk removed). 4. Reduction in pre-application income and delay to income from planning applications. 5. Failure to recruit sufficiently experienced officers. 6. Risk of adverse appeal findings on other/non-Local Plan sites if delivery is delayed or stalled. 		
Current Risk Matrix		Date Reviewed	20-Jan-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Inspector's report recommending modifications. - Adoption of Local Plan by Full Council on 8 November 2022. 		
Ongoing Work	<ul style="list-style-type: none"> - Secure funding for resources through Planning Performance Agreements. - Monthly Project Board meetings to escalate barriers to progress. - Ongoing recruitment to vacant planning positions. 		

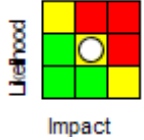
Risk Code	CDP22	Risk Title	Financial Sustainability/Balancing our Budget
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Funding reductions as a result of new funding formula. 2. Loss of sales, fees, and charges income due to continuing impact of COVID-19. 3. Not able to make the required decisions to deliver budget savings required. 4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases.		
Current Risk Matrix		Date Reviewed	03-Feb-2023
Opportunities			
Consequences			
Work Completed	- On 22 September 2022, Council approved the Medium Term Financial Strategy 2023-28.		
Ongoing Work	<ul style="list-style-type: none"> - Revise funding projections as a result of formula changes and insight of future direction. - MTFS sets out a strategy for addressing funding gaps, including how difficult service funding decisions will need to be made. - Regular budget monitoring to highlight any issues, including extent and speed of COVID recovery, and impact of inflation. 		


Risk Code	CDP23	Risk Title	Full Review of Council Tax Reduction Scheme
Service Area	Customers	Risk Owner	Jo Dufficy
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Lack of resources and specific skills to deliver. 2. Impact on the project of consultation outcomes.		
Current Risk Matrix		Date Reviewed	25-Jan-2023
Opportunities			
Consequences			
Work Completed	- Commissioned consultant to provide expert support to the project on 21 March 2022.		
Ongoing Work			

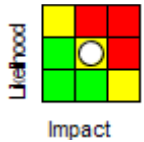
Risk Code	CDP24	Risk Title	Response to Government Resources and Waste Strategy
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	<ol style="list-style-type: none"> 1. Delays in confirmation of government strategy or legislation. 2. Protracted decision making. 3. Lack of interest from suppliers. 4. Increased cost uncertainty. 5. Reduced income from chargeable services. 6. Protracted contract negotiations. 7. Confusion by residents over new services. 8. Reduction in resident satisfaction due to requirements to recycle more etc. 9. Impact on Council reputation due to difficult service change mobilisation. 10. Failure by Government to honour 'New Burdens' doctrine. 		
Current Risk Matrix		Date Reviewed	31-Jan-2023
Opportunities			
Consequences			
Work Completed	- Appointed consultants in September 2022 to inform best practice, progress service design and support procurement.		
Ongoing Work	<ul style="list-style-type: none"> - Development of plans and service design based on most likely outcomes, best practice, and financial sustainability. - Regular cross party Member engagement. - Early negotiations with Urbaser and parallel soft market testing. 		

Risk Code	CDP25	Risk Title	Green Space Management Strategy
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Tenders received are not within budget.		
Current Risk Matrix		Date Reviewed	05-Oct-2022
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Plans allowed for phased implementation should costs have become a significant issue. - Regular communication with partner agency/contractors to advance projects. - Regular briefings to Members regarding progress and public communication of projects completing/opening. 		
Ongoing Work			

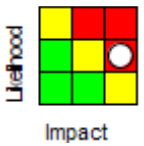
Risk Code	CDP26	Risk Title	Charnwood House
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	People First
Risk Description	1. Covenant restriction on use. 2. Statute restriction on use. 3. Viability of Listed Building consent conditions. 4. Demand for community hub. 5. Delays due to Asset of Community Value (ACV) listing.		
Current Risk Matrix		Date Reviewed	12-Jan-2023
Opportunities			
Consequences			
Work Completed	- Public communication and open days to market research intricacies of demand for community hub.		
Ongoing Work	- Proactive and frequent discussion of community hub proposals with covenant beneficiary and local interest groups. - Continue to update the public, as appropriate. - Possible need to select an architect with verifiable Listed Building experience. - Continue to monitor relevant changes to ACV legislation and Localism Act.		

Risk Code	CDP27	Risk Title	Museum Storage
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Funding the project. 2. Unforeseen issues with the development. 3. Lower utilisation of the commercial storage opportunity than expected. 4. Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial).		
Current Risk Matrix		Date Reviewed	18-Jan-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Approval for the project, along with progress in line with potential grant bid submissions. - Ensuring preliminary reports and surveys are carried out and that the main developer is accepting of certain risks. - Scrutinising Business Plans and consultants reports and ensuring all reasonable due diligence around forecasting and modelling has been carried out. 		

Risk Code	CDP28	Risk Title	Local Government Boundary Review
Service Area	Legal & Community	Risk Owner	Jeanette Thompson
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Failure to meet set deadlines. 2. Failure to agree NHC consultation submission.		
Current Risk Matrix		Date Reviewed	19-Jan-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Regular contact with LGBCE. - Continued use of AEA consultant; ensuring sufficient information and responses provided to LGBCE. 		
Ongoing Work	<ul style="list-style-type: none"> - Continuing oversight via Project Board (meetings scheduled, as appropriate). 		

Risk Code	CDP29	Risk Title	Shared Prosperity Fund
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<p>1. Lack of general resources to deliver these projects as they are on top of those in service plans.</p> <p>2. Failure to spend the money in the correct year, especially if there are delays in Government approval.</p> <p>3. Lack of expertise in providing the required returns to Government on use of the grant.</p> <p>4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period.</p>		
Current Risk Matrix		Date Reviewed	03-Feb-2023
Opportunities			
Consequences			
Work Completed	- Undertook preparation work and responded promptly to requests from Government to get plan approved.		
Ongoing Work	<ul style="list-style-type: none"> - As the general "Resourcing" risk, a need to prioritise and drop the delivery of lower priority projects. - Use admin element of the grant to buy-in support for monitoring and returns. - Investigate the availability of required kit/materials and source at the earliest opportunity. 		

Risk Code	CDP30	Risk Title	Churchgate
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	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.		
Current Risk Matrix		Date Reviewed	01-Feb-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	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.		

Risk Code	CDP31	Risk Title	Resourcing
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	People First
Risk Description	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. The cost of living crisis is leading to Government providing targeted support to individuals/households, some of which requires our support to administer. The shortage of staff and other resources may affect our ability to respond, even if money is available.		
Current Risk Matrix		Date Reviewed	03-Feb-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Used a consultant to support the Shared Prosperity Fund bid, through funding attached to the Fund. - Initial work in relation to the Homes for Ukraine scheme has subsided. 		
Ongoing Work	<p>Risk mitigations:</p> <ul style="list-style-type: none"> - Consider getting in additional staffing resource (especially where New Burdens funding available). - Signposting to external resources and support. - Process automation. 		