

## HDC PROJECT STRATEGIC RISKS & STRATEGIC RISKS 2016/17 Q2

Risk ID	Risk Name	Mandatory (commit to deliver)	Project Risk	Org Level	CP Priority	Risk Category	Likelihood: Impact	Score	Risk Level	Service	Action Plan	
<b>PROJECT STRATEGIC RISKS</b>												
632	North Northallerton Project is delayed or stalls completely, adversely affecting the Council's supply of housing and employment land.		Project	Strat	EV	Economic, Reputational	5x5	25	High	Business & Economy	The situation is monitored and regular communication maintained with the developer consortium and stakeholders to ensure delivery of project	
623	Failure to deliver key infrastructure to Dalton Industrial Estate resulting in restricted economic growth.		Project	Strat	EV	Economic, Reputational	5x4	20	High	Business & Economy	Submission of £1.8m grant application to LEP. Commitment from NYCC to oversee construction.	
615	Inability to deliver Bedale Gateway Car Park project leads to long-term damage to local economy through loss of visitors and trade.		Project	Strat	EV	Economic, Reputational	3x4	12	High	Design & Maintenance (incl Public Lighting)	Risk assessment reported to Cabinet 2 Dec 2014. The risk remains until the Bedale / Leeming Bar bypass is constructed and Council has reviewed the need for a Gateway Car Park, timescale end 2016	
718	Failure to secure a development partner to redevelop the prison site in accordance with the Council's objectives		Project	Strat	Corp	Economic, Reputational	2x5	10	Med	Corporate Finance	Project team undertaking a procurement competitive dialogue process with appropriate financial, legal & property advice	
699	Northallerton Sports Village - Funding Plan cannot be resourced sufficiently to develop the village as intended		Project	Strat	HW	Partnership/ Contractual, Customer/Citizen, Reputational	3x3	9	Med	Leisure & Communities	National governing bodies to be consulted with a needs driven community supported proposal. 106 Agreement to be implemented to enable suitable funding	
703	Sowerby Sports Village - Funding Plan cannot be resourced sufficiently to develop the village as intended		Project	Strat	HW	Partnership/ Contractual, Customer/Citizen, Reputational	3x3	9	Med	Leisure & Communities	National governing bodies to be consulted with a needs driven, community supported proposal. 106 Agreement to be implemented to enable suitable funding	
692	Failure to provide accurate and timely employment advice to the WASS Route Optimisation Project could result in WASS management not correctly consulting or redeploying WASS staff. This in turn may result in grievances from the staff or UNISON which might delay the delivery of the project		Project	Strat	Corp	Economic, Reputational	2x3	6	Med	Human Resources	HR team will ensure that advice is given in a timely and accurate manner. This project will be built into the Internal Operating Plan so that other work can be reprioritised. If any complex matters arise further advice will be sought	
715	£25m loan to Broadacres Association fails because the third party no longer requires the loan, or encounters difficulties in their repayments and the income received by the council is reduced		Project	Strat	Corp	Financial	3x1	3	Low	Corporate Finance	Ensure other income generating possibilities are being explored to maintain a balanced budget; monitor the third parties financial position to ensure they are in a secure position for the Council to loan the money; maintain good relations with the third party. Also note that the loan is secured with their housing stock	
<b>STRATEGIC RISKS</b>												
227	Unable to access HDC services due to ineffective individual business continuity plans leading to loss of service.		Project	Strat	Corp	Partnership/ Contractual, Customer/Citizen, Economic, Environmental, Financial, Health & Safety, Legal, Reputational, Social	4x5	20	High	Cust Services & Comms	Following recent audit and working with Vertau an action plan to refresh the Council's Business Continuity Plan at corporate and service level has been identified. This will include, review and challenge of business continuity plans, including risks and targets; provide training to increase understanding of Business Continuity Plan / Disaster Recover and to clarify responsibilities for Management Team, Heads of Service and Service Managers; produce a schedule for authorising, testing and reviewing Business Continuity Plans and Disaster Recovery. Complete an internal review of services, risks and agree operational importance to inform Business Continuity Plans, updating risk register as appropriate. Review and agree Business Continuity Plan support with NYCC. Timeline for delivery is in development.	
677	Cyber attack facilitated by user error leads to loss of key ICT infrastructure resulting in reduced ability to provide ICT Services		Project	Strat	Corp	Reputational	5x3	15	High	ICT (inc. Reprographics)	Compulsary annual Cyber Security training for all users, Cyber Security Incident Management Plan in place, actively monitor and review ICT security policies, participate in WARP (Warning, Advice and Reporting Point) to share knowledge and information with other Councils, arrange ICT staff training to keep up with the latest development	
416	Significant reductions in government grant leading to the inability to sustain council services at the current level.		Project	Strat	Corp	Financial, Reputational	3x4	12	High	Corporate Finance	An on-going programme of service delivery and saving reviews that ensures best value is being achieved and income is maximised.	

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153	Economic downturn leads to fewer customers / memberships and therefore reduced income			Strat		Financial	3x4	12	High	Leisure & Communities	Improve value and quality of products / services and alternative offerings
423	Health of local housing market leads to reduced ability to deliver affordable housing through planning, resulting in failure to achieve corporate plan target and to address housing need			Strat	SP	Customer / Citizen, Reputational, Social	3x4	12	High	Strategic Housing	Affordable housing targets and thresholds to be reviewed as part of work on new Local Plan and with regard to Government priority for Starter Homes and viability considerations. RHE focus on delivery via exception sites that are not reliant on market
151	Increased direct fitness competition leading to customer migration resulting in less usage/income.			Strat		Customer / Citizen, Financial	3x3	9	Med	Leisure & Communities	Improve quality of existing provision, improve gym management & improve quality/quantity of frontline gym fees.
383	Failure to review and update emergency plans leads to inadequate response.			Strat	Corp	Customer/Citizen, Environmental, Financial, Reputational	2x4	8	Med	Cust Services & Comms	HDC to maintain review process with NYCC Emergency Team
139	Failure of the Safer Hambleton Local Delivery Group leads to non-compliance with statutory regulations			Strat	L	Legal	2x4	8	Med	Leisure & Communities	The SHLDP is changing its operating model to Integrated Neighbourhood Management during 2016, this will include a pilot phase from Oct 2016 - Mar 2017, at which point a full review should be undertaken.
225	Failure to manage Capital Programme leading to inability to deliver Council Services efficiently and effectively			Strat	Corp	Financial, Reputational	2x3	6	Med	Corporate Finance	Monthly review and management of Capital Programme
226	ICT system(s) failure leads to loss of Council operations & key channels of communication (telephones, email, website, etc.) resulting in inability of the Council to communicate and carry out transactions with Citizens.			Strat	Corp	Reputational	1x5	5	Med	ICT (inc. Reprographics)	ICT to revise, test and maintain a Disaster Recovery plan according to identified business needs
407	Failure to develop and maintain an effective Business Continuity plan leads to lack of resilience or inability to access HDC services resulting in loss of service or failure of service delivery.	M		Strat	Corp	Customer / Citizen	1x5	5	Med	ICT (inc. Reprographics)	ICT Disaster Recovery Policy procedure is in place and will work with Business Areas to provide resilience in line with the business needs. Emergency Kit is in place, being reviewed and backed up on regular basis
149	An incident resulting in death(s) leads to impact on family/staff & reputational damage resulting in lower usage/income & failure to improve residents health.			Strat		Customer / Citizen, Economic, Environmental, Financial, Health & Safety, Legal, Reputational, Social	1x5	5	Med	Leisure & Communities	Adherence to nationally prescribed safety standards, adherence to site specific safe operating practices, competent staff
705	Failure to provide timely legal advice and assistance regarding key strategic projects results in delays to the projects with potential adverse partnership effects and reputational damage.			Strat	Corp	Partnership/ Contractual, Legal, Reputational	2x2	4	Low	Legal Services	Ensure prioritisation of work and working in project deadlines for the key strategic projects to promote the Council's priorities.
709	Failure to set a 2017/18 Budget to reflect the Financial Strategy and the budgeted Council Tax.			Strat	Corp	Financial	1x3	3	Low	Corporate Finance	Complete and challenge the Budget setting process