

## STRATEGIC RISK REGISTER

Target	Potential Risk	Likelihood	Impact	Overall Score	Potential Impact	Responsibility for controls	Steps to mitigate risk, time frame for implementation and latest position
1	<p>Reductions in Government Funding.</p> <p>Impact of economic recession</p>	High	High	High2	<p>Council unable to deliver Corporate Plan objectives. And maintain services.</p> <p>Loss of income. Increased service demand. Corporate regeneration priorities not delivered. Land disposal programme capital receipts reduced.</p>	<p>Political Leadership / Chief Officers</p> <p>Political Leadership / Chief Officers</p>	<p>PIER Review, budget process, medium term financial plan, adequate level of resources.</p> <p>Reprioritisation of service provision. Review the Corporate regeneration priorities. Adjust the capital spending programme.</p>
2	Changes in Central Government policy and decision making and changes in European Legislation which impact on the Council.	High	High	High2	<p>Changes over which the Council has no control could happen. Changes in responsibilities and role of District/Borough Councils. Loss of income. New demands.</p> <p>Very little Council can do to influence European legislation.</p> <p>Impact on contracts and tendering.</p>	Political Leadership / Chief Officers	Identify and compliance with changes. Reprioritisation and reallocation of resources.
3	Partnership regeneration programme remain uncompleted or stalled due to a lack of funding and focus.	High	High	High2	Loss of private sector investment. Regeneration programme stalls.	<p>Political Leadership / Chief Officers</p> <p>Partner Organisations</p>	<p>Active participation in LEP. Seek alternative funding to maintain programme. Actively seek inward investment. Active involvement in Task Force and ESEID.</p>

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4	Increased economic/social deprivation as a consequence of economic situation, constraints on Public Spending and changes in welfare benefit systems.	High	High	High2	Increased pressure on HBC services including benefits and homelessness; increased poverty and deprivation; negative impact on community cohesion.	Political Leadership / Chief Officers	Maintain partnership working. Widen partnership working. Seek all external economic development financial opportunities. Anti poverty Strategy.
5	Insufficient capacity Organisational change whilst maintaining service delivery.	Medium	High	High1	Financial and reputational. Failure to deliver corporate objectives. Service standards slip. Efficiencies not met.	Political Leadership / Chief Officers / HoS	Review strategic priorities. Effective prioritisation. Acceptance of limitations on capacity.
6	Loss of key staff / skills / knowledge.	Medium	High	High1	Loss of resilience. Loss of capacity to deliver services.	Chief Officers / POD	Succession planning. BCP resilience. Recruitment/Retention Policy. Training Support mechanisms.
7	Risk of a successful legal challenge with additional emphasis around the Planning Process which has emerged as more open to challenge.	Medium	High	High1	Financial penalty. Reputational damage.	Chief officers / HoS / Political Leadership	Access to and provision of timely legal advice at all stages and levels. Legal overview of council activity maintained. Specialist Legal Planning Advice appropriately triggered for a response. Maintain high quality Development Control Service.
8	Deterioration of the Council's assets	Low	High	Medium3	Financial Loss. Reputational Loss. 3 <sup>rd</sup> Party Public Liability Failure to attract new tenants	Chief Officers / HoS	Adequate level of reserves. Appropriate maintenance schedules and programmes. Ensuring tenancy obligations are met. Adequate security Insurance

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9	<p>Contractual Partnerships: Breakdown in contractor performance. Contract fails to incentivise. Sole supplier – especially in the case of the Building Control partnership agreement, Waste/Street cleansing contract and Public Convenience cleaning contract.</p> <p>Non-Contractual Partnerships: Ineffective partnership working. Council fails to gain benefits from partnership working.</p>	High	Medium	High3	Failure to achieve corporate objectives. Financial and reputational loss. Failure to deliver corporate objectives. Additional drain on officer's time on dispute resolution.	Chief Officers / HoS	Regular review and monitoring of Contracts and Service Level Agreements combined with firm contract management. Appropriate Governance arrangements. Development and implementation of Audit Plan.
		Medium	Medium	Medium2	Failure to achieve corporate objectives. Financial and reputational loss. Failure to deliver corporate objectives.	Chief Officers / HoS	Regular review and monitoring Service Level Agreements. Appropriate Governance arrangements. Development and implementation of Audit Plan.
10	Deterioration of the Town's assets	Low	High	Medium3	Town assets include history, culture etc. If a town asset fails then it is a reputational risk for HBC but not strictly within the Council's remit. Additional demands on financial reserves. Adverse impact on tourism.	Political Leadership / Chief Officers / External Partners / Private Sector	Planning and Conservation. Enforcement. Attract inward investment through regeneration programme.
11	Ineffective Project Control	Medium	High	High1	Projects overrun in time/budget. Reputational.	Operational Board / Project Sponsors	Use Kirklees project management methodology. Effective project monitoring by CMG. Regular Risk Reviews by Audit team.

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12	IT Systems loss (IT Systems exposed to some vulnerability).  Data loss (protected through regular frequent back-ups).	Medium  Low	High  High	High1  Medium3	Loss of power supply. Hardware failure.  Viral attack.	Chief Officers / HoS  Chief Officers / HoS	Regular maintenance and inspection of building services. Business Continuity and disaster Recovery plans in place and tested.  Back up data systems in place to protect data.
13	Serious Breaches of Health and Safety legislation	Low	High	Medium3	Serious Injury/death. Reputational damage. Prosecution. Civil litigation. Financial penalties.	Chief Officers / All Staff	Maintenance and implementation of effective health and safety management systems including regular inspections and reviews. Implementation of effective health and safety training and awareness programme.
14	Severe Business Disruption	Medium	High	High1	Service failure. Reputational damage.	Chief Officers / HoS	Robust Business Continuity Plans (BCP's) in place. Regular testing of BCP's.
15	Failure to secure a future for the Pier.	Medium	Medium	Medium2	Reputational risk, Financial liability, Risk of high legal costs Adverse impact on tourism	Chief Officers / Political Leadership	Compulsory Purchase Order Asset transfer. Allocation of funds.
16	Loss of HBC Highways and On-Street parking agreements to ESCC.	High	High	High2	Loss of local control and influence. Adverse impact on local economy. Disconnection of service delivery. Risk to sustainability of other integrated services.	Members / Chief Officers / HoS	Continue negotiations to maintain control / influence. Review service delivery arrangements. Seek alternative partners to maintain services or cease service provision.

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17	Disruption to some services whilst the Contact Centre is being implemented	Medium	Medium	Medium2	Disruption to services whilst interim arrangements are being made for transfer across leading to lower performance against target and might not be recoverable from.	Contact Centre Project Board	Open communication with affected staff. Project managed time-table. High calibre trained staff. Close timely monitoring of performance during transition period.
18	<p>Extreme weather</p> <ul style="list-style-type: none"> <li>• Drought</li> <li>• Rainfall</li> <li>• Snow and high winds</li> </ul>	High	Medium	High3	<p>Impact on local economy and on council's business operations</p> <p>Flood damage to property and land</p> <p>Disruption to services</p>	Chief Officers/HoS	<p>Strengthened water conservation measures in place and further measures under investigation</p> <p>Surface water management action plan in place</p> <p>Severe weather management action plan in place</p>

**Corporate Risks that were deleted during the last 12 months**

<del>National Strike Action</del>	<del>Medium</del>	<del>Medium</del>	<del>Medium2</del>	<del>Reputational damage. Loss of service (including potential critical services). Internal business interruption.</del>	<del>Chief Officers / HoS</del>	<del>Business Continuity Plans. Personnel policies.</del>
<del>Fuel delivery drivers strike</del>	<del>High</del>	<del>Low</del>	<del>Medium1</del>	<del>Operational vehicles grounded</del>	<del>Chief Officers/HoS</del>	<del>Bus services and liveried vehicles given priority. – Business Continuity as for bad weather.</del>