

# Ashfield District Council Corporate Risk Register – Analysis

## Quarter 4 2016/17



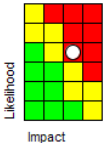
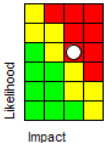
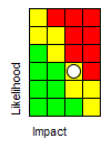
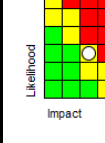
### Economic Regeneration Priority

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR040	Failure to have adopted LDF / Local Plan					No change	<ul style="list-style-type: none"> <li>• Diminish ability to stimulate economic growth</li> <li>• Increase likelihood of a developer lead approach to devt.</li> <li>• Maximises potential for a ward of costs against the authority</li> <li>• New approach to plan. High risk. Members Aware.</li> <li>• Local Plan now at preferred approach. Need to publish next stage. Failure to achieve will set back timetable.</li> <li>• If plan requires subsequent revision, will add delays.</li> </ul>	<p>???</p> <p>X</p>	<p>Need alternative approach to development with Members through adoption of Core Strategy</p> <p>Regular engagement with Members to bring them on board</p> <p>Keeping abreast of latest challenges; work with Planning Advisory Service for proof-reading</p> <p>Keeping a clear audit trail of engagements with developers and consultees</p>	Christine Sarris	It is expected the examination will take place in September due to elections and weight of work at the planning inspectorate.	9-May-2017
(ADC) CR073a	[Key Risk] Idlewells Market					Risk reduces and finishes in Quarter 3	<ul style="list-style-type: none"> <li>*Loss of Trade</li> <li>*Low occupancy rates</li> <li>*New product doesn't sell</li> <li>*Contract dispute</li> <li>*Landlords dispute</li> <li>*Structural and ME failures</li> </ul>	High	<ul style="list-style-type: none"> <li>*Contract Programme - Regular inspection and monitoring</li> <li>*Business plan produced and updated</li> </ul>	Theresa Hodgkinson	The project commence 30 <sup>th</sup> January – Hand over 21 <sup>st</sup> November 2017. All internal and external governance structures in place with full risk assessment for the project.	March 10th 2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
								BC Link				
							<ul style="list-style-type: none"> <li>•Reputation (public expectations)</li> <li>•Financial – claims</li> <li>•VAT increase to traders</li> <li>•Increase on insurance costs</li> <li>*Delays on opening</li> <li>*Funding agreement not achieved -reclaim</li> </ul>		<ul style="list-style-type: none"> <li>* Pre letting campaign</li> <li>* Communication plan – monitor/update</li> </ul>			
									<ul style="list-style-type: none"> <li>Risk register in place for all aspects of the project/monitored</li> </ul>			
									<ul style="list-style-type: none"> <li>Contract signed – Regular meetings/Site/ internal</li> <li>*Quarter monitoring D2N2 grant.</li> </ul>			

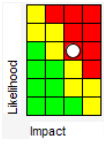
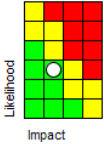
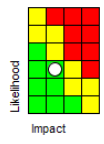
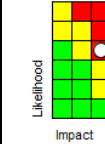
**Place and Communities Priority**

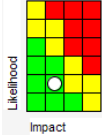
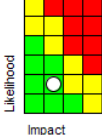
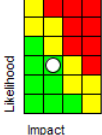
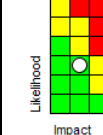
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
(ADC) CR071	[Corporate Risk] Failure to demonstrate compliance with TEEP assessment under Waste Framework Directive					No change	<ul style="list-style-type: none"> <li>• Full redesign and expansion of waste services</li> <li>• Additional cost incurred</li> </ul>	Medium	<ul style="list-style-type: none"> <li>TEEP assessment to be reviewed annually by JWMC</li> <li>Ensure TEEP compliance with trial review</li> </ul>	Sam Dennis	County wide TEEP assessment completed, this has been reviewed annually at the Joint Waste Officer Board. There have been no changes in the waste collection or trade waste service that have changed the collection method.	May-2017

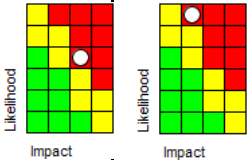
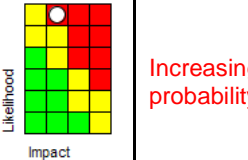
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
											The planned glass collection change will meet TEEP requirements as the material is collected separately at the kerbside. The planned change is the container only, not waste type. Due to uncertainties around the impact on the Waste Framework Directive once Brexit article 50 is triggered, the risk remains in place. Changes due to BREXIT unclear at the moment	
(ADC) CR072	[Corporate Risk] Failure to meet requirement of Waste Directive to achieve 50% recycling rate by 2020					No change	<ul style="list-style-type: none"> <li>potential fines from EU</li> <li>reputational damage</li> </ul>	High	development of Scrutiny review in September 2016  Discussions with County regarding innovative options is ongoing	Sam Dennis	<p>The Council's end of 2016/17 recycling rate is 41.2%. This is a 9% increase from 2015/16 and puts Ashfield in 3rd place county wide.</p> <p>With further stretching targets of 65% by 2030, unless Brexit implications change this stretching target, the Council needs to continue to focus on the recycling rate.</p> <p>The Council is working with Nottinghamshire County Council and Veolia to continue to divert recyclable waste from the general waste stream and to improve</p>	May-2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Resp for Action	Comments	Last Reviewed
											<p>the quality of materials in the dry recycling bin.</p> <p>School education and resident engagement are key activities to support this agenda.Hit 50% recycling for 3 consecutive months.</p> <p>Expect 45% outturn at the end of the year</p> <p>Discussion with County and MDC re: glass collection</p>	

**Housing Priority**

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR046	[Corporate Risk] Introduction of Universal Credit					Increasing risk	<ul style="list-style-type: none"> <li>Potential loss of HRA rental income if tenants receiving UC choose not to pay rent (Profiling of current tenants as at 20/2/17 show that there is a risk to the rent roll (circa £11 million) as there will be around 3200 tenants affected. 2380 –high risk and 820 medium risk).</li> </ul>	Low	<p>There is a dedicated officer for Welfare Reform in the Tenancy Service Section. This Officer has close links with the DWP.</p> <p>There is a formalised internal process</p>	Craig Scott/ Nikki Moss	An additional resource (Income recovery and money advice officer) is being considered for the Tenancy Services Section. The number of UC Claimants is currently at 82. Plans for the wider roll out of UC in August 2018 will continue to be discussed in the Welfare Reform Project Group meetings.	June 2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
							This does not include those tenants who have working age partners.		for managing UC cases.  There is a UC action plan in place. This needs reviewing regularly especially around resource requirements to manage the process.			
									The Council operates an agency agreement with DWP to assist residents who wish to claim UC			
								X	The Welfare Reform Group brings together a series of different disciplines and partners to ensure the Council's response to UC remains proactive and robust			
(ADC) CR062	Inability to deliver affordable housing					No change	<ul style="list-style-type: none"> <li>Targets not met</li> <li>lack of new affordable housing going forward</li> </ul>	Low	Use of S106 funding Tackling empty homes Close working with Planning Services	Eileen Jackson	The risk score remains at 6 as affordable housing opportunities through both new build and acquisition are planned for 2017/17 - last years target to	May-2017

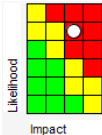
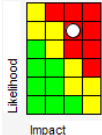
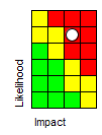
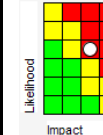
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
									Work with private landlords via the Landlords Forum Enforcement to tackle poor standard housing		deliver 50 new affordable units was exceeded and 147 were actually delivered during the year, this years target will increase to 60 units by the end of March	
(ADC) CRO79	[Corporate Risk] Impact of the impending 1% rent reduction on the Councils ability to invest in new build & existing housing stock					Increasing probability	Reduced headroom / ability to borrow in the HRA Revisions required to the 30 year plan Changes / reduced capital programme in the short term Fewer new affordable homes being delivered Reduced service delivery to existing tenants	medium	Wider review of the way the Council manage its housing stock Reduce spend in the current capital programme Review viability of 30 year HRA plan	Paul Parkinson/ Eileen Jackson	The 1% rent reduction has negatively impacted on the Council's ability to invest in new housing delivery - however, several planned actions will seek to mitigate this loss to the HRA including; * Moving all rents over to target rent at void stage * Undertaking a review of service charges * Incorporating an amenity charge to all council rents	22-May-2017

Organisational Improvement Priority

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR074	[Corporate Risk] Overpayment of Housing Benefit					No change	- loss of subsidy - increasing burden of debt collection	High	Mini re-structure Offsite processing capacity Improved training	Craig Scott	Recovery of HB overpayments continues in accordance with the councils Corporate Recovery policy. The overall level of HB overpayments has dropped as a result of the falling caseload whilst the rate of recovery has increased over the last 12 months. According to the latest analysis we are currently achieving a 70% recovery rate (in addition to the 40% subsidy already received via the HB Subsidy claim), which means we have successfully eliminated the subsidy loss and are now collecting additional income for the authority.	May-2017
(ADC) CR029	[Corporate Risk] Failure to make required savings as identified in MTFS					Reduced from high to medium	•Council cannot fund full range of services in future •Pressure on General Fund reserves	Medium  ✓	CLT and Cabinet will work together to identify savings and income generation opportunities  Generate additional income	Dave Greenwood; Sharon Lynch	Whilst most savings for 2016/17 have been implemented, there has been some slippage in delivery in some areas. These are being progressed in 17/18. For 17/18, savings of £678k GF & £324k HRA were proposed and the budget reduced accordingly with a further £158k GF & £14k HRA to be taken in 18/19 due to part-year implementation.	May-2017

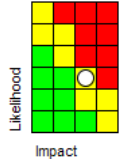
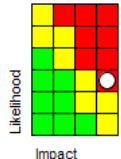
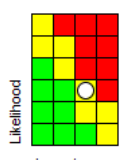
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
									For 2017/18, £1m of savings have been identified, and these workshops will continue throughout 2017, with the aim of identifying a further £1m of savings/addition income for 2018/19.		Options for change papers have already been drafted identifying new savings for 18/19 onwards.	
(ADC) CR033	[Corporate Risk] Ability to achieve efficiencies and compliance from procurement reviews / improvement					No change	<ul style="list-style-type: none"> <li>•Penalties for non-compliance with legislation</li> <li>•Inability to meet MTFS savings targets if procurement savings not achieved</li> </ul>	Medium	<p>Agreement of a new Procurement Strategy setting out clear guidance for spending managers</p> <p>Review of Procurement Arrangements (Shared Procurement Unit) to ensure objectives are being met</p> <p>Particular emphasis on small value procurement (under £25k) to ensure that the Council has legally compliant processes in place</p>	Sharon Lynch/ Dave Greenwood	<p>A 'Task and Finish Group' has been established regarding Procurement. Continuing participation in the Joint Procurement Unit is under review.</p> <p>The User Group meetings were suspended during the transfer of AHL activities back to the Council. Procurement responsibilities will transfer to the Housing Directorate with effect from 1st June, 2017.</p>	May-2017

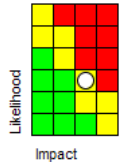
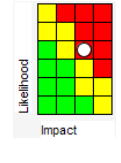


Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR003	[Corporate Risk] Members' Ethical Framework – Failure to demonstrate high standards of behaviour					Slight reduction, remains significant	<ul style="list-style-type: none"> <li>•Significant resource to deal with implications of Code of Conduct Complaints.</li> <li>•Potential for negative perception of the Council which impacts upon the Council's reputation</li> <li>• Potentially adverse impact upon the workings of the Council</li> <li>•New legislation does not provide “strong” sanctions for breaches to the Code which may make regulation of poor ethical behaviour difficult and leave complainants dissatisfied with outcomes.</li> </ul>	High	<p>Standards and Personnel Appeals Committee approves an annual work programme which includes an annual review.</p> <p>A review of the Members' Code of Conduct Complaints Process will be carried out during 2017/2018in accordance with the recommendations of the LGA Peer Challenge 2017.</p>	Ruth Dennis	<p>The Code of Conduct was reviewed and amended during 2017 to incorporate new “personal interests” to increase accountability and transparency. The LGA Peer Challenged (March 2017) recognised an improvement in Member/Officer relations since the last review in 2013 – this is largely attributed to the implementation of the recommendations of the 2013 review and the robust work of the Standards and Personnel Appeals Committee in the intervening period of time.</p> <p>The 2017 review has recommended the review of the Complaints Process because “<i>[there are still some 'politically motivated' complaints which are diverting energy and resources into dealing with them... The complaints procedure needs to be proportionate and should be used to address the most pressing concerns.]</i>”</p>	7 June 2017
								X	Present Quarterly Complaint Monitoring reports to Standards and Personnel (Appeals) Committee			

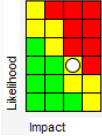
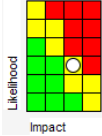
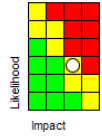
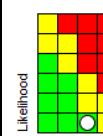
Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR005	[Corporate Risk] High levels of sickness absence					No change	<ul style="list-style-type: none"> <li>•Productivity</li> <li>•Financial</li> <li>•Employee morale</li> <li>•Service delivery</li> <li>•Remaining staff placed under increased pressure</li> <li>•Reputational damage</li> </ul>	High	Robust management of sickness absence procedures by managers and robust procedures - Revised Absence Mgt Policy implemented	Craig Bonar	16/17 outturn was below target at 9.5 days which continues a 2 year downward trend in absence. Increased monitoring and support measures have been introduced together with amendments to the Attendance Management policy which are all contributing to lower levels of absence. CLT receive a monthly monitoring report and all CLT have regular review meetings with HR to identify any issues and reinforce mitigating actions	May-2017
								√	Effective monitoring - monthly monitoring reports highlighting service area absence to assist CMG and managers in absence management			
									Employee support mechanisms - Employee assistance programme implemented			
	Appropriate occupational health support - Occupational Health provision reviewed											

## NEW RISKS

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
(ADC) CR032b-a	Business Rates appeals are higher than forecast						Negative impact a MTFS ; further savings required		A prudent approach is taken to estimating likely successful appeals.	Dave Greenwood	C. Scott has determined the appeals provision based upon those received and those likely to be received further to the NDR revaluation. A further update is required from Revenues in terms of the actual number of appeals post completion of the NDR3 to assess the reasonableness of the appeals estimate figure. The issue of appeals is discussed by the Notts. Finance Officers regularly.	May-2017
(ADC) CR032b-b	NHS Trusts successfully lobby for charitable status and pay significantly reduced business rates						Negative impact a MTFS ; further savings required		The Council is supporting the LGA's action against the hospitals.	Dave Greenwood	The Council has formally joined the action. There has been no further update on this by LGA.	May-2017
(ADC) CR032b-c	Ashfield loses resources under the Governments ' 100% retention / fair funding ' regime						Negative impact a MTFS ; further savings required		The Council will contribute to any consultation when proposals are announced, emphasising the need for resources to be allocated to deprived areas.	Dave Greenwood	The number of accounts in credit has increased by year-end. This has had the impact of reducing the level of Bad Debt Provision.	May-2017

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
New	Failure to deliver commercialism agenda						<ul style="list-style-type: none"> <li>In alignment with Savings Strategy - expected reduced trading service costs/ increase income not realised</li> <li>Reputational impact of trading services performing inconsistently with Council values</li> <li>Alienation of customer base</li> </ul>		<p>Commercial programme aligned to savings strategy and progress monitored through Commercial Enterprise Board</p> <p>Commercial feasibility work informs future savings strategy</p>	Justin Henry		March 2017
New	Failure to Support and Safeguard Vulnerable people						<ul style="list-style-type: none"> <li>Significant adverse outcomes for vulnerable people suffering with mental health issues</li> <li>Reputation of the council and its partners</li> <li>Financial impact through lack of working in joined up manner</li> </ul>		Working with NCC and other districts to review opportunity to improve closer working with mental health services	Mike Manley		March 2017

## DELETED RISKS

Code	Title	Year End 13/14	Year End 2014/15	Year End 2015/16	Year End 16/17	Change	Consequences of the Risk Occurring	Ability to Inf.	Mitigating Actions	Respons for Action	Comments	Last Reviewed
								BC Link				
(ADC) CR037	Kings Mill Reservoir - long term silting and flood risk obligations					Reduced from medium to low	<ul style="list-style-type: none"> <li>•Reputational impacts</li> <li>•Potential costs</li> <li>•Legal liability</li> </ul>	low	Negotiate with Skanska regarding the lease / sublet of amount of water required from reservoir Determined silt levels have no bearing on cooling system Will know EU funding re. flood risk by late autumn	Theresa Hodgkinson	Removed as risk now mitigated	