

Appendix 1- Strategic Risk Register 2020/21

Title	Description	Current likelihood score	Current impact score	Target likelihood score	Target impact score	Owner
Resources	<ul style="list-style-type: none"> • Funding pressures place strain on the financial sustainability of the council. • Risk of significant loss of income streams resulting from changes to economic conditions outside of the council's control such as: <ul style="list-style-type: none"> • Economic downturn placing greater demand on services. • Depressed commercial property market reducing income generated by our property portfolio and proposed projects. • Loss of business rates (with over 4,000 businesses in District paying business rates). 	3	3	3	3	Head of Strategic Finance and Property

Political change (local or national)	<ul style="list-style-type: none"> • Planning policy changes. • Universal credit. • Leadership / management culture. • Environmental sustainability and the need for carbon reduction across the council with an ambition to become carbon neutral by 2030. • Brexit risks: <ul style="list-style-type: none"> • Potential project delays due to labour shortages or materials imports, or increased project costs due to tariffs or supply chain difficulties. • Settled status for EU nationals with only half of the 4,000 registered in District having applied for settled status. • Risk to business growth. 	3	3	3	2	Chief Executive
Performance, resilience and security of IT systems	<ul style="list-style-type: none"> • Risk of data breach / loss, business continuity incident or poor performance impacting service delivery. • Changing demand on council services and the requirement to invest in and encourage online interaction with customers. 	3	2	2	2	Deputy Chief Executive

Capacity and skills to deliver services	<ul style="list-style-type: none"> • Recruitment and retention of staff. • Capability and skills to deliver services and projects. • Succession planning. 	3	2	2	2	Head of HR and Organisational Development
Poor performance or failure of key partner or contractor	<ul style="list-style-type: none"> • Risk that supplier, contractor or key third sector partner fails or fails to deliver. • Impact on services. • Delays to key projects and financial consequences. 	2	3	1	3	Chief Executive
Infrastructure / growth	<ul style="list-style-type: none"> • Delivery of strategic projects and the risk that residents and key stakeholders are not supportive. • Management of housing growth to ensure that new developments are controlled, provide sustainable communities and with appropriate infrastructure in place. Threat to existing employments sites and the need to ensure that new sites are provided. • Reliance on partners and stakeholders. 	2	3	2	3	Chief Executive

Legislative	<ul style="list-style-type: none"> • Risk of avoidable data breach caused by action of staff, contractors or partners, or resilience of systems. • Capacity to respond to changing legislation after Brexit. • Alternative service delivery models. • Effective management of major procurement exercises. 	2	3	2	3	Head of Legal and Democratic Services
Business economy	<ul style="list-style-type: none"> • Ability to attract, sustain and nurture businesses within the District. Insufficient space for existing business to grow. • Risk of being unable to ensure employment land is provided alongside new developments, or that employment land is lost to housing development. • Economic downturn could affect employment across the District. Tariffs and exchange rates post Brexit could further increase risk to businesses. 	2	3	2	3	Head of Communications, Strategy and Policy

Likelihood	Description		Likelihood of occurrence		Probability of occurrence			
	3	Probable	Annually	The event will probably occur				
	2	Possible	1 in 5 years	The event may occur				
	1	Unlikely	Less frequently than 1 in 5 years	The event may occur in exceptional circumstances				
Impact	Description		Financial		Reputation		Service / operation	
	3	Significant	> £400,000 p.a.	Adverse national media		Major fall in service quality		
	2	Moderate	£100,000 to £400,000 p.a.	Adverse local media		Significant fall in service quality		
	1	Minor	< £100,000	Public concerns restricted to local complaints		Little impact to service quality		

Impact	Significant 3			High
	Moderate 2		Medium	
	Minor 1	Low		
		Unlikely 1	Possible 2	Probable 3
		Likelihood		