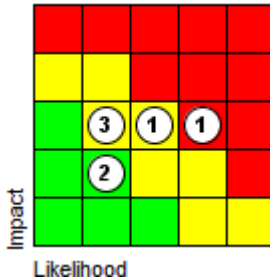
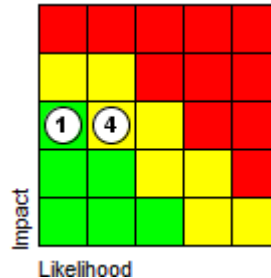


























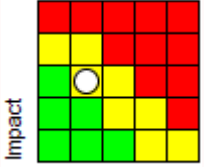





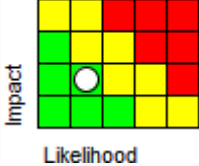
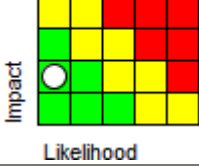
Service Risk Register - Economy & Housing


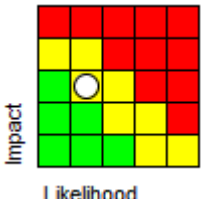
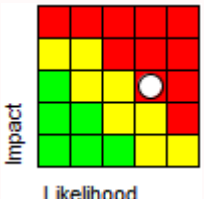
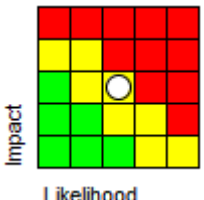
Generated on: 22 June 2011

Economy & Housing Current Risk Heat Map													
Economy & Community			Housing										
													
Status	Code	Title	Key										
	EC 01	Staff	<table border="1"> <thead> <tr> <th colspan="2">Risk Status</th> </tr> </thead> <tbody> <tr> <td></td> <td>OK</td> </tr> <tr> <td></td> <td>Warning</td> </tr> <tr> <td></td> <td>Alert</td> </tr> <tr> <td></td> <td>Unknown</td> </tr> </tbody> </table>	Risk Status			OK		Warning		Alert		Unknown
Risk Status													
	OK												
	Warning												
	Alert												
	Unknown												
	EC 02	Strategic Partnerships											
	EC 03	External funding											
	EC 04	External funding policy											
	EC 05	External contracts											
	EC 06	Industrial Units											
	EC 07	Local economy											
	HS 01	Affordable Housing / Housing Need targets not met											
	HS 02	Failure to prevent homelessness											
	HS 03	Failure to improve private housing stock											
	HS 04	Failure to enable independent living											
	HS 05	Failure to successfully review housing service											


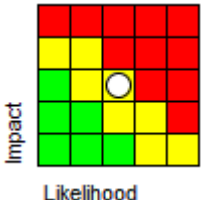
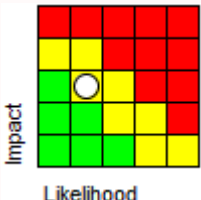
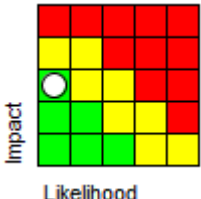
EC 01 Staff				
Risk Code	Risk Title	Description	Status	
EC 01	Staff	Inadequate development and/or implementation of workforce development plans, resulting in difficulty in aligning business needs and staffing capacity.		
Consequences		Loss of revenue and failure to meet targets through inability to deliver core services.		
Original Matrix		Original Rating Description		
	Original Impact	C	Original Likelihood	3
		Medium		Likely
Current Risk Matrix		Current Rating Description		
	Current Impact	C	Current Likelihood	2
		Medium		Not Likely
Target Risk Matrix		Target Rating Description		
	Target Impact	B	Target Likelihood	2
		Minor		Not Likely
Latest Progress			Last Review Date	SMT Lead
<p>22-Jun-2011 The One-11 voluntary redundancy programme has resulted in four members of staff leaving the Economy and Housing teams. In Economy this covered staff dealing with the industrial letting and tourism services. This has resulted in a service review of the industrial letting service involving E&C, Asset management, finance, legal and transformation to determine the various options of how to undertake this service. In addition, the Commissioning Board has since reviewed the tourism service and agreed the most effective delivery mechanism given current industry needs and resources. Within Housing the Unit Manager and Senior Tech Officer left and a Service review was then undertaken and the Unit has been restructured. In addition a Commissioning Board review of Private Sector Housing will guide the shape of future services within that area.</p>			22-Jun-2011	Julian Rudd

EC 02 Strategic Partnerships





Risk Code	Risk Title	Description			Status
EC 02	Strategic Partnerships	Weaknesses within Terms of Reference/contracts/ management may result in the inability to manage strategic partnerships including Community Safety, YC&M Tourism Partnership, Rural & Community Transport			
Consequences		Unmanaged strategic partnerships (RSP, Safer Ryedale, M&CTP, Rural and Community Transport) could fail to produce maximised benefits of partnership working for Ryedale and lead to abortive working and or direction of funding and time to non-priority areas			
Original Matrix		Original Rating Description			
		Original Impact	C	Original Likelihood	2
			Medium		Not Likely
Current Risk Matrix		Current Rating Description			
		Current Impact	B	Current Likelihood	2
			Minor		Not Likely
Target Risk Matrix		Target Rating Description			
		Target Impact	B	Target Likelihood	1
			Minor		Very Low
Latest Progress				Last Review Date	SMT Lead
22-Jun-2011 The Moors and Coast Tourism Partnership is being disbanded and strategic links with the tourism industry will be maintained through a new Tourism Advisory Group. A review of Community Safety arrangements will consider the potential for new partnerships to strengthen strategic arrangements				18-Jun-2011	Julian Rudd





EC 03 External funding				
Risk Code	Risk Title	Description	Status	
EC 03	External funding	Unsuccessful bids may result in insufficient funding		
Consequences		Reduced level/quality of services resulting in financial losses. No new initiatives/innovation resulting in threats to future sustainability of service areas		
Original Matrix		Original Rating Description		
	Original Impact	C	Original Likelihood	2
		Medium		Not Likely
Current Risk Matrix		Current Rating Description		
	Current Impact	C	Current Likelihood	4
		Medium		Very Likely
Target Risk Matrix		Target Rating Description		
	Target Impact	C	Target Likelihood	3
		Medium		Likely
Latest Progress			Last Review Date	SMT Lead
22-Jun-2011 Due to the ongoing national fiscal pressures, the likelihood of this risk has increased over the last two years. The abolition of Yorkshire Forward has seriously impacted on the availability of funding for projects such as the Heart Of Malton and managed workspace and the Bio Refinery Project at FERA. To mitigate the risk the Council is an active partner in the new York and North Yorkshire Local Enterprise Partnership and is pursuing Community Infrastructure Levy and other developer contributions towards important projects and use of ERDF.			22-Jun-2011	Julian Rudd


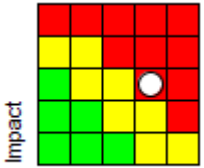
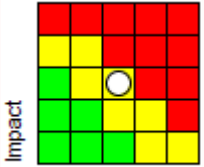

EC 04 External funding policy



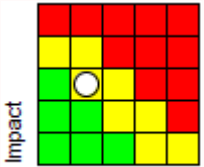
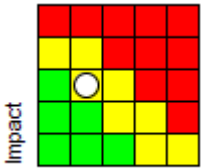
Risk Code	Risk Title	Description	Status						
EC 04	External funding policy	Changes in government policy relating to economic development and employment resulting in the need for flexibility/adaptability within the unit.							
Consequences		Inability to respond quickly and appropriately to maximise opportunities arising from changes in government policy.							
Original Matrix		Original Rating Description							
		Original Impact	<table border="1"> <tr> <td data-bbox="1133 408 1469 448">C</td> <td data-bbox="1469 408 1780 448"></td> <td data-bbox="1780 408 2134 448">3</td> </tr> <tr> <td data-bbox="1133 448 1469 624">Medium</td> <td data-bbox="1469 408 1780 624">Original Likelihood</td> <td data-bbox="1780 448 2134 624">Likely</td> </tr> </table>	C		3	Medium	Original Likelihood	Likely
C		3							
Medium	Original Likelihood	Likely							
Current Risk Matrix		Current Rating Description							
		Current Impact	<table border="1"> <tr> <td data-bbox="1133 663 1469 703">C</td> <td data-bbox="1469 663 1780 703"></td> <td data-bbox="1780 663 2134 703">2</td> </tr> <tr> <td data-bbox="1133 703 1469 879">Medium</td> <td data-bbox="1469 663 1780 879">Current Likelihood</td> <td data-bbox="1780 703 2134 879">Not Likely</td> </tr> </table>	C		2	Medium	Current Likelihood	Not Likely
C		2							
Medium	Current Likelihood	Not Likely							
Target Risk Matrix		Target Rating Description							
		Target Impact	<table border="1"> <tr> <td data-bbox="1133 919 1469 959">C</td> <td data-bbox="1469 919 1780 959"></td> <td data-bbox="1780 919 2134 959">1</td> </tr> <tr> <td data-bbox="1133 959 1469 1134">Medium</td> <td data-bbox="1469 919 1780 1134">Target Likelihood</td> <td data-bbox="1780 959 2134 1134">Very Low</td> </tr> </table>	C		1	Medium	Target Likelihood	Very Low
C		1							
Medium	Target Likelihood	Very Low							
Latest Progress			Last Review Date						
<p>22-Jun-2011 The Council has maintained close involvement with the York and North Yorkshire LEP and the Council Leader sits on this body. LEPs are at the forefront of Government economic policy. Economic and business staff within E&C unit are preparing 'oven ready' projects across a range of areas including regeneration, town teams, broad band technology, skills development to be ready for any funding eventuality, however funding streams are limited and can be difficult for rural areas eg enterprise zones</p>			<table border="1"> <tr> <td data-bbox="1780 1174 1883 1321">22-Jun-2011</td> <td data-bbox="1883 1174 2134 1321">SMT Lead</td> </tr> <tr> <td></td> <td data-bbox="1883 1174 2134 1321">Julian Rudd</td> </tr> </table>	22-Jun-2011	SMT Lead		Julian Rudd		
22-Jun-2011	SMT Lead								
	Julian Rudd								





EC 05 External contracts

Risk Code	Risk Title	Description		Status
EC 05	External contracts	Uncontrollable material changes in the external environment influencing the contract.		
Consequences		Loss of credibility amongst key funders and stakeholders. Financial penalties arising from breach of contract or failure to match expenditure with funding priorities. Failure to deliver service improvement.		
Original Matrix		Original Rating Description		
		Original Impact	C	2
			Medium	Original Likelihood
Current Risk Matrix		Current Rating Description		
		Current Impact	C	2
			Medium	Current Likelihood
Target Risk Matrix		Target Rating Description		
		Target Impact	C	1
			Medium	Target Likelihood
Latest Progress			Last Review Date	SMT Lead
22-Jun-2011 Project management protocols followed for all contracted projects to ensure that this risk is reduced. However, with all projects there remain risks out of our control and the susceptibility to this risk is included within project management paperwork.			19-Jun-2011	Julian Rudd


EC 06 Industrial Units							
Risk Code	Risk Title	Description	Status				
EC 06	Industrial Units	Inability to manage assets effectively and match available units to customer needs.					
Consequences		Loss of income. Bad debtors resulting in increased management costs and lost income. Poor reputation affecting ability to attract good quality tenants. Inability to attract good tenants for units resulting in threats to financial viability of service.					
Original Matrix		Original Rating Description					
		<table border="1"> <tr> <td>C</td> <td rowspan="2">Original Likelihood</td> <td>2</td> </tr> <tr> <td>Medium</td> <td>Not Likely</td> </tr> </table>	C	Original Likelihood	2	Medium	Not Likely
C	Original Likelihood	2					
Medium		Not Likely					
Current Risk Matrix		Current Rating Description					
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Current Likelihood</td> <td>2</td> </tr> <tr> <td>Minor</td> <td>Not Likely</td> </tr> </table>	B	Current Likelihood	2	Minor	Not Likely
B	Current Likelihood	2					
Minor		Not Likely					
Target Risk Matrix		Target Rating Description					
		<table border="1"> <tr> <td>B</td> <td rowspan="2">Target Likelihood</td> <td>1</td> </tr> <tr> <td>Minor</td> <td>Very Low</td> </tr> </table>	B	Target Likelihood	1	Minor	Very Low
B	Target Likelihood	1					
Minor		Very Low					
Latest Progress		Last Review Date	SMT Lead				
22-Jun-2011 Due to the departure of a long standing member of staff working in this area, a light touch industrial letting service review was undertaken and appropriate mitigation measures applied.		19-Jun-2011	Julian Rudd				


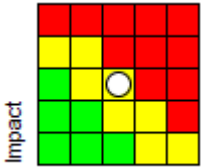
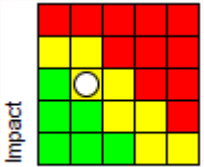

EC 07 Local economy			
Risk Code	Risk Title	Description	Status
EC 07	Local economy	Local economic downturn influenced by global economic crisis and national recession	
Consequences		Demand for services may be difficult to predict and respond to due to volatility within market and impact of rising unemployment levels, void business properties and business failures. Long-term damage to local economy.	
Original Matrix		Original Rating Description	
	Original Impact	C	4
		Medium	Original Likelihood
Current Risk Matrix		Current Rating Description	
	Current Impact	C	3
		Medium	Current Likelihood
Target Risk Matrix		Target Rating Description	
	Target Impact	B	3
		Minor	Target Likelihood
Latest Progress		Last Review Date	SMT Lead
22-Jun-2011 Despite the recession, Ryedale economy has not been affected beyond expectations and continues to have one of the lowest levels of worklessness in the Region. We have not seen major company closures and have even seen inward investment in the area. Council agreed a £100K business grant to support local businesses move forward with plans to improve their business or create additional employment and this was tremendously successful We continue to horizon scan and through the Local Economic Assessment are working to ascertain where we can assist the private sector to develop further into a high wage economy. In addition, the value and volume of tourism study (2008) demonstrated a buoyant industry perhaps due to the stay-cation trend.		22-Jun-2011	Julian Rudd

HS 01 Affordable Housing / Housing Need targets not met.			
Risk Code	Risk Title	Description	Status
HS 01	Affordable Housing / Housing Need targets not met.	The Council target is to meet the housing needs of at least 75 households per year through the provision of additional affordable and specialist homes and adaptation of existing homes	
Consequences		Lack of affordable and specialist new housing and adapted housing delivered against realistic target, despite the significant affordability gap in Ryedale and the extent of local housing need.	
Original Matrix		Original Rating Description	
	Original Impact	D	3
		Major	Original Likelihood
Current Risk Matrix		Current Rating Description	
	Current Impact	C	2
		Medium	Current Likelihood
Target Risk Matrix		Target Rating Description	
	Target Impact	C	2
		Medium	Target Likelihood
Latest Progress		Last Review Date	SMT Lead
22-Jun-2011 In addition to 96 new affordable homes being provided in the year up to 31 March 2010, a further 54 units were provided in 2010/11 and a further 22 units completed in May 2011 (these had been delayed due to the severe winter). In addition planning permission was given during 2010 and early 2011 for a further over 200 new affordable units via the S106 route. Since 2009 the Council intervened to assist over 45 local households facing mortgage difficulties. Ryedale Council has approved grants during 10/11 to help adapt or improve 57 homes in Ryedale to better meet the needs of their occupiers, and has completed grants to a further 94 homes to address energy efficiency and fuel poverty. All of these and many other initiatives help to address the vital issue of housing need.		19-Jun-2011	Julian Rudd





HS 02 Failure to prevent homelessness				
Risk Code	Risk Title	Description	Status	
HS 02	Failure to prevent homelessness	Under the Housing Act 1996, local authorities have a duty to provide accommodation to people who are judged to be 'homeless' and have a 'priority need' for accommodation. Housing departments should consider the needs of applicants for housing and, as far as is possible, provide them with advice to prevent homelessness or, where applicable, provide 'suitable' accommodation.		
Consequences		mental and physical illness - adult and child poverty - reduced access to employment and education- additional costs to public services - social exclusion and vulnerability.		
Original Matrix		Original Rating Description		
 <p>Impact</p> <p>Likelihood</p>	Original Impact	D	Original Likelihood	
		Major		2
Current Risk Matrix		Current Rating Description		
 <p>Impact</p> <p>Likelihood</p>	Current Impact	C	Current Likelihood	
		Medium		1
Target Risk Matrix		Target Rating Description		
 <p>Impact</p> <p>Likelihood</p>	Target Impact	C	Target Likelihood	
		Medium		1
Latest Progress			Last Review Date	SMT Lead
22-Jun-2011 2010/11 saw a 16% increase in households approaching the Council's Housing Options team for assistance and the Council intervened to prevent around 250 potential cases of homelessness. There was a small rise in homelessness acceptances but given the national economic pressures this remains low and well below levels of around 5 years ago. The Council will make effective use of the increase in Homeless prevention Grant to address any further potential increases.			20-Jun-2011	Julian Rudd

HS 03 Failure to improve private housing stock

Risk Code	Risk Title	Description	Status	
HS 03	Failure to improve private housing stock	Local authorities have important responsibilities for private sector homes and are required to periodically review housing conditions in their area for both owner occupier and privately rented properties. They are required to produce a housing strategy to deal with problems and this would typically include loan and grant aid for owner occupiers. Problems in the rented sector are dealt with through a combination of registration and accreditation schemes as well as enforcement action. Whilst the government expects the primary responsibility for repairing and improving homes to lie with the owner, it recognises that some groups, particularly the elderly and vulnerable, will not have the resources necessary for this. Authorities are directed to help these groups.		
Consequences		unfit private housing stock - detrimental impacts on occupiers of unfit stock, including health and financial difficulties - poor alignment between local housing needs and local housing provision - increased energy costs and CO2 emissions		
Original Matrix		Original Rating Description		
		Original Impact	C	3
			Medium	Original Likelihood Likely
Current Risk Matrix		Current Rating Description		
		Current Impact	C	2
			Medium	Current Likelihood Not Likely
Target Risk Matrix		Target Rating Description		
		Target Impact	B	2
			Minor	Target Likelihood Not Likely
Latest Progress			Last Review Date	SMT Lead
22-Jun-2011 Through the Commissioning Boards review of RDC Private Sector Housing activities Members will be involved actively in 2011/12 in reducing potential risk associated with this work. Already the Council achieves significant levels of spend and intervention with the lowest resource levels of any North Yorkshire authority.			22-Jun-2011	Julian Rudd

HS 04 Failure to enable independent living				
Risk Code	Risk Title	Description	Status	
HS 04	Failure to enable independent living	The elderly, vulnerable and disabled can require support in order to live independently and so avoid institutional care or harm to personal health and well being.		
Consequences		Significantly increased need for institutional care with associated public sector costs and loss of independence, or, vulnerable residents occupying unsuitable property with risks to personal health and well being.		
Original Matrix		Original Rating Description		
 Likelihood	Original Impact	C	Original Likelihood	3
		Medium		Likely
Current Risk Matrix		Current Rating Description		
 Likelihood	Current Impact	C	Current Likelihood	2
		Medium		Not Likely
Target Risk Matrix		Target Rating Description		
 Likelihood	Target Impact	B	Target Likelihood	2
		Minor		Not Likely
Latest Progress			Last Review Date	SMT Lead
22-Jun-2011 The Ryecare lifeline service has continued to expand its support for elderly and vulnerable people across North Yorkshire and now provides a significant income that subsidises other Housing Service costs. The Council also works closely with NYCC on its programme of extra care facilities, including that recently opened at Norton.			20-Jun-2011	Julian Rudd

HS 05 failure to successfully review housing service

Risk Code	Risk Title	Description			Status
HS 05	Failure to successfully review housing service	As part of the One-11 programme a review is being undertaken of the housing service (along with several others) to establish improved and more efficient working practises and to save money.			
Consequences		failure to improve performance and / or to achieve efficiencies			
Original Matrix		Original Rating Description			
		Original Impact	C	Original Likelihood	2
			Medium		Not Likely
Current Risk Matrix		Current Rating Description			
		Current Impact	C	Current Likelihood	2
			Medium		Not Likely
Target Risk Matrix		Target Rating Description			
		Target Impact	B	Target Likelihood	2
			Minor		Not Likely
Latest Progress				Last Review Date	SMT Lead
22-Jun-2011 Through the review the Housing Unit has been able to accommodate the loss of two senior staff whilst maintaining or improving performance across the board and delivering significant saving for the Council.				20-Jun-2011	Julian Rudd