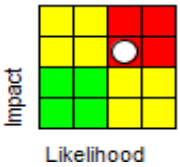
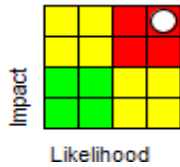
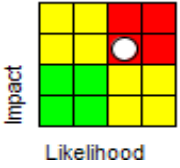
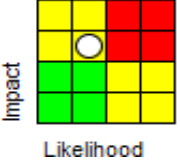
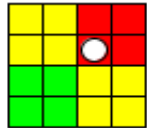
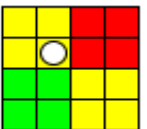
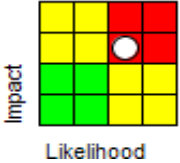
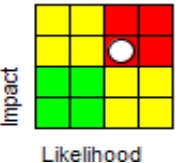
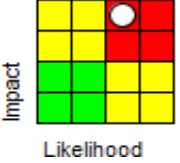


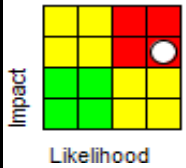
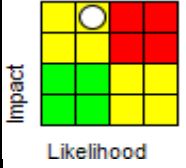
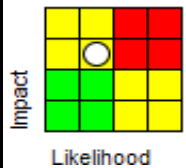
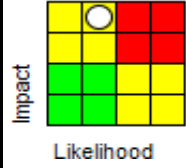
Strategic Risk Register - Quarter 2 - July to September 2016

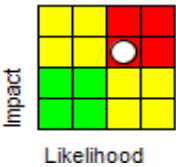
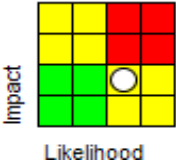
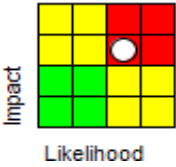
Essential Reference Paper 'G'

| Code 16SR | Title | Description | Risk Matrix | Impact | Likelihood | Target Impact | Target Likelihood | Managed By | Controls introduced in 2016/17 quarter one, and future controls planned |
|--------------|--|---|---|--------|------------|---------------|-------------------|----------------------|---|
| 1a | Risk of significant deviation from plan in terms of funding. This is predominately a risk of a significant reduction but a significant increase could also cause risks to materialise. | There is uncertainty around future funding, both from Government and other areas such as income from commodities markets for recycled materials, parking charges. There is some clarity on 2016/17 but little beyond then, particularly with the potential impact of leaving the EU and on trade relations. There are cost pressures combined with an increased awareness and scrutiny of financial position. |  | 3 | 3 | 3 | 3 | Philip Gregory | July to September 2016: The referendum vote to exit the EU has resulted in continued uncertainty. DCLG have indicated that they expect 100% Business Rates Retention to launch from April 2019. The funding situation is being carefully monitored. Settlement to be announced on 23 November 2016. |
| 1b | Business rate income significantly reduced from planned anticipated level (and current levels). | Appetite and ability as a Council to influence economic development. Neighbouring authorities reducing rates. Revaluation and appeals. (Maximum liability circa £10m if all appeals were granted). Inability to influence economic regeneration. Economic vitality. |  | 4 | 4 | 4 | 3 | Philip Gregory | July to September 2016: Consultation for 100% business rate retention closed. DCLG to review fair funding - EHDC could benefit but could lose out. |
| 2 | Risk of not having capacity / capability and flexibility to continue to deliver service levels over time. | There are challenges to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility. Also about being fleet of foot and responsiveness. |  | 3 | 3 | 3 | 2 | Emma Freeman | July to September 2016: A number of services are restructuring in line with service planning and reviewing whether they are fit for purpose in terms of capacity and capability. |
| 3 | Risk that supplier / contractor or key third sector partner fails or fails to deliver. | A number of key services are delivered through major contracts, both directly and in consortia. This is both through private sector supply chains and in conjunction with the voluntary and third sector. |  | 3 | 2 | 3 | 1 | All Heads of Service | July to September 2016: No concerns reported with any major contracts or shared service. Evaluation team and timetable established for refuse contract. |

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| 4 | Risk that investment and effort in alternative service delivery models does not deliver benefits and returns. | Moving more towards other delivery models in future with public sector partners. This is part of the wider context of the changing role of Local Government moving forward. Potential for lack of consistent political buy-in by all partners resulting in considerable effort without benefit. There is also a challenging skill set for managers due to the complexity. |  <p>Impact</p> <p>Likelihood</p> | 3 | 2 | 2 | 2 | All relevant Heads of Service | July to September 2016: Hertfordshire Building Control company commenced trading. Managed through a programme board to which Helen Standen has been appointed. Staff transferred in August 2016. New MD appointed. Housing Improvement Agency in consultation phase. Waste shared service being delivered with North Hertfordshire District Council. Timetable is slipping but remains achievable. |
| 5 | Information management: Misuse or loss of key information leading to breach. The potential disclosure of personal data inappropriately. | The Council handles a large amount of information and data which if not managed properly could be compromised. This could be perhaps through carelessness or hacking and security of the information could be compromised. Failure to comply with information governance principles. Action may be taken by the ICO. Individuals may suffer if their personal data, particularly sensitive personal data is disclosed. |  <p>Impact</p> <p>Likelihood</p> | 3 | 2 | 3 | 1 | Kevin Williams | July to September 2016: No reportable data breaches. 'Bob's Business' on line training for staff continues. Annual data protection review report submitted to July 2016 Corporate Business Scrutiny Committee. Joint IT security group established and met for first time in September 2016. Terms of reference and initial actions agreed. |

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| 6 | Impact of Housing and Planning Act. | <p>The key potential impacts are:</p> <ul style="list-style-type: none"> • Introduction of Starter Homes as a form of affordable housing, with nationally prescribed percentages to be delivered through the planning process, is likely to reduce the supply of new affordable rented homes thus reducing housing options for those on no / low incomes. This could place increased pressure on existing housing stock and potentially increase homeless approaches to the Council, leading to higher workloads • The opening up of the planning application assessment process to third parties could see workloads/income drop for the Council and its influence in decision making reduced. Potential for significant impact on staff resources, income and the ability to support direct and back office services. • Provisions for the Government to determine district plans where local authorities have not done so within certain time limits could erode the Council's reputation and ability to shape local development. • Further provisions for flexibilities with regard to fee levels and self setting of fees if the Council continues to operate established performance levels. |  | 3 | 3 | 3 | 2 | Jonathan Geall and Kevin Steptoe | <p>July to September 2016: The Housing Service is closely monitoring levels of demand. Work has commenced to investigate the viability of a Council-owned housing company which could contribute to local supply of housing in all tenures.</p> <p>District Plan (pre-submission version) approved through Committee process in September 2016 for publication in November.</p> |
| 7 | Development of a District Plan that is acceptable to the community and the planning inspectorate. | <p>Risk of not being able to agree plan in timeframe meaning: Increased costs, Lack of effective development management, Cannot bid for funding for infrastructure, lost opportunity, open to challenge in meantime, legal / reputational / political issues. Impact on New Homes Bonus.</p> |  | 3 | 2 | 3 | 2 | Kevin Steptoe | <p>July to September 2016: District Plan (pre-submission version) approved through Committee process in September 2016 for publication in November. Represents significant step forward in preparation of final plan.</p> |
| 8 | Significant development proposals at strategic sites (Welwyn Garden City, Bishop's Stortford) - need to ensure good quality developments securing all necessary infrastructure. | <p>Ambitions not achieved. Ability of building industry to deliver, including contribution for infrastructure. Poor environment. Loss of development opportunity. Reputational risk.</p> |  | 4 | 3 | 4 | 1 | Kevin Steptoe | <p>July to September 2016: Some land owners / promoters of significant sites are starting to engage with the development management process. Appropriate advice and support engaged at all relevant stages in the development process to ensure that quality development is achieved.</p> |

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| 9 | Failure to deliver Digital East Herts. | <p>Risk that services are not provided across multiple channels to improve the customer experience and realise efficiency gains.</p> <p>Step change to digital basis for service delivery will not be made within the window of invest opportunity in the next two to three years.</p> |  | 3 | 2 | 2 | 2 | Adele Taylor | <p>July to September 2016: Digital East Herts steering group established and work underway to identify the overall Target Operating Model for the Council which will underpin the move to a digital council. Overall programme plan being developed including service reviews of processes to support the move to digital delivery. Consideration will be given to any short term investment required to deliver overall programme on a case by case basis.</p> |
| 10 | Compliance with the Childrens Act 2004. | <p>Whilst the Council's self-assessment obtained ratings of at least 'adequate' there is a commitment to improve and thereby ensure the safety of children.</p> |  | 4 | 2 | 4 | 1 | Jonathan Geall | <p>July to Sept 2016: A self-assessment of the Council's position regarding tackling Child Sexual Exploitation has been completed and actions to further training and awareness raising have been identified. These will be enacted during the remainder of 2016/17. The Council's Safeguarding Policy has been revised and is being consulted on internally until mid-October before being adopted.</p> |
| 11 | Safeguarding adults. | <p>Maintain and develop interagency relationships, Council policy and training.</p> |  | 3 | 2 | 3 | 1 | Jonathan Geall | <p>July to Sept 2016: The Council's Safeguarding Policy has been revised and is being consulted on internally until mid-October before being adopted. A further series of PREVENT awareness sessions is being carried out in September to November 2016.</p> |
| 12 | Encouragement of economic vitality cross the District. | <p>Risk that opportunities to develop and improve Bishop's Stortford and Hertford town centres are not maximised through the Old River Lane Planning Framework and Hertford Urban Design Study.</p> <p>Also ensure regular dialogue with business and organisations representative of business. Interventions to be proposed where appropriate e.g. business improvement district opportunities.</p> |  | 4 | 2 | 4 | 1 | Ben Wood | <p>July to September 2016: The economic development service is being restructured to focus more upon business engagement. A new model will be implemented from January 2017 to help build stronger relations with the business community.</p> <p>Risk that HUDS funding does not come forward.</p> |

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| 13 | Extreme weather - Either unable to resource or prioritise emergency planning response and other mitigation measures. | Frequency of events likely to increase. Emergency planning response could be compromised. Impact on east/west travel in District and on infrastructure, especially transportation. Lack of resource for mitigation activity e.g. land drainage function. Impact on Council properties, particularly sites on flood plains. |  | 3 | 3 | 2 | 3 | Jonathan Geall | <p>July to September 2016: Emergency Planning training undertaken by Leadership Team. Duty rota now in place.</p> <p>Staff and volunteer contact data placed on secure page of intranet to improve resilience. (Website hosted externally).</p> <p>(Business Continuity Plan and key officer contact data to be added October 2016).</p> |
| 14 | Devolution - fail to engage and influence partners to engage leading to missed opportunities. | Hertfordshire not seen as a 'player' nationally and regionally. Unable to be proactive and engage early on in this agenda. Missed opportunities to maximise benefit. |  | 2 | 3 | 2 | 3 | Liz Watts | <p>July to September 2016: Since June 2016 a cross-county strategy group has been established to consider the five agreed themes and opportunities for deeper collaboration (potentially with some limited devolution 'asks' at some point in the future). The new Conservative leadership has still not given clear guidance about the future of devolution in two tier areas.</p> |
| 15 | Referendum vote to leave EU. | Further budget reductions likely. Potential impact on the economy, particularly employment and the housing market. Loss of EU funding for local schemes. Legislative changes. |  | 3 | 3 | 3 | 2 | Ben Wood | <p>July to September 2016: Watching brief being kept due to uncertainty around timing and impact of Brexit. EU funded projects which are approved before the Autumn Statement have been financially guaranteed by the Treasury and the team have worked hard to get as many projects approved as possible. RDPE funding is secured for the life of the project.</p> |