

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	<p>1- Insufficient financial resources to provide statutory services</p> <p>Risk Owner – Head of Strategic Finance & Property</p>	<ul style="list-style-type: none"> Reduction in government grant combined with higher demand for demand-led services such as homelessness, or failure to generate income. Failure to realize capital receipts from disposals to support capital expenditure. External auditor challenges MRP Policy and capital financing decisions Council Tax referendum levels set too low to generate sufficient tax revenue Sudden economic downturn results 	<ul style="list-style-type: none"> Reductions in services required Performance against community expectations and targets reduced Investment in improvement not possible or severely reduced Failure to meet statutory duties with potential for legal action or Local Government Ombudsman finds significant cases of maladministration Corporate Manslaughter charges if maintenance works not carried out, e.g. Legionella in air handling and cooling units Large numbers of staff redundancies Major media engagement Potential for MHCLG intervention 	<ul style="list-style-type: none"> Minimum Balances held on risk assessment basis to cushion impact over short term (max 2 years) Modelling of impact of grant settlement scenarios and function and funding changes Three-year MTFP savings programme Transforming East Herts savings plan to deliver savings and efficiencies through an emphasis on digital self-service; process automation; agile working leading to a much-reduced accommodation requirement with target of £1 million cashable savings. Transforming East Herts Commercial Strategy specifies commercial skill sets and set out the council’s approach to risk appetite and gives guidance on how income generating ideas should be taken forward. New capital programme items must make a return for the investment in cost reductions or income on top of covering the interest and MRP costs

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
		<p>in negative Tax base figures because of increased local Council Tax support claims</p> <ul style="list-style-type: none"> • Members do not agree significant savings budget setting leading to an unbalanced budget which leads to a s.114 report • Delay and/or significant cost over runs on major projects 	<ul style="list-style-type: none"> • Delay leads to cost increases beyond the ability of the council to finance the capital costs • Delays and cost overruns lead to non-delivery of savings requiring service offer reductions to compensate • Projected savings not achieved after project completion due to changes in market away from service offer • Significant local media engagement • Reputational damage. 	<ul style="list-style-type: none"> • Charges will be required to be in conformity with policy on fees and charges recovering total costs and concessions will need to be justified in policy terms and funded by higher charges for others. • Business case reviews to ensure that projects make a return • For major projects cost and income estimates commissioned from industry expert consultants to feed into business case • Project delivery by Major Projects Team with quarterly reports on progress to Leadership Team and Executive. • Capital Programme is phased and financed across years and contingency built into budgets so can be re-phased if required.

Update on current position

In developing our medium and longer term plans we need to have regard to the broader context in which we will be working. This includes:

- The impact of operating in the current economic situation with significant inflation driven by global supply chain issues and the impact of the Russo-Ukrainian war and the “weaponisation” of energy supplies and grain foodstuffs by the Russian government causing global price increase and supply shortages.;
- The shape of the government’s economic and policy agenda, which appears to be to put off any hard decisions until after the next election, so there will be no reform of the funding formula, business rates and the waste strategy has had implementation dates put back for the collection of food waste and the introduction of Extended Producer Payments for packaging providers. There is no sign of additional funding for local government other than tinkering round the edges of the system to maintain councils like East Herts with funding protection to stand still in cash terms (with inflation this means a real terms cut).
- The cost of living crisis and the high likelihood of the UK falling into recession will cause spending pressures in a number of areas: the final pay award is likely to exceed the budget provision of 4%; inflation on contracts has already exceeded the budget provision of 4%; business failures will increase with knock-on unemployment e.g. Wilko going into administration with the possibility of their store in Bishop's Stortford closing; potential increases in local council tax support being claimed; customers being unable to pay the council leading to higher levels of debt and write offs;
- Specific uncertainty over the future of local government funding, with Government still not publishing 3-year settlements making planning over the medium term less certain.
- The growing impact of climate change on service delivery and costs as well as the national and local commitments to achieve carbon neutrality;

The latest MTFP Projections were reported to Council in March 2023 and require the Council to make savings of at least £6 million in the next 4 years. This figure is certain to increase with the impacts of inflation and increased borrowing costs. Savings of this magnitude are beyond efficiencies and Members will need to make some challenging decisions which will inevitably lead to service reductions, increases in fees and charges and the sale or transfer of assets. The capital programme

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

will need to be reduced to fund essential health and safety and legal compliance works. The capital programme is financed mainly through borrowing which adds revenue pressure through servicing the debt.

The Council's business and financial planning is underpinned by the Corporate Plan and its priorities, which provide a clear focus for decisions about spending and savings and direct activity across the Council. The joint administration will produce the new Corporate Plan for the council for approval alongside the budget.

Savings plan for 2023/24 is on target with the restructure of Strategic Finance and Property having been completed and delivering the £328k planned saving which is 37% of the total savings plan.

Fees and Charges policy approved at December 2021 Council which sets full recovery as the standard charging basis. There have been a number of below cost charges agreed with no clear policy or justification in the past that are having to be dealt with as part of aligning charges with North Herts for joint commercial waste services. New template developed for staff hourly charges for full cost recovery developed for income opportunities with other local authorities.

Hartham Leisure Centre is due for completion in September 2023 and this has been delivered under budget.

Hertford Theatre construction works commenced May 2022 and currently in discussion with main contractor over price increases. Old River Lane main development by Cityheart to proceed with Arts Centre development paused for public consultation.

All major capital projects are at risk of price increases as a result of the combined impact of COVID / BREXIT related inflationary pressures. In addition to the increasing cost of materials, there is a significant shortage of labour supply for the construction and M&E industries, which is in turn pushing up the price of labour. This is a national issue as evidenced by the average 6% increase in the Office for National Statistics Construction Output Prices Index. The insurance market has also hardened significantly with premiums increasing by 13%

Labour market shortages is driving up pay and this has led to pressures on the cost of the waste contract as well as the cost and delivery of building materials. The price of labour for construction has increased due to skills shortages.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	<p>2 – Insufficiently robust governance arrangements to make robust decisions</p> <p>Risk Owner – Chief Executive / Head of Communications Strategy & Policy</p>	<ul style="list-style-type: none"> • Brexit trade deal risks • Planning policy changes • Local government reorganisation / Devolution • Climate change / zero Carbon / Build Back Greener • Change to local taxation • Leadership /Management change • Recession leading to increase in unemployment, business failure; low business growth and commercial property values decreasing significantly. 	<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. • Non-Tariff barriers leading to supply chain price increases and longer replenishment times. Some UK businesses may relocate to the EU making current domestic supplies into imports. • Government policy changes to introduce development zones, ends s.106 and CIL for government infrastructure levy • Government imposes unitary authorities and reduce exchequer grants by savings made • District required to be carbon neutral from 2030 and Government targets set with fines for non-achievement 	<ul style="list-style-type: none"> • Address issues of labour shortage with contractors at progress meetings. Raise skills shortages at the LEP to ensure we train young people. • Consider forward funding stockpile of materials subject to delays as part of contract mobilisation • Consider risks to supply chain as part of procurement exercises • Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies • Both officers and Members are engaged in Herts Growth Board (with consideration of the devolution framework in the Levelling Up White Paper which was published in February 2022) • Work underway to progress carbon reduction and also exploring potential investments that support

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
			<ul style="list-style-type: none"> • Business Rates and or Council Tax replaced with Land Value Tax or Local Income Tax • Potential protests and non-payment campaigns • Measure may end land banking with developers commencing on multiple sites to build out permissions and avoid LVT • Uncertainty as to tax yields and redistribution mechanisms cause difficulties budgeting • Change in leadership politically sets radically different policy agenda and tone • Change in Leadership Team structure • Unemployment. • Empty properties / shops. • Lower rental income from council property portfolio. • Increased demand on council services. • Reduction in Council Tax Base due to LCTSS being a discount. 	<p>this aim but would also produce income for the council in the medium term.</p> <ul style="list-style-type: none"> • Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies. • LVT is in operation in Denmark, Estonia and Latvia and there are suggested routes to implementation already published. Local Income Tax would require key data from HMRC before implications could be understood. • Corporate Plan process • Member induction and training • Code of conduct • Monitoring Officer/ s.151 officer • HR policies • Estimates of workload v capacity • Corporate Plan process • European Regional Development Fund project to support businesses with advice and support on growing. Ware and Bishop’s Stortford Launchpad are both seeing strong demand.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
			<ul style="list-style-type: none"> Reduction in Business Rates income to the safety net level 	<ul style="list-style-type: none"> UK Shared Prosperity Fund investment plan submitted to DLUHC, focusing partially on business support and growth.

Update on current position

- External environment is uncertain due to economic slow down, high inflation and cost of living challenges. The Councils' MTFP went to Exec on 14th Feb and Council on 1 March setting out pressures and proposed responses in terms of the impact on inflation, wage pressures and material costs to the council directly and through its contractors.
- The UK Shared Prosperity Fund has also been confirmed as going ahead by government and projects will be delivered within 2023/24
- Further inflationary pressure is building with public sector pay disputes and the union pay claim for 2023/24 is for a 13% increase plus work to tackle the real terms pay reductions for local government staff. It is unlikely that pay awards of 2% can continue and there are already shortages of qualified staff which is being made worse by qualified staff being able to command salaries 32% higher in the interim and agency sectors.
- Resident satisfaction with the council increased in the residents' survey launched in November 2022 which demonstrates that hard decisions to reduce service levels or introduce new or higher charges, if properly explained, seem to be accepted by the public.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	<p>3. IT failure adversely impacting on cyber security and/or effective service provision</p> <p>Risk owner – Deputy Chief Executive</p>	<ul style="list-style-type: none"> Data and/or information lost causing breach of Data Protection Act Cyber-attack results in total loss of data and systems Investment in ICT does not result in savings 	<ul style="list-style-type: none"> Substantial fine from Information Commissioner Major media engagement Reputational damage Disruption to services potentially long-running Inability to carry out enforcement as no records to check against Resources devoted to recovery moved off to assist police investigation delaying recovery Major media engagement Reputational damage Council becomes financially unsustainable 	<ul style="list-style-type: none"> Network Virtual Desktop configuration prevents download of data to local storage devices Network firewall and security systems tested and monitored Staff training Confidential waste shredded Massive reductions in printing since pandemic Intuned laptops to be rolled out underway Projects to include estimated benefits and monitored through benefits realisation reports. The investment requirements are tried and tested systems that have resulted in savings elsewhere.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

- Cyber Security and system resilience continue to be a high risk for the council. It is unlikely that this assessment will change due to the unforeseen nature of cyber attacks
- The new Head of IT Shared Service started on 27th March 2023 and is currently reviewing the position across all areas and will be bringing an update to Leadership Team on his initial findings in due course. As per the previous update there continues to be considerable cost demands for upgrades to services and this remains a funding issue for the council

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	4. Staff capacity shortages affecting the ability to deliver services Risk Owner - Head of Human Resources and Org Development	<ul style="list-style-type: none"> • Loss of key staff • Staff capacity unable to deliver projects • Unable to recruit to key posts • Industrial action 	<ul style="list-style-type: none"> • Disruption to Council services • Poor customer service • Internal control or governance failure • Reputation damaged in the media • Staff cannot undertake level or volume of work to meet all priorities • Council does not deliver performance expectations • Opportunities lost to improve outcomes • Partners lose confidence in ability to deliver • Public lose confidence in ability to deliver 	<ul style="list-style-type: none"> • Staff / manager development including the on-line learning pool and maximise the benefits of the apprenticeship levy. • Develop a future manager programme. • Succession planning for key staff within Services • Use of flexible retirement to ensure continuity of experienced staff whilst bringing on staff into roles • Prioritisation of work through the Corporate Plan and Executive Members • Major projects taken forward with corporate project management standards via the Major Projects Team • Market supplements where appropriate

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
			<ul style="list-style-type: none"> • Disruption to Council services • Poor customer service • Internal control or governance failure • Reputation damaged in the media • Disruption to Council services • Poor customer service • Non-delivery of projects 	<ul style="list-style-type: none"> • Selective use of external resources and contingent labour through neutral vendor to drive down costs. • Internal communications emphasising welfare and mental health • Review the external trading model to ensure it 'washes its face' and does not impede on our ability to support HR / OD within the council. • Contingency planning

Update on current position

We continue to face challenges in recruiting to posts particularly in Planning (also in Legal, Housing and senior R&B posts) where there is both a local and national skills shortage (a market supplement has been introduced for Planning (and legal planning) to both recruit and retain but it has had limited success so far due to supply. In some cases we are still reliant on agency / interim staff to cover vacant posts whilst we try to recruit, particularly for the Senior HR Manager role.

Lean Six Sigma phase 3 did review our end-to-end recruitment process to ensure it is easy to use and offers the candidate a great experience, how we advertise, our learning and career development offer etc. A follow up meeting with HR is being arranged to consider recommendations for improvement. As part of transformation, we are also challenging ourselves about the skills sets we need to deliver services moving forward and this does mean looking at all of the roles we have that are traditional in councils and seeking alternatives where appropriate.

Turnover is at 12% which and remains in line with averages in the sector, but we will see some increase in this turnover figure as restructuring is progressed. We still have some one-off key roles that would leave us vulnerable if the postholder were to leave. We are looking at succession planning across the council to 'grow our own' across the council. We are using the Blueprint and Next Steps Programmes to deliver this.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

As part of Transforming East Herts a programme of cultural change needs to be put in place with the first deliverable being commercial skills training.

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
C 4	5. Supply chain / contractor failure and its impacts on services Risk owner - Head of Operations	<ul style="list-style-type: none"> Poor performance or failure of key partner or contractor Failure to mobilise major outsourced contracts properly and/or on time 	<ul style="list-style-type: none"> Disruption to all Council services Additional costs resulting from response Demand to partner organisations to provide mutual aid to support our response Cost and time involved in unplanned procurement exercises Major media engagement Reputational damage Damage to relations with outsourcing partner and potential damages claim 	<ul style="list-style-type: none"> Risk of contractor failure increased due to COVID. Regular discussions are continuing with contractors and key third sector partners to ensure minimal failures in delivery. Credit risk scores are obtained for major contractors during the operation of the contract and particular attention is paid to trade news concerning contractors' financial health. Offer of open book accounting to examine any potential cost increases as a result of changing circumstances. Waste-related business continuity plans are also regularly reviewed. Brexit restrictions and the closure of Asian export markets will impact on the sale of materials and income may cease and costs may increase. Talks are ongoing with other Hertfordshire authorities to determine alternative options. The council is investigating a circular economy option for the plastics waste stream in particular.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

- Risk of business failure remains the same due to inflation, risk of recession and Brexit: staff shortages and increased use of agency staff (and risks associated with service delivery of no shows, not knowing the routes etc); Business continuity plans refreshed and regular dialogue maintained with contractors who have been informed the council would look at cost increases provided the council was told in advance and the contractor undertook to use reasonable endeavours to resolve cost pressures themselves.
- Customer numbers and membership figures closely monitored at leisure centres. Continued discussions with contractor to monitor impacts of utility prices and exploring options for purchasing energy that reduces costs. Grange Paddocks has exceeded income expectations and it is hoped Hartham follows suit when fully opened later this year.
- Contingency plans to step in should contractors fail. Principal route will be to use a TEKAL company to provide the service pending retendering as the company vehicle preserves the private sector T&Cs of employment.
- Recyclate prices vary widely month by month but generally all recyclate is now a cost to take for processing and no net income is earned. The Extended Producer Responsibility for packaging has been delayed a year. This would have meant payments to the council for collecting packaging materials. Haulage and recyclate processing contract to be retendered in 2023/24. Waste, Recycling and Streets contract Competitive Dialogue process has begun with three bidders for the contract.
- Shortage of staff in the joint client unit has meant that some areas of work have stopped to concentrate on performance management of contractor.
- HCC AFM system to end in 2023/24 but East Herts had removed AFM from budget in 2021/22 as income very low. 2022/23 AFM income windfall gain but no budgetary impact from AFM change on East Herts.
- APCOA parking contract extended with cost saving and promise to replace all fossil fuel vehicles with electric vehicles.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	<p>6. Risk a Judicial Review and/or major legal challenge would have on the Council</p> <p>Risk owner - Head of Legal and Democratic Services</p>	<ul style="list-style-type: none"> • Council loses case • Not enough staff to deliver services internally • Inability to recruit to key posts 	<ul style="list-style-type: none"> • Council policies may no longer be fit for purpose • Unregulated activity until soundly based policy put in place • Large costs award against Council • Reputational damage • Major media engagement • Monitoring Officer and/or s.151 officer issues Report in the Public Interest • Department for Levelling Up, Housing and Communities intervention • Potential requirement to repeat procurement exercise and compensate unsuccessful bidders in first exercise • Additional and or abortive costs • Dip in quality of support being offered. • Delay in response time and consequential impact on deadlines. • Points not being picked up at an early enough stage. • Increased expenditure on obtaining external support. • Existing staff spread too thinly. 	<ul style="list-style-type: none"> • All Executive, Committee and Council reports require sign off by legal and finance to ensure compliance with budget and policy framework and current legislation. • List of policies maintained with review dates. • Information Governance function strengthened to ensure compliance with data protection. • Policies should be backed by evidence and Leadership Team consideration involves constructive challenge as well as formal Monitoring Officer and s.151 officer. • Periodically going out to recruit to test the market at a given time. • Reviewing external advice to ensure it is to the required standard.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

A successful legal challenge resulting in one of the Council's major capital projects being halted could potentially result in heavy financial penalties or repercussions. There are no updates on the previous quarters position

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 2	7. Unadopted local plan acts against controlled development Risk owner - Head of Planning	<ul style="list-style-type: none"> Failure to refresh District Plan to timescales and /or refreshed District Plan found to be unsound at examination 	<ul style="list-style-type: none"> Planning becomes developer led rather than planning policy led through 5-year land supply test Additional costs to redo work Additional costs of planning appeals and possible judicial reviews Reputational damage Loss of affordable housing and S.106 / community infrastructure levy benefits Failure to meet 5-year Housing Land Supply requirements Possible intervention by the Department for Levelling, Housing & Communities 	<ul style="list-style-type: none"> Evidence based planning policy decisions Strong focus on Member, Parish, partner and community buy-in

Update on current position

It is a legal requirement for Local Planning Authorities to review local plans at least once every five years. Reviews should consider changing circumstances affecting the area, or any relevant changes in national policy.

- It is a legal requirement for Local Planning Authorities to review local plans at least once every five years. Reviews should consider changing circumstances affecting the area, or any relevant changes in national policy.
- The District Plan was adopted in October 2018, over 4-years ago. There has been significant uncertainty around the government's proposed reforms to the planning system and uncertainty around the standard method for assessing housing need.
- Early work has suggested that the District Plan will need to be updated to reflect various changes that have been made to national planning policy (including new policies on climate change; sustainability; biodiversity; and design) and a potential update to local housing need.
- The published consultation on the NPPF provides some clarity on the government's proposed reforms and will enable the Council to progress more detailed work over forthcoming months although no specific date has been confirmed by the government.
- Whilst it difficult for the Council to agree a detailed timeline at this stage, work can begin updating the plan's evidence base, so that the Council is in a strong position to commence any formal stages once the government has confirmed any changes to the planning system.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	<p>8. Lack of mitigation of and adaptation to climate changes adversely impacts of service delivery</p> <p>Risk owner - Head of Housing & Health</p>	<ul style="list-style-type: none"> • Severe weather causing major incident (includes flood, wind, snow, cold and heat) • Drought • Weather extremes require substantial retrofit costs for asset adaptations 	<ul style="list-style-type: none"> • Disruption to Council services as staff diverted to response • Additional costs of response • Service changes required if long recovery phase • Service change required to adapt e.g. heatwave early day starts • Major media engagement • Disruption to some services through water restrictions • Additional costs of support to vulnerable service users • Public health issues • Non-availability of capital resources may cause working conditions on some days to be unbearable. • Instances of abandoning assets where hold the line defences against floods no longer viable • Increasing attacks by non-native species causing biodiversity loss • Increased costs arising from new operating requirements, e.g. sustained +30 degree heat requires refuse freighter insides to be degreased and jetted out regularly to prevent oils and fats combusting 	<ul style="list-style-type: none"> • Business Continuity Plan Severe Weather section • Emergency Plan including specific response plans to flooding etc. • Health and Safety Policy details severe weather response • Council reducing carbon footprint for the district • Emergency Plan • Business continuity plan • Council reducing carbon footprint for the district • New modern workspace work stream of the Transformation Programme will address climate change issues in the design

East Herts Council Corporate Risk Register – 2023/24 quarter one

Update on current position

- East Herts recently updated our position by declaring a Climate Change Emergency, a reaffirming of our commitment. This includes commitments laid out on our [website](#)
- Diesel vans in the municipal fleet replaced by Nissan Leaf Battery Electric Vehicles saving 242 tonnes of CO2 per year
- Implement stricter emission requirements for all taxi/private hire new vehicle application and renewals, 100% will be electric or euro 6 by April 2023
- Seeking external funding to introduce e- vehicle chargers in rural locations of district and all of EHDC land holdings
- Planting or provided over 7,700 trees in 22/23
- Survey work to assess costs with a view for government funding for decarbonisation of heating and hot water at Wallfields
- Multi-agency environmental and climate change forum continues
- Engagement with insurers over design / materials for new buildings. Use of sustainable materials and modern methods of construction proving problematic. Insurers want more emphasis on property protection (in addition to life saving standards)
- Major developments are also situated in or adjacent to flood zones. Construction insurance for Hertford Theatre procured after significant difficulties due to the materials and methods of construction, plus the flood risk. Premium rates substantially higher than normal. Similar difficulties anticipated with buildings insurance upon completion
- HCCSP strategic theme – adaptation.
- Climate Change Strategy 2022 – 2026 approved by Council in July 2022.
- Adaption risk register and action planning work under way with a view to publishing adaption risk register alongside corporate risk register

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 1	9. Serious harm to a child or adult a risk due to inadequate safeguarding arrangements Risk owner - Head of Housing & Health	<ul style="list-style-type: none"> • Child / vulnerable adult protection failure 	<ul style="list-style-type: none"> • Possible legal action for damages • Possible prosecution • Major media engagement • Reputational damage 	<ul style="list-style-type: none"> • Safeguarding policy • Annual training for staff and Members

Update on current position

9. Child / Vulnerable Adult Protection.

The annual safeguarding training has been updated from 2023/24.

East Herts Council Corporate Risk Register - 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 2	<p>10. Discrimination or indirect indiscrimination arising from inadequate attention to the public sector equality duty</p> <p>Risk owner - Head of Housing & Health</p>	<ul style="list-style-type: none"> Council found to have discriminated against individuals or communities with protected characteristics OR council has made a decision without considering equalities and diversity implications. 	<ul style="list-style-type: none"> Possible legal action for damages Possible enquiry and report by Equalities & Human Rights Commission Major media engagement Reputational damage 	<ul style="list-style-type: none"> New strategy being developed to address challenges and embed equalities and diversity in decision making.

Update on current position

Responsibility for equalities has transferred to the Community Wellbeing Team. Part of their approach will be to refresh the strategy and agree a new set out of actions going forward.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 2	<p>11. Inadequate Internal control measures impacts on service delivery</p> <p>Risk owner - Head of Strategic Finance and Property</p>	<ul style="list-style-type: none"> Failure of internal control or unethical behaviour 	<ul style="list-style-type: none"> Qualified accounts Possible Police involvement if fraud involved Major media engagement Reputational damage Increased costs as a result of loss or fine or compensation payments 	<ul style="list-style-type: none"> Key reconciliations carried out regularly. Internal audit work planned and undertaken on key areas. Assurance Mapping Electronic workflow where controls much harder to circumvent Separation of duties appropriate to the staffing numbers

Update on current position

Audits remain on track and there is sufficient audit scope for an assurance opinion to be given

Assurance Mapping approach for key systems introduced which shows visually where assurance is gained and also identifies duplications and unnecessary steps which will inform officers undertaking lean process reviews and help Audit & Governance Committee to see where there are risks and then internal audit resources can be directed there.

Full suite of updated anti-fraud and corruption policies approved by Audit and Governance Committee in November 2021. Intranet and website content updated. The Shared Anti-Fraud Service recommenced meetings with teams to provide training and increase awareness.

The s.151 Officer is working closely with the Monitoring Officer to ensure the Annual Governance Statement reflects any changes to governance required to reflect the planned move to the committee system by the fourth year of this council.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 3	<p>12. Outbreak of disease in humans impacting on service delivery and our residents</p> <p>Risk owner - Head of Housing and Health</p>	<ul style="list-style-type: none"> • Pandemic and/or Public Health Emergency Declared 	<ul style="list-style-type: none"> • Loss of staff and/or key skills due to illness and related absenteeism • Requirement to enable entire workforce to work from home • Requirement for Council and Committees to meet via video conference • Loss of income/additional costs • Loss of essential services /utilities/ suppliers • Demand from partner organisations to provide staff and other resources to support their response • Major media engagement • Disruption to all Council services • Increased risk of fraud from support programmes 	<ul style="list-style-type: none"> • Business Continuity Plan • Emergency Plan • Dynamic risk assessments and keeping office open and COVID secure in line with government guidance. • Agile working introduced and scaled up to ensure social distancing • Fraud alerts on pandemic circulated by SAFS

Update on current position

The threat of new variants and new waves of infection is real and constant, but our agile working policy means the Council is much better positioned to adapt. The recent decision in May 2023 by the World Health Organisation to declare an end to the virus as a "global health emergency" is reflective on its lessening impact on our residents. However, the virus continues to mutate and a new variant has led the Government to introduce a booster vaccine programme for vulnerable and over 65s categories and it is closely monitoring the variant with a view to extending the booster programme to the over 50s should it be thought necessary to respond to the variant mutations.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 1	<p>13. Inadequate Business Continuity Plan / Emergency Plan and its impact on the Council and its residents</p> <p>Risk owner - Head of Housing & Health</p>	<ul style="list-style-type: none"> Major Incident Occurs Plan fails 	<ul style="list-style-type: none"> Loss of essential services / utilities/ suppliers Demand from partner organisations to provide staff and other resources to support their response Major media engagement Disruption to all Council services Unable to support partner organisations to provide staff and other resources to support their response Possible legal action or public inquiry 	<ul style="list-style-type: none"> Emergency Plan Major Incident protocols Business Continuity Plan Keep plans under review every 6 month and keep evidence. Review of response after every incident Training for staff in EP roles Regular exercises once a quarter Emergency and Resilience work provided through Hertfordshire County Council

Update on current position

- Desk top exercise accessing plans and refresh of contact lists to be undertaken
- Communications test undertaken from County to Districts to check notification cascade.
- Review of business continuity plan by internal team underway. Cabinet Office review of cyber security has led to grant funding plus a Cyber Treatment Plan is now in place. All staff and Members have completed mandatory cyber risk online training. Proposed test of the emergency plan postponed during pandemic. The test will be the priority once the business continuity plan review is complete.

East Herts Council Corporate Risk Register – 2023/24 quarter one

Key to scoring

Likelihood	Score	Description	Likelihood of occurrence	Probability of occurrence	
	4	High	Monthly	The event is expected to occur or occurs regularly	
	3	Medium	Annually	The event will probably occur	
	2	Low	1 in 5 years	The event may occur	
	1	Very Low	Less frequently than 1 in 5 years	The event may occur in exceptional circumstances	

Impact	Score	Description	Financial	Reputation	Service / operation
	A	Critical	> £1m p.a.	Serious negative media	Catastrophic fall in service quality or long-term disruption to services
	B	Significant	£400,000 to £1m p.a.	Adverse national media	Major fall in service quality or serious disruption to services
	C	Marginal	£100,000 to £400,000 p.a.	Adverse local media	Significant fall in service quality
	D	Minor	< £100,000	Public concerns restricted to local complaints	Little impact to service quality