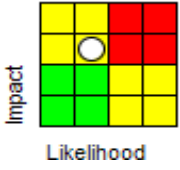
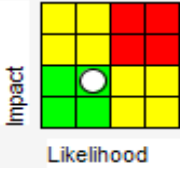
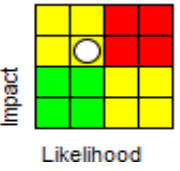
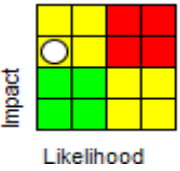
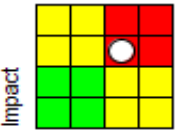
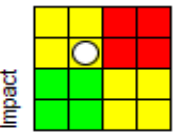


Strategic Risk Register - Quarter 3 - October to December 2016

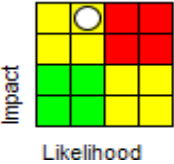
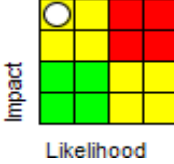
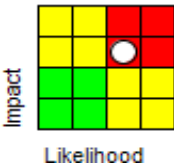
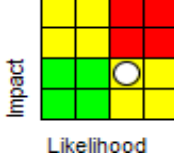
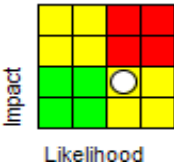
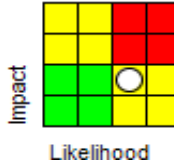
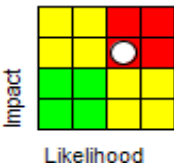
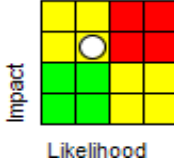
Essential Reference Paper 'F'

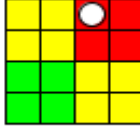
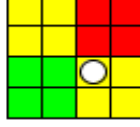
Code 16SR	Title	Description	Inherent Risk Matrix	Inherent Impact	Inherent Likelihood	Controls introduced in quarter three, and future controls planned	Residual Risk Matrix	Residual Impact	Residual Likelihood	Managed By
1a	Risk of significant deviation from plan in terms of funding. This is predominately 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. 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.	<p>Likelihood</p>	3	3	October to December 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. The Healthcheck reporting process remains in place.	<p>Likelihood</p>	3	3	Isabel Brittain
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.	<p>Likelihood</p>	4	4	October to December 2016: Consultation for 100% business rate retention closed. DCLG to review fair funding - EHDC could benefit but could lose out.	<p>Likelihood</p>	4	3	Isabel Brittain
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.	<p>Likelihood</p>	3	3	October to December 2016: Four services restructuring at present. Resource and capacity of service areas being considered.	<p>Likelihood</p>	3	2	Emma Freeman
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.	<p>Likelihood</p>	3	2	October to December 2016: No concerns reported with any major contracts or shared service. Waste tender four months behind but under control and not a significant cause of concern at present.	<p>Likelihood</p>	3	1	All Heads of Service

Code 16SR	Title	Description	Inherent Risk Matrix	Inherent Impact	Inherent Likelihood	Controls introduced in quarter three, and future controls planned	Residual Risk Matrix	Residual Impact	Residual Likelihood	Managed By
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.		3	2	October to December 2016: Work has commenced to investigate the viability of a Council-owned housing company. Member briefing session scheduled for 10 January 2017, with Chief Executive of another authority invited to discuss experience.		2	2	All relevant Heads of Service
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.		3	2	October to December 2016: No reportable data breaches.		3	1	Kevin Williams

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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	<p>October to December 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. Member briefing session about housing company scheduled for 10 January 2017.</p> <p>District Plan published for consultation in November 2016, and process concluded December 2016.</p>		3	2	Jonathan Geall and Kevin Steptoe

Code 16SR	Title	Description	Inherent Risk Matrix	Inherent Impact	Inherent Likelihood	Controls introduced in quarter three, and future controls planned	Residual Risk Matrix	Residual Impact	Residual Likelihood	Managed By
7	Development of a District Plan that is acceptable to the community and the planning inspectorate.	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.		3	2	October to December 2016: District Plan published for consultation in November 2016, and process concluded December 2016. Further steps achieved towards final plan.		3	2	Kevin Steptoe
8	Significant development proposals at strategic sites (Welwyn Garden City, Bishop's Stortford) - need to ensure good quality developments securing all necessary infrastructure.	Ambitions not achieved. Ability of building industry to deliver, including contribution for infrastructure. Poor environment. Loss of development opportunity. Reputational risk.		4	3	October to December 2016: Continue to maintain dialogue with potential developers.		4	1	Kevin Steptoe
9	Failure to deliver Digital East Herts.	Risk that services are not provided across multiple channels to improve the customer experience and realise efficiency gains. Step change to digital basis for service delivery will not be made within the window of invest opportunity in the next two years.		3	2	October to December 2016: Agreed programme plan at Leadership Team in December 2016, and prioritisation session then held with Managers. Detailed prioritisation plan to be discussed with Heads of Service in January 2017 to exploit opportunities for quick wins, as well as ensuring process reviews link in with other projects being delivered across the organisation.		2	2	Adele Taylor
10	Compliance with the Childrens Act 2004.	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.		4	2	October to December 2016: Thorough self-audit undertaken using Hertfordshire County Council template. Issues of concern have been addressed.		4	1	Jonathan Geall
11	Safeguarding adults.	Maintain and develop interagency relationships, Council policy and training.		3	2	October to December 2016: WRAP / Prevent training almost complete. One final session remains. Dementia Friends training offered to staff.		3	1	Jonathan Geall

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12	Encouragement of economic vitality cross the District.	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. Also ensure regular dialogue with business and organisations representative of business. Interventions to be proposed where appropriate e.g. business improvement district opportunities.		4	2	October to December 2016: Member steering groups established. Funding achieved for HUDS first project.		4	1	Ben Wood
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	October to December 2016: Emergency Plan placed on website to improve resilience, replacing memory sticks. Testing of out of hours escalation / call cascade undertaken. Test of Business Continuity Plan took place on 31 October 2016, with weaknesses identified now being tackled. All services are also preparing their own specific plans.		2	3	Jonathan Geall
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	October to December 2016: Some work is continuing across the 10 districts and county in relation to the proposed options for collaboration (rather than devolution). Still lack of clarity from government about options for devolution in two tier areas, especially non-mayoral options.		2	3	Liz Watts
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	October to December 2016: Rural Development Programme funding has been guaranteed by the Government up to the point at which the UK leaves the EU.		3	2	Ben Wood

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New 16	Development of Old River Lane, Bishop's Stortford.	The acquisition of the Old River Lane site presents opportunities to revitalise and shape the town centre, but there are risks around undertaking large-scale development, including land use choices, viability, impact on other areas and functions of the town centre, etc.		4	3	October to December 2016: Draft vision and planning framework for the town centre released, and public exhibition / consultation undertaken.		2	3	Liz Watts