

Code 18 SR	Title	Description	Inherent impact	Inherent likelihood	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. The potential impact of leaving the EU and on trade relations will cause ambiguity with regard to the future financial position.	3	3	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.	4	4	4	3	Isabel Brittain
2	Risk of not having a workforce fit for purpose with the capability and experience to deliver appropriate services.	The challenges are to ensure that the council has a workforce fit for the future and resilient in terms of skills, capacity and flexibility.	3	3	3	2	Kate Leeke

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
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	2	2	All relevant Heads of Service
5a	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	3	1	Alison Stuart

5b	Information management: Cyber risk. Inconsistent application of information management standards and security controls could increase the likelihood of data or data systems being compromised.	Viral attack affecting hardware or software information systems. Theft, loss or improper disclosure / use of confidential information. Service disruption or loss. Reputational damage. Regulatory fines or compensation claims.	4	2	4	1	Helen Standen
6	Production of a District Plan meeting community and regulatory needs.	Risk of the Plan being found unsound at Examination and not being adopted or subject to legal challenge resulting in: <ul style="list-style-type: none"> <li>• Increased costs</li> <li>• Lack of effective development management</li> <li>• Cannot bid for funding for infrastructure</li> <li>• Lost opportunity</li> <li>• Open to challenge in meantime</li> <li>• Legal / reputational / political issues</li> <li>• Impact on New Homes Bonus</li> </ul>	3	2	3	1	Kevin Steptoe
7	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	4	1	Kevin Steptoe

8	Failure to deliver Digital East Herts and improved customer access and engagement.	<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 years.</p> <p>£500,000 built in to budget but the majority of these savings will be realised in 2019/20.</p>	3	2	2	2	All Heads of Service
9	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
10	Safeguarding adults.	<p>Maintain and develop interagency relationships, council policy and training.</p>	3	2	3	1	Jonathan Geall
11	Encouragement of economic vitality across the District.	<p>Risks that opportunities to maximise inward investment, employment and economic growth are not maximised in the district.</p> <p>Also ensure regular dialogue with business and organisations representative of business.</p> <p>Interventions to be proposed where appropriate e.g. business improvement district opportunities.</p> <p>Refresh of economic vision planned for summer 2018.</p>	4	2	4	1	Ben Wood

12	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
13	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
14	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	2	3	Liz Watts