

Strategic Risk Register 2019/20

Essential Reference Paper 'B'

Risk Code	Risk Title	Description	Current Impact	Current Likelihood	Target Impact	Target 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	Simon O'Hear

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	Leadership Team
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	Leadership Team
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	Significant development proposals at strategic sites - 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
7	Failure to deliver Digital East Herts and improved customer access and engagement.	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. £500,000 built in to budget but the majority of these savings will be realised in 2019/20.	3	2	2	2	Leadership Team

8	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	4	1	Jonathan Geall
9	Safeguarding adults.	Maintain and develop interagency relationships, council policy and training.	3	2	3	1	Jonathan Geall
10	Encouragement of economic vitality across the District.	Risks that opportunities to maximise inward investment, employment and economic growth are not maximised in the district. Also ensure regular dialogue with business and organisations representative of business.	4	2	4	1	Benjamin Wood
11	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
12	Referendum vote to leave EU.	Risks identified through Member Task and Finish Group on Brexit (which reported to Executive in February 2019). Major areas include possible economic slowdown and associated knock on effects. (E.g. Reduced business rate income, increased demand on key services such as housing) as well as impact on Stansted Airport (the largest	3	3	3	2	Benjamin Wood

		private sector employer of residents in the district).					
13	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	3	2	Liz Watts