

	Title	Description	Current		Target		Owner	Controls introduced or planned.
			likelihood score	impact score	likelihood score	impact score		
1	Resources	<ul style="list-style-type: none"> <li>The lockdown is causing a loss of income in excess of £125,000 each week. There is no idea yet how long restrictions will continue and how long it will take people to return to their previous patterns of behaviour.</li> <li>Medium Term Financial Plan included a range of projects to reduce net expenditure. At the moment it is unclear when, and in some cases if, these projects can be delivered.</li> <li>Total Government support of just over £1.5 million has been received. However, it remains unclear whether all of the Council's losses will be funded by central government.</li> <li>Once the economy has started to recover, the Government will have to determine how it will manage public finances going forward. It is possible that a new phase of austerity may follow and central funding for district councils is likely to be limited.</li> </ul>	3	3	3	3	Interim Head of Strategic Finance and Property	<p>Assistance is being provided to support local businesses to try and ensure the local economy can recover strongly when restrictions are lifted.</p> <p>Information is being provided to central government to highlight the financial difficulties and lobbying is being undertaken by the Society of District Council Treasurers, the District Councils Network and the Local Government Association.</p> <p>The Medium Term Financial Plan will be updated and amended to reflect the council's changed circumstances and future prospects. It may be necessary to seek additional efficiencies to replace or supplement those already planned.</p>

2	Political change (local or national)	<ul style="list-style-type: none"> <li>• Planning policy changes.</li> <li>• Universal credit.</li> <li>• Leadership / management culture.</li> <li>• Environmental sustainability and the need for carbon reduction across the council with an ambition to become carbon neutral by 2030.</li> <li>• Brexit risks: <ul style="list-style-type: none"> <li>• Potential project delays due to labour shortages or materials imports, or increased project costs due to tariffs or supply chain difficulties.</li> <li>• Settled status for EU nationals with only half of the 4,000 registered in District having applied for settled status.</li> <li>• Risk to business growth.</li> </ul> </li> </ul>	3	3	3	2	Chief Executive	<p>It is likely that we will see significant changes to both national and local policies following from COVID-19.</p> <p>Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies.</p> <p>Officers are considering the lessons from how the Council has been able to operate during the crisis. It is evident that working from home is possible on a greater scale and this will have implications for our future accommodation needs.</p>
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3	Performance, resilience and security of IT systems	<ul style="list-style-type: none"> <li>• Risk of data breach / loss, business continuity incident or poor performance impacting service delivery.</li> <li>• Changing demand on council services and the requirement to invest in and encourage online interaction with customers.</li> </ul>	3	3	2	2	Deputy Chief Executive	<p>IT provision was greatly tested following the lockdown due to COVID-19. We were able to respond swiftly and effectively, enabling over 700 staff across the shared service to continue in their roles working from home. Road map implemented for ensuring IT security. Digital By Design work stream established and One Page Plan completed.</p>
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4	Capacity and skills to deliver services	<ul style="list-style-type: none"> <li>Recruitment and retention of staff.</li> <li>Capability and skills to deliver services and projects.</li> <li>Succession planning.</li> </ul>	3	2	2	2	Head of HR and Organisational Development	<p>Making effective use of staff during pandemic to support areas of high demand and minimising cost where possible, including the furlough scheme for Theatre staff.</p> <p>Improved pay structure from April 2019 which is both more competitive and allows greater progression with significant overlaps removed.</p> <p>Career graded posts and trainee posts to allow more progression as well as attract staff with potential to develop.</p> <p>Effective staff development.</p> <p>Improved recruitment presence online with improved branding.</p> <p>Implementing temporary labour supply arrangement through a framework which should achieve cost savings.</p>
5	Poor performance or failure of key partner or contractor	<ul style="list-style-type: none"> <li>Risk that supplier, contractor or key third sector partner fails or fails to deliver.</li> <li>Impact on services.</li> <li>Delays to key projects and financial consequences.</li> </ul>	2	3	1	3	Chief Executive	<p>Regular discussions are continuing with contractors and key third sector partners to ensure no failures in delivery.</p>

6	Infrastructure / growth	<ul style="list-style-type: none"> <li>• Delivery of strategic projects and the risk that residents and key stakeholders are not supportive.</li> <li>• Management of housing growth to ensure that new developments are controlled, provide sustainable communities and with appropriate infrastructure in place. Threat to existing employments sites and the need to ensure that new sites are provided.</li> <li>• Reliance on partners and stakeholders.</li> </ul>	2	3	2	3	Chief Executive	<p>Social distancing guidance will impact upon some construction projects however it will for our delivery partners to determine what is feasible. In the case of Grange Paddocks and Northgate End, construction work is scheduled to go ahead.</p> <p>We are anticipating delays to the Hertford Theatre and Hartham Leisure Centre Projects. Project delivery will be kept under constant review as government guidance changes.</p>
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7	Legal	<ul style="list-style-type: none"> <li>• Risk of avoidable data breach caused by action of staff, contractors or partners, or resilience of systems.</li> <li>• Use of third party systems for virtual meetings during COVID-19 pandemic and potential security problems associated with this.</li> <li>• Capacity to respond to changing legislation after Brexit.</li> <li>• Alternative service delivery models.</li> <li>• Effective management of both large scale development projects and major procurement exercises.</li> </ul>	2	3	2	3	Head of Legal and Democratic Services	<p>Training provided re Zoom and centralised controls imposed on the East Herts corporate account requiring increased security features be enabled.</p> <p>Steps being taken to address long term capacity and capability to respond quickly.</p> <p>Mandatory data protection e-learning for staff, along with scam detection training.</p>
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8	Business economy	<ul style="list-style-type: none"> <li>• Ability to attract, sustain and nurture businesses within the District. Insufficient space for existing business to grow.</li> <li>• Risk of being unable to ensure employment land is provided alongside new developments, or that employment land is lost to housing development.</li> <li>• Likelihood of a global recession following COVID-19 pandemic increased leading to increase in unemployment, low business growth and commercial property values decreasing significantly.</li> <li>• Loss of low skilled labour and exchange rates post Brexit could further increase risk to businesses.</li> </ul>	3	3	2	3	Head of Communications, Strategy and Policy	<p>2 stage approach to mitigating recession following COVID-19:</p> <ul style="list-style-type: none"> <li>• Immediate response: EHC role in administering business grants within wider economic stimulus package announced by Chancellor. This will be supplemented by our discretionary grants programme. We will also support the Local Enterprise Partnership (LEP) with plans to support local businesses with cash flow through the crowdfunding platform and other interventions.</li> <li>• Medium term response: Plans to support economic recovery being drafted, focusing on town centres and wider business support. This will be done in conjunction with the LEP and countywide economic resilience cell. Town Centre work will be done in conjunction with the Bishop's Stortford Business Improvement District and Hertford Hub. Wider support will focus on things like expanding the Launchpad to</li> </ul>
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							<p>accommodate businesses who can no longer afford full commercial rent.</p> <p>European Regional Development Fund project to support businesses will hopefully launch in summer 2020. This will provide a step change in our approach by targeting specific sectors as well as growing the Ware and Bishop's Stortford Launchpad.</p> <p>Development of 20 Ha new employment land at key sites is being supported through the master planning process.</p> <p>Steps being taken to protect existing employment land through introduction of Article 4 Directions on designated sites in January 2021 and robust negotiations on mixed development schemes in key sites such as Caxton Hill and the Goods Yard.</p>
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9	COVID-19 (Coronavirus) pandemic	<ul style="list-style-type: none"> <li>Business continuity incident and emergency planning response, specifically resulting from the COVID-19 pandemic.</li> </ul>	3	3	2	3	Head of Health and Housing	<p>Pandemic Business Continuity Plan updated.</p> <p>Legal advice sought for all major contracts in terms of force majeure.</p> <p>Office receptions, leisure centres and Theatre closed. Committee meetings suspended temporarily. Comprehensive guidance placed on the intranet on homeworking, health and safety and HR matters.</p> <p>Increased use of video conferencing for remote workers.</p> <p>(Cleaning regimes had been increased in lead up and hand sanitiser placed around buildings.)</p> <p>Business impact analysis templates updated.</p>
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Likelihood	Description		Likelihood of occurrence		Probability of occurrence	
	3	Probable	Annually	The event will probably occur		
	2	Possible	1 in 5 years	The event may occur		
	1	Unlikely	Less frequently than 1 in 5 years	The event may occur in exceptional circumstances		
Impact	Description		Financial	Reputation	Service / operation	
	3	Significant	> £400,000 p.a.	Adverse national media	Major fall in service quality	
	2	Moderate	£100,000 to £400,000 p.a.	Adverse local media	Significant fall in service quality	
	1	Minor	< £100,000	Public concerns restricted to local complaints	Little impact to service quality	

Impact	Significant 3			High
	Moderate 2		Medium	
	Minor 1	Low		
		Unlikely 1	Possible 2	Probable 3
		Likelihood		