

## Strategic Risk Register 2020/21 - Quarter One

## Appendix 1

	Title	Description	Current		Target		Owner	Controls introduced or planned in 2020/21 quarter 1.
			likelihood score	impact score	likelihood score	impact score		
1	Resources	<ul style="list-style-type: none"> <li>The lockdown has caused a loss of income of approximately £800,000 per month. The restrictions are now easing but it is likely to take some time for 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 £1.7 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</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>

		funding for district councils is likely to be limited.						
2	Political change (local or national)	<ul style="list-style-type: none"> <li>• Planning policy changes.</li> <li>• Devolution.</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>

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> <p>Employees and members continue to deliver council services remotely and meetings are now conducted through video conferencing. In general IT systems have held up enabling the council to continue to support residents and businesses.</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>The temporary labour supply arrangement went live in April 2020 which will reduce fees paid to agencies and ensure wider pool. A similar arrangement for consultants is being implemented and goes live in August 2020. A new online presence has been set up with Indeed to both improve the employer brand and to provide a more cost effective online recruitment presence; this went live from 1<sup>st</sup> of June. Ongoing work has begun with the Comms team and HR to improve the online presence and promote the employer brand further. Staff turnover has reduced for the 19/20 period to 10.1% from 19% meaning that the regrading and pay proposals appear to have aided attraction and retention as planned. Career graded posts are continuing to be used with the projects team creating a further post in July as part of a restructure. A review of apprentices and the professional training pot is underway to ensure it supports succession</p>
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								planning but recruitment of new apprentices has been delayed by the pandemic and changes to standards. A wellbeing survey has been undertaken and followed up on to ensure staff are supported during the pandemic alongside a number of wellbeing and effective ways of working initiatives to further support employee wellbeing and the retention of staff.
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	Regular discussions are continuing with contractors and key third sector partners to ensure no failures in delivery.

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>Grange Paddocks and Northgate End construction work is underway.</p> <p>Delays to the Hertford Theatre and Hartham Leisure Centre Projects but public consultation now underway.</p> <p>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>COVID-19 restrictions for holding physical/hybrid meetings slowly being relaxed making reliance on software for virtual meetings less important.</p> <p>Steps being taken to address long term capacity and capability to respond quickly. Proposals for Legal Services restructure to be presented to Leadership Team in the near future.</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	2	Head of Communications, Strategy and Policy	<p>2 stage approach to mitigating recession following COVID-19:</p> <p>Council has supported over 2200 businesses with £30m of government funded grants and £18m of reliefs.</p> <p>Further work in each town centre underway in conjunction with town councils, police and business representative organisations focusing on a #ShopLocal campaign whilst encouraging social distancing measures. £132k of ERDF funding for re-opening the high streets safely will be administered between now and 31 March 2020.</p> <p>Council also commissioning a new service with Broxbourne Borough Council and the CVS to support newly unemployed residents get back into work by supporting them with digital skills such as interviewing over Zoom and MS Teams.</p> <p>European Regional Development</p>
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								<p>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>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>
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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
		<b>Likelihood</b>		