

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
1	A 4	Financial Resources	<p>Reduction in government grant combined with higher demand for demand-led services such as homelessness, or failure to generate income.</p> <p>Failure to realise capital receipts from disposals to support capital expenditure.</p> <p>External auditor challenges MRP Policy and capital financing decisions</p> <p>Council Tax Referendum levels set too low to generate sufficient tax revenue. Sudden economic Down turn results in negative Tax Base figures because of increased local</p>	<ul style="list-style-type: none"> • Reductions in services required • Performance against community expectations and targets reduced • Investment in improvement not possible or severely reduced • Failure to meet statutory duties with potential for legal action or Local Government Ombudsman finds significant cases of maladministration • Corporate Manslaughter charges if maintenance works not carried out, e.g. Legionella in air handling and cooling units 	Head of Strategic Finance & Property	<ul style="list-style-type: none"> • Minimum Balances held on risk assessment basis to cushion impact over short term (max 2 years) • Modelling of impact of grant settlement scenarios and function and funding changes • Three year MTFP savings programme • Transforming East Herts savings plan due to be reported at June Executive to deliver savings and efficiencies through an emphasis on: digital self-service; process automation; agile working leading to a much reduced accommodation requirement with target of £1 million cashable savings. • Transforming East Herts Commercial Strategy will specify commercial skill sets

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
			<p>Council Tax support claims</p> <p>Members do not agree significant savings at budget setting leading to an unbalanced budget leading to a s.114 report.</p> <p>Delay and/or significant cost over runs on major projects</p>	<ul style="list-style-type: none"> • Large numbers of staff redundancies • Major media engagement • Potential for MHCLG intervention • Delay leads to cost increases beyond the ability of the council to finance the capital costs 		<p>and set out the council's approach to risk appetite and give guidance on how income generating ideas should be taken forward.</p> <ul style="list-style-type: none"> • New capital programme items must make a return for the investment in cost reductions or income on top of covering the interest and MRP costs • Charges will be required to be in conformity with proposed corporate policy on charging recovering total costs and concessions will need to be justified in policy terms and funded by higher charges for others. • Business case reviews to ensure that projects make a return • Cost and income estimates commissioned from industry expert consultants to feed into business case

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
				<ul style="list-style-type: none"> • Delays and cost overruns lead to non-delivery of savings requiring service offer reductions to compensate • Projected savings not achieved after project completion due to changes in market away from service offer • Significant local media engagement • Reputational damage. 		<ul style="list-style-type: none"> • Project delivery by Major Projects Team with quarterly reports on progress to Leadership Team and Executive. • Capital Programme is phased and financed across years and contingency built into budgets so can be re-phased if required.

Update on current position

1		<ul style="list-style-type: none"> • In developing our medium and longer term plans we will need to have regard to the broader context in which we will be working. This includes: <ul style="list-style-type: none"> ○ The impact of operating in the current economic situation with significant inflation driven by global supply chain issues and the impact of the Russo-Ukrainian war and the “weaponisation” of energy supplies by the Russian government causing global price increase and supply shortages.; ○ The shape of the new government’s economic and policy agenda, the impact of “going for growth” rather than fiscal constraints, with resulting increases in borrowing, will not result in additional funding for local government and when the borrowing needs to be paid for may well result in the return of austerity and cuts in future funding. There is also now uncertainty about the Government’s Levelling Up agenda and whether future funding streams will be honoured;
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Update on current position

- The cost of living crisis and the high likelihood of the UK falling into recession will cause spending pressures through potential increases in local council tax support, reductions in payments and higher levels of debt, increases in voluntary arrangements and bankruptcy increasing write offs;
- Specific uncertainty over the future of local government funding, with key reforms due to be introduced from 2023/24 as indicated in the Levelling Up White Paper. The level of Government funding that the council will receive from 2022/23 onwards is not confirmed but the Comprehensive Spending Review levels indicate local government funding overall will be flat, i.e. no growth.; These are significant areas of change will have a potentially significant financial impact and absolutely key will be any floor protection mechanism as East Herts is judged to have too much government support at present;
- The lasting impact the pandemic will have on young people in terms of education and employment opportunities;
- The growing impact of climate change, the national and local commitments to achieve carbon neutrality and the introduction of a range of new measures through the Environment Bill;
- The impact of Government reviews and reforms of public services and changes in policy– for example changes to infrastructure, transport and planning and potential local government structural changes;
- The ongoing need to support post-Covid recovery and adjustment, both in our services and for society and the economy, against a backdrop of residual risk of further waves of infection and the potential need for an ongoing vaccination programme; and
- Reviewing the way that we work and accelerating our planned changes to move towards a more hybrid way of working, and evolving our working practices to ensure we have modern, flexible workspaces and workstyles as part of the Transforming East Herts Programme. In addition, as part of the MTFP process for 2023/24 Heads of Service have been asked to model a minimum savings target of 20% with the constraint concerning no significant change to the service offer being imposed;
- The Council’s business and financial planning is underpinned by the Corporate Plan and its four priorities, which provide a clear focus for decisions about spending and savings and direct activity across the Council. The four priorities are:
 - Sustainability at the heart of everything we do;

Update on current position

- Enabling our communities;
- Encouraging economic growth; and
- Digital by default.
- Officers will continue to explore options to further reduce net cost to meet the savings target for submission to the Executive. This will include examining non-statutory service provision levels and also reviewing and benchmarking contracts to ensure the prices remain competitive. A recent review of the office furniture contract resulted in an indicative 68% saving by switching to an alternative framework. A procurement strategy and indicative procurement timeline both featured in the improvements identified in the Annual Governance Statement endorsed by Audit & Governance Committee. A Social Value Policy has been approved to leverage funding for the third sector and as well as applying to procurement it will invite developers to submit social value statements alongside planning applications, although this cannot be made compulsory until it is taken into consideration as part of the review of the East Herts District Plan.
- Rent payments on investment properties have no significant defaults to date. Rent reductions have been agreed for 2 tenants in Charringtons but this has to set against compensation that would have been payable when we need to move tenants out for handover for the Old River Lane regeneration as we have included appropriate break clauses as part of the new rent agreement. We are now planning for Charringtons to be vacant by April 2023 and given the nature of the building and its services, which are all time life expired, it is not possible to let it to tenants before it is handed over to City Heart for regeneration. We will instead be offering the building to the emergency services for training purposes.
- Savings plan for 2022/23 is on target
- Fees and Charges policy approved at December 2021 Council which sets full recovery as the standard charging basis. There have been a number of below cost charges agreed with no clear policy or justification in the past that are having to be dealt with as part of aligning charges with North Herts for joint commercial waste services. New template developed for staff hourly charges for full cost recovery developed for income opportunities with other local authorities.
- Grange Paddocks Leisure Centre construction completed October 2021 and 3G pitch construction underway. Northgate End construction work is substantially complete with multi-storey car park open in June 2022. Numerous

Update on current position

snagging and design issues have been identified since opening and are being addressed between property, parking and the contractor, Real. We anticipate practical completion of the commercial and residential block in September 2022 and this will be marketed for leasehold disposal.

- Hartham contract awarded and works commenced late March 2021 with extension now underway.
- Old River Lane /Arts Centre change in scope progressing and approved by Council in March 2021 alongside the business plan. Development Agreement and Development Management Agreement draft to be agreed with s.151 officer and monitoring officer input. Master Planning process is underway and approval of the Masterplan SPD by Executive in June 2022.
- Hertford Theatre construction works commenced May 2022.
- All major capital projects are at risk of price increases as a result of the combined impact of COVID / BREXIT related inflationary pressures. In addition to the increasing cost of materials, there is a significant shortage of labour supply for the construction and M&E industries, which is in turn pushing up the price of labour. This is a national issue as evidenced by the average 13% increase in the Office for National Statistics Construction Output Prices Index. The insurance market has also hardened significantly which will likely result in higher buildings insurance premiums and / or levels of excess or difficulties obtaining cover.
- The national shortage of HGV drivers and labour market shortages is driving up pay and this will lead to pressures on the cost of the waste contract as well as the cost and delivery of building materials.

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
2	B 3	Corporate Governance and external political environment	<p>Brexit trade deal risks</p> <p>Planning Policy Changes</p> <p>Local government reorganisation / Devolution</p>	<ul style="list-style-type: none"> • Potential project delays due to labour shortages or materials imports, or increased project costs due to tariffs or supply chain difficulties. • Non-Tariff barriers leading to supply chain price increases and longer replenishment times. Some UK businesses may relocate to the EU making current domestic supplies into imports. • Government policy changes to introduce development zones, ends s.106 and CIL for government infrastructure levy • Government impose unitary authorities and reduce exchequer grants by savings made 	Chief Executive	<ul style="list-style-type: none"> • Address issues of labour shortage with contractors at progress meetings. Raise skills shortages at the LEP to ensure we train young people. • Consider forward funding stockpile of materials subject to delays as part of contract mobilisation • Consider risks to supply chain as part of procurement exercises • Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies • Both officers and Members are engaged in Herts Growth Board (with consideration of the devolution framework in

East Herts Council Corporate Risk Register - 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
			<p>Climate Change / Zero Carbon / Build Back Greener</p> <p>Changes to local taxation</p>	<ul style="list-style-type: none"> • District required to be carbon neutral from 2030 and Government targets set with fines for non-achievement • Business Rates and or Council Tax replaced with Land Value Tax or Local Income Tax • Potential protests and non-payment campaigns • Measure may end land banking with developers commencing on multiple sites to build out permissions and avoid LVT • Uncertainty as to tax yields and redistribution mechanisms cause difficulties budgeting 		<p>the Levelling Up White Paper which was published in February 2022)</p> <ul style="list-style-type: none"> • Work underway to progress carbon reduction and also exploring potential investments that support this aim but would also produce income for the council in the medium term. • Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies. • LVT is in operation in Denmark, Estonia and Latvia and there are suggested routes to implementation already published. Local Income Tax would require key data from HMRC before implications could be understood.

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
			<p>Leadership / Management change</p> <p>Recession leading to increase in unemployment, business failure; low business growth and commercial property values decreasing significantly.</p>	<ul style="list-style-type: none"> • Change in leadership politically sets radically different policy agenda and tone • Change in Leadership Team structure • Unemployment. • Empty properties / shops. • Lower rental income from council property portfolio. • Increased demand on council services. • Reduction in Council Tax Base due to LCTSS being a discount. • Reduction in Business Rates income to the safety net level 		<ul style="list-style-type: none"> • Corporate Plan process • Member induction and training • Code of conduct • Monitoring Officer/ s.151 officer • HR policies • Estimates of workload v capacity • Corporate Plan process • European Regional Development Fund project to support businesses with advice and support on growing. Ware and Bishop's Stortford Launchpad are both seeing strong demand. • UK Shared Prosperity Fund investment plan submitted to DLUHC, focusing partially on business support and growth.

East Herts Council Corporate Risk Register – 2022/23 quarter one

Update on current position

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- Officers are considering the lessons from how the Council has been able to operate during the pandemic within the Transforming East Herts Programme. It is evident that working from home is possible on a greater scale and this will have implications for our future accommodation needs and reduce travel leading to lower carbon emissions.
- Council is actively targeting food waste reduction. The Climate Change Committee say that for the UK's next carbon budget food waste must be reduced by 75% i.e. the vast majority of carbon emissions are from the production and transportation of food that is wasted. The UN report on food waste said that almost a billion tons of food was wasted and led to carbon emissions that if it were a country, would be third behind the USA and China.
- UK Shared Prosperity Fund investment plan for East Herts was submitted to DLUHC on 1 August. This will create 2 further grant schemes for businesses. One focused on incentivising businesses opening up new premises or expanding existing premises) and another focused on supporting existing businesses bring in new technology or enter new markets. Some of the funds will also be used to support countywide activity through the Herts LEP on business start up advice and support.

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
3	A 3	Performance, resilience and security of IT systems	<p>Data and/or information lost causing breach of Data Protection Act</p> <p>Cyber-attack results in total loss of data and systems</p> <p>Investment in ICT does not result in savings</p>	<ul style="list-style-type: none"> • Substantial fine from Information Commissioner • Major media engagement • Reputational damage • Disruption to services potentially long-running • Inability to carry out enforcement as no records to check against • Resources devoted to recovery moved off to assist police investigation delaying recovery • Major media engagement • Reputational damage • Council becomes financially unsustainable 	Deputy Chief Executive	<ul style="list-style-type: none"> • Network Virtual Desktop configuration prevents download of data to local storage devices • Network firewall and security systems tested and monitored • Staff training • Confidential waste shredded • Massive reductions in printing since pandemic • Intuned laptops to be rolled out underway • Projects to include estimated benefits and monitored through benefits realisation reports. The investment requirements are tried and tested

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
						systems that have resulted in savings elsewhere.

Update on current position

3		<ul style="list-style-type: none"> The GDPR/Data Protection Officer is now fully effective and undertaking the full range of duties. Training has been delivered to staff and there are regular reminders regarding phishing and other potential fraudulent attacks. M365 has started to be rolled out across the organisation with priority to Elected Members. M365 and the new VDI roll out has started to staff with over 100 users now migrated. There has been a short pause – agreed by the Board, to ensure all UAT issues have been resolved. The rollout will resume in early August 2022. SOCITM continue to provide external support and guidance. The newly constituted ICT Joint Committee held it's first meeting to provide challenge and oversight. Recruitment has commenced for the roles identified within the SOCITM report and we have secured the cyber security funding to recruit to a dedicated post. We are working with external companies to complete the network upgrade, firewalls and other infrastructure requirements in a shorter timeframe, enhancing our security. The interim ICT Partnership Manager has been extended to enable recruitment to a permanent post and to enable a full handover / induction. Cyber insurance not procured within insurance tender. Review situation following improvements scheduled. Compulsory cybersecurity training undertaken by staff and Members. All staff completed the training. Some Members did not and had their access withdrawn. There are still some EHC members with restricted access. We continue to encourage those affected to complete the training. 				
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East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
4	B 2	Staff capacity and skills to deliver services	<p>Loss of key staff</p> <p>Staff capacity unable to deliver projects</p> <p>Unable to recruit to key posts</p>	<ul style="list-style-type: none"> • Disruption to Council services • Poor customer service • Internal control or governance failure • Reputation damaged in the media • Staff cannot undertake level or volume of work to meet all priorities • Council does not deliver performance expectations • Opportunities lost to improve outcomes • Partners lose confidence in ability to deliver • Public lose confidence in ability to deliver • Disruption to Council services • Poor customer service • Internal control or governance failure • Reputation damaged in the media 	Head of Human Resources and Org Development	<ul style="list-style-type: none"> • Staff / manager development including the on-line learning pool and maximise the benefits of the apprenticeship levy. • Develop a future manager programme. • Succession planning for key staff within Services • Use of flexible retirement to ensure continuity of experienced staff whilst bringing on staff into roles • Prioritisation of work through the Corporate Plan and Executive Members • Major projects taken forward with corporate project management standards via the Major Projects Team • Market supplements where appropriate • Selective use of external resources and contingent labour through neutral vendor to drive down costs.

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
			Industrial action	<ul style="list-style-type: none"> • Disruption to Council services • Poor customer service • Non-delivery of projects 		<ul style="list-style-type: none"> • Internal communications emphasising welfare and mental health • Review the external trading model to ensure it ‘washes its face’ and does not impede on our ability to support HR / OD within the council. • Contingency planning

Update on current position

4		<ul style="list-style-type: none"> • The transformation programme includes service reviews aimed at improving structure and ways of working i.e. to increase efficiency and effectiveness. Service reviews have begun in all services and will be looking at staffing structure and roles to ensure fit for purpose. • Turnover <ul style="list-style-type: none"> ○ is at 14.4% for the annual period 21/22 which is an increase from last year as to be expected following the pandemic. Many people have made career changes and held off leaving during the initial stages. • In terms of sickness absence this remains lower than other authorities but has increased this year to 6.15 days. Again this is due to the pandemic, vaccinations, COVID illness and mental health impacts. Please see Employee Health and Wellbeing Report 21/22. • In line with savings required all recruitment must be approved by the Leadership Team sub-group for Recruitment with enhanced justification and a requirement to explore either restructures or process changes to eliminate the need for the post.
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Update on current position

- The transformation programme includes a Modern Workforce Development strand which includes organisation development to support transformation (e.g. staff briefings, resilience training, six sigma training etc.), new staff and management competencies, a revised PDR, development to improve our one team culture as well as a blended work offer.
- The Blended Work Offer has been shared with staff, the trials have worked well and from 1/11/2021 staff who wish to and their role allows are working up to 50% at home and 50% in the office. There will be rota based system continuing in the shared Revenues and Benefits service where staff will continue with higher levels of home working in line with the shared service and potential growth. This has helped with some retention but the employment market is difficult in terms of hard to recruit posts becoming harder due to limited supply as well some employers offering full home working meaning that staff can be based further away.
- The temporary labour supply arrangement went live in April 2020 which has reduced fees paid to agencies and ensures a wider pool of potential candidates. This is working fairly well with issues resolved with Matrix where they arise to improve the pooling.
- The Indeed EHC branded website is working ok but has not been as successful as hoped and is being replaced with a multi-site package which will use several of the top recruitment platforms as well as indeed. This is being implemented through an Applicant Tracking System (ATS) which will include an improved online application form, online shortlisting, name blind shortlisting and improve our presence online. The new system will also aid onboarding again improving the candidate/new starter experience.
- Ongoing work has continued with the Communications team and HR to improve the online presence and promote the employer brand further. Case studies have been developed to support welcoming diversity and a photographer is creating better images.
- Career graded posts are continuing to be used and proving successful for hard to recruit posts with all four Lawyer roles successfully filled last year. A review of apprentices is continuing to both manage costs and support succession. This has been slowed by the pandemic, but we now recruiting into customer services as this allows progression into a range of services. We are awaiting a new planner framework and will potentially use this to bring further planning apprentices.

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Update on current position

- A further important update to note is that the Council has secured funding to commission an 8 module resilience programme from a company called Art of the Brilliant which will run over 8 months for all staff to improve and support their wellbeing and reliance and therefore support this key risk area.
- Once completed, Northgate End, Hertford Theatre and Old River Lane sites will all require IT and Facilities Management support over extended operating hours.

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
5	C 4	Poor performance or failure of key partner or contractor	<p>Poor performance or failure of key partner or contractor</p> <p>Failure to mobilise major outsourced contracts properly and/or on time</p>	<ul style="list-style-type: none"> • Disruption to all Council services • Additional costs resulting from response • Demand to partner organisations to provide mutual aid to support our response • Cost and time involved in unplanned procurement exercises • Major media engagement • Reputational damage • Damage to relations with outsourcing partner and potential damages claim 	Head of Operations	<ul style="list-style-type: none"> • Risk of contractor failure increased due to COVID. Regular discussions are continuing with contractors and key third sector partners to ensure minimal failures in delivery. • Credit risk scores are obtained for major contractors during the operation of the contract and particular attention is paid to trade news concerning contractors' financial health. • Offer of open book accounting to examine any potential cost increases as a result of changing circumstances. • Waste-related business continuity plans are also regularly reviewed. Brexit restrictions and the closure of Asian export markets will impact on the sale of materials and income may

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
						cease and costs may increase. Talks are ongoing with other Hertfordshire authorities to determine alternative options. The council is investigating a circular economy option for the plastics waste stream in particular.

Update on current position

5		<ul style="list-style-type: none"> • Risk of business failure remains the same due to COVID and Brexit i.e. staff shortages, there remains an increased use of agency staff (and risks associated with service delivery of no shows, not knowing the routes etc). Business continuity plans refreshed and regular dialogue maintained with contractors who have been informed the council would look sympathetically at cost increases provided the council was told in advance and the contractor undertook to use reasonable endeavours to resolve cost pressures themselves utilising furlough and other central government support. • Customer confidence growing slowly within leisure centres, continued discussions with contractor to monitor impacts. • Contingency plans to step in should contractors fail. Principal route will be to use a TEKAL company to provide the service pending retendering as the company vehicle preserves the private sector T&Cs of employment. • Council has and is prepared to offer loans to help contractors with cash flow, subject to an assessment that they are a going concern. • Requirement for higher recycled packaging content has caused some plastic materials prices to increase. • Escalated performance management discussions have taken place with waste contractor, an action plan to manage recruitment and vehicle breakdown is now in place.
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East Herts Council Corporate Risk Register – 2022/23 quarter one

Update on current position

- Internal audit of the council's risk analysis and preparedness for supply chain interruption planned to commence in quarter 2.

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
6	C 3	Judicial Review and or major legal challenge	<ul style="list-style-type: none"> • Council loses case 	<ul style="list-style-type: none"> • Council policies may no longer be fit for purpose • Unregulated activity until soundly based policy put in place • Large costs award against Council • Reputational damage • Major media engagement • Monitoring Officer and/or s.151 officer issues Report in the Public Interest • Department for Levelling Up, Housing and Communities intervention • Potential requirement to repeat procurement exercise and 	Head of Legal and Democratic Services	<ul style="list-style-type: none"> • All Executive, Committee and Council reports require sign off by legal and finance to ensure compliance with budget and policy framework and current legislation. • List of policies maintained with review dates. • Information Governance function strengthened to ensure compliance with data protection. • Policies should be backed by evidence and Leadership Team consideration involves constructive challenge as well as formal Monitoring Officer and s.151 officer.

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
		Inability to recruit to key posts	<ul style="list-style-type: none"> • Not enough staff to deliver services internally 	compensate unsuccessful bidders in first exercise <ul style="list-style-type: none"> • Additional and or abortive costs • Dip in quality of support being offered. • Delay in response time and consequential impact on deadlines. • Points not being picked up at an early enough stage. • Increased expenditure on obtaining external support. • Existing staff spread too thinly. 		<ul style="list-style-type: none"> • Periodically going out to recruit to test the market at a given time. • Reviewing external advice to ensure it is to the required standard.

Update on current position

6		<ul style="list-style-type: none"> • <u>Since the Council recruited to its four solicitor posts, two (Planning and Contracts) have since left. Despite going out to advert on multiple occasions, we have been unable to recruit to the Planning Solicitor role, meaning that cover is currently being provided by the Legal Services Manager as well as some external providers. We have had some more success in recruiting to the Contracts post, but they are not yet in post, meaning we're not in a position to</u>
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Update on current position

count our chickens yet. Were the Contracts post not ultimately filled, this will have a significant impact on projects such as the waste contract procurement etc. The Council's Information Governance and Data Protection Manager who started at the beginning of 2021, has undertaken a great deal of work with regards data mapping and updating the Council's policies, providing the Council with greater resilience against data breaches.

- Work being outsourced has begun to increase, having once more or less ceased, meaning that, where legal advice is required, East Herts Legal Team are now less able to be consulted on matters and are instead having to seek external, often expensive, advice .
- Elections also finding it difficult to recruit staff that remain in post for a long enough period of time to be effective.

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
7	A 1	District Plan	Failure to refresh District Plan to timescales and /or refreshed District Plan found to be unsound at examination	<ul style="list-style-type: none"> • Planning becomes developer led rather than planning policy led through 5 year land supply test • Additional costs to redo work Additional costs of planning appeals and possible judicial reviews • Reputational damage • Loss of affordable housing and S.106 / community infrastructure levy benefits • Failure to meet 5 year Housing Land Supply requirements • Possible intervention by the Department for Levelling, Housing & Communities 	Head of Planning	<ul style="list-style-type: none"> • Evidence based planning policy decisions • Strong focus on Member, Parish, partner and community buy-in

Update on current position

7		<ul style="list-style-type: none"> • The District Plan was adopted in October 2018 following a successful examination in public. • Planning in East Herts is therefore 'plan-led' rather than 'developer-led'.
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Update on current position

- The majority of strategic sites now have an agreed Masterplan.
- Following the Housing Delivery Test results in January, the Council has maintained the minimum 5% buffer and therefore can demonstrate a housing year land supply in excess of 5 years.
- The Council has also continued its trend of annual improvements on the Housing Delivery Test, this year being able to demonstrate a 130% delivery rate meaning that the Council is meeting its housing need and addressing the undersupply of previous years as well.
- A total of 808 dwellings were completed in 2020/21. Of these, 267 were affordable homes which represents 33% of all completed dwellings in the district.
- To be effective plans need to be kept up-to-date. The National Planning Policy Framework states policies in local plans, should be reviewed to assess whether they need updating at least once every 5 years, and should then be [updated as necessary](#). Officers are currently considering whether a review of the District Plan is required.

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8	A 4	Climate change	<p>Severe Weather causing major incident (includes flood, wind, snow, cold and heat)</p> <p>Drought</p> <p>Weather extremes require substantial retrofit costs for asset adaptations</p>	<ul style="list-style-type: none"> • Disruption to Council services as staff diverted to response • Additional costs of response • Service changes required if long recovery phase • Service change required to adapt e.g. heatwave early day starts • Major media engagement • Disruption to some services through water restrictions • Additional costs of support to vulnerable service users • Public health issues • Non-availability of capital resources may cause working conditions on some days to be unbearable. • Instances of abandoning assets 	Head of Housing & Health	<ul style="list-style-type: none"> • Business Continuity Plan Severe Weather section • Emergency Plan including specific response plans to flooding etc. • Health and Safety Policy details severe weather response • Council reducing carbon footprint for the district • Emergency Plan • Business continuity plan • Council reducing carbon footprint for the district • New modern workspace work stream of the Transformation Programme will address climate change issues in the design

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				<p>where hold the line defences against floods no longer viable</p> <ul style="list-style-type: none"> Increasing attacks by non-native species causing biodiversity loss Increased costs arising from new operating requirements, e.g. sustained +30 degree heat requires refuse freighter insides to be degreased and jetted out regularly to prevent oils and fats combusting 		

Update on current position

8		<ul style="list-style-type: none"> Climate change motion agreed July 2019. Multi-agency environmental and climate change forum continues. Energy efficiency modifications to key existing buildings and new electricity contract is from renewable sources. Review underway of motor fleet with extended use of e-vehicles. Carbon footprint reducing as a consequence of pandemic and homeworking. Future agile working will support. Food waste minimisation campaign to reduce carbon footprint by food being wasted as well as the disposal route. List of achievements posted on website at https://www.eastherts.gov.uk/about-east-herts-0/environmental-sustainability/sustainability-get-involved. Training commenced for officers.
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Update on current position

- Clean Air Day campaign held.
- Engagement with insurers over design / materials for new buildings. Use of sustainable materials and modern methods of construction proving problematic. Insurers want more emphasis on property protection (in addition to life saving standards). Major developments are also situated in or adjacent to flood zones. Construction insurance for Hertford Theatre procured after significant difficulties due to the materials and methods of construction, plus the flood risk. Premium rates substantially higher than normal. Similar difficulties anticipated with buildings insurance upon completion.
- HCCSP strategic theme – adaptation.
- Climate Change Strategy 2022 – 2026 to be considered by Council in July 2022.

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No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
9	A 1	Child / Vulnerable Adult Protection	Child / Vulnerable Adult protection failure	<ul style="list-style-type: none"> • Possible legal action for damages • Possible prosecution • Major media engagement • Reputational damage 	Head of Housing & Health	<ul style="list-style-type: none"> • Safeguarding policy • Annual training for staff and Members

Update on current position

9		<ul style="list-style-type: none"> • 90% of Members have received safeguarding training or briefings. • Officer training on safeguarding annually. Targeted training took place for 10 officers in quarter one with 40 booked to future sessions. Further training being provided to Community Safety Partnership Board and Joint Advisory Group Partners. • Quarterly safeguarding report submitted to Leadership Team. • Hertfordshire Safeguarding Adults Board self-assessment complete. Favourable feedback received along with recommendations for further improvement. • SIAS audit of safeguarding function reported in Feb 2022. 'Reasonable' assurance provided with one 'medium priority' recommendation made to instigate a process of further compliance checks among grant recipients, taxi licence holders and contracts. This work will be carried out by 31.03.23. Domestic Abuse Policy considered and approved by HR committee in November 2021.
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East Herts Council Corporate Risk Register - 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
10	A 2	Equalities	Council found to have discriminated against individuals or communities with protected characteristics OR council has made a decision without considering equalities and diversity implications.	<ul style="list-style-type: none"> • Possible legal action for damages • Possible enquiry and report by Equalities & Human Rights Commission • Major media engagement • Reputational damage 	Head of Comms, Policy & Strategy	<ul style="list-style-type: none"> • New strategy being developed to address challenges and embed equalities and diversity in decision making.

Update on current position

10		<ul style="list-style-type: none"> • New strategy was approved by Council on 28 July 2021. Since then significant work has been undertaken on training staff on the equalities impact assessment process and forming a staff equalities group • Unfortunately shared service with HCC ended in April 2022 due to post holder leaving. We are currently reviewing options for provision within the limited resources we have for corporate equality support.
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East Herts Council Corporate Risk Register - 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
11	B 2	Internal control	Failure of internal control or unethical behaviour	<ul style="list-style-type: none"> • Qualified accounts • Possible Police involvement if fraud involved • Major media engagement • Reputational damage • Increased costs as a result of loss or fine or compensation payments 	Head of Strategic Finance and Property	<ul style="list-style-type: none"> • Key reconciliations carried out regularly. • Internal audit work planned and undertaken on key areas. • Assurance Mapping • Electronic workflow where controls much harder to circumvent • Separation of duties appropriate to the staffing numbers

Update on current position

11		<ul style="list-style-type: none"> • Audits remain mostly on track and there is sufficient audit scope for an assurance opinion to be given • Assurance Mapping approach to be introduced which will show visually where assurance is gained and also identifies duplications and unnecessary steps which will inform officers undertaking lean process reviews and help Audit & Governance Committee to see where there are risks and then internal audit resources can be directed there. <p>Full suite of updated anti-fraud and corruption policies approved by Audit and Governance Committee in November 2021. Intranet and website content to be updated. The new policies will be publicised to all employees.</p> <ul style="list-style-type: none"> • The Shared Anti-Fraud Service recommenced meetings with teams to provide training and increase awareness.
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East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
12	A 4	Outbreak of disease in humans	Pandemic and/or Public Health Emergency Declared	<ul style="list-style-type: none"> • Loss of staff and/or key skills due to illness and related absenteeism • Requirement to enable entire workforce to work from home • Requirement for Council and Committees to meet via video conference • Loss of income/additional costs • Loss of essential services /utilities/ suppliers • Demand from partner organisations to provide staff and other resources to support their response • Major media engagement • Disruption to all Council services • Increased risk of fraud from support programmes 	Head of Housing and Health	<ul style="list-style-type: none"> • Business Continuity Plan • Emergency Plan • Dynamic risk assessments and keeping office open and COVID secure in line with government guidance. • Agile working introduced and scaled up to ensure social distancing • Fraud alerts on pandemic circulated by SAFS

Update on current position

12

- Updates on financial compensation are included under Risk 1
- Updates on recovery work on supporting the local economy are detailed under Risk 2
- Alternative working methods instigated as a result of Covid 19 including home working and IT communications solutions (Zoom, Teams, WhatsApp and the like)
- Blended working arrangements commenced autumn 2021 with staff working 50% at the office and 50% from home.
- Detailed, up-to-date risk assessments in place including frequent Covid self-testing
- Live Well, Work Well programme amended to incorporate greater emphasis on staff mental health
- Joined up working with key partners, notably HCC and the police, to ensure coherent and planned use of financial and staff resources, for example Covid marshals and joint visits/advice/enforcement actions re: businesses. (Covid marshal scheme extended during quarter one.) Shop safe, shop local campaign held.
- Restart grants for businesses and community covid recovery grant schemes opened.
- Public facing recovery plan published in April.
- In-person Member meetings resumed.
- East Herts vaccination plan drawn up. Bidding for resources for vaccine tracing.
- The council continues to work with HCC Public Health as the national Covid measures and guidance recede.

East Herts Council Corporate Risk Register – 2022/23 quarter one

No	Score	Vulnerability	Trigger	Consequence	Risk owner	Mitigation / control
13	A 1	Business Continuity Plan / Emergency Plan	Major Incident Occurs Plan fails	<ul style="list-style-type: none"> Loss of essential services / utilities/ suppliers Demand from partner organisations to provide staff and other resources to support their response Major media engagement Disruption to all Council services Unable to support partner organisations to provide staff and other resources to support their response Possible legal action or public inquiry 	Head of Housing & Health	<ul style="list-style-type: none"> Emergency Plan Major Incident protocols Business Continuity Plan Keep plans under review every 6 month and keep evidence. Review of response after every incident Training for staff in EP roles Regular exercises once a quarter Emergency and Resilience work provided through Hertfordshire County Council

Update on current position

13		<ul style="list-style-type: none"> Normal business continuity and emergency planning activities have continued during the pandemic. Mutual aid was provided to the NHS to support staff shortages as well as supporting testing and vaccination Desk top exercise accessing plans and refresh of contact lists undertaken Communications test undertaken from County to Districts to check notification cascade.
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East Herts Council Corporate Risk Register – 2022/23 quarter one

Update on current position

- Review of business continuity plan by Hertfordshire County Council Resilience Officer underway, particularly in light of the potential heightened risk of cyber attacks in the context of Russia's invasion of Ukraine. All staff mandated to complete cyber risk online training by 08.04.22.
- Proposed test of the emergency plan postponed during pandemic. The test will be the priority once the business continuity plan review is complete.
- Review of IT Disaster Recovery Plan to take place.
- Internal audit of the council's risk analysis and preparedness for supply chain interruption planned to commence in quarter 2.

East Herts Council Corporate Risk Register – 2022/23 quarter one

	Description	Likelihood of occurrence	Probability of occurrence	
Likelihood	4 High	Monthly	The event is expected to occur or occurs regularly	
	3 Medium	Annually	The event will probably occur	
	2 Low	1 in 5 years	The event may occur	
	1 Very Low	Less frequently than 1 in 5 years	The event may occur in exceptional circumstances	
Impact	Description	Financial	Reputation	Service / operation
	A Critical	> £1m p.a.	Serious negative media	Catastrophic fall in service quality or long term disruption to services
	B Significant	£400,000 to £1m p.a.	Adverse national media	Major fall in service quality or serious disruption to services
	C Marginal	£100,000 to £400,000 p.a.	Adverse local media	Significant fall in service quality
D Minor	< £100,000	Public concerns restricted to local complaints	Little impact to service quality	