

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	1- Financial Resources  Risk Owner – Head of Strategic Finance & Property	<ul style="list-style-type: none"> <li>• Reduction in government grant combined with higher demand for demand-led services such as homelessness, or failure to generate income.</li> <li>• Failure to realize capital receipts from disposals to support capital expenditure.</li> <li>• External auditor challenges MRP Policy and capital financing decisions</li> <li>• Council Tax referendum levels set too low to generate sufficient tax revenue</li> <li>• Sudden economic downturn results</li> </ul>	<ul style="list-style-type: none"> <li>• Reductions in services required</li> <li>• Performance against community expectations and targets reduced</li> <li>• Investment in improvement not possible or severely reduced</li> <li>• Failure to meet statutory duties with potential for legal action or Local Government Ombudsman finds significant cases of maladministration</li> <li>• Corporate Manslaughter charges if maintenance works not carried out, e.g. Legionella in air handling and cooling units</li> <li>• Large numbers of staff redundancies</li> <li>• Major media engagement</li> <li>• Potential for MHCLG intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum Balances held on risk assessment basis to cushion impact over short term (max 2 years)</li> <li>• Modelling of impact of grant settlement scenarios and function and funding changes</li> <li>• Three-year MTFP savings programme</li> <li>• 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.</li> <li>• Transforming East Herts Commercial Strategy will specify commercial skill sets and set out the council’s approach to risk appetite and give guidance on how income generating ideas should be taken forward.</li> <li>• 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</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
		<p>in negative Tax base figures because of increased local Council Tax support claims</p> <ul style="list-style-type: none"> <li>• Members do not agree significant savings budget setting leading to an unbalanced budget which leads to a s.114 report</li> <li>• Delay and/or significant cost over runs on major projects</li> </ul>	<ul style="list-style-type: none"> <li>• Delay leads to cost increases beyond the ability of the council to finance the capital costs</li> <li>• Delays and cost overruns lead to non-delivery of savings requiring service offer reductions to compensate</li> <li>• Projected savings not achieved after project completion due to changes in market away from service offer</li> <li>• Significant local media engagement</li> <li>• Reputational damage.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Business case reviews to ensure that projects make a return</li> <li>• Cost and income estimates commissioned from industry expert consultants to feed into business case</li> <li>• Project delivery by Major Projects Team with quarterly reports on progress to Leadership Team and Executive.</li> <li>• Capital Programme is phased and financed across years and contingency built into budgets so can be re-phased if required.</li> </ul>

### Update on current position

1- Financial Resources. No further update from Q3 position. Q3 notes as follows

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:

- 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 government’s economic and policy agenda, the impact of “going for growth” under Liz Truss continues to negatively affect the economy with resulting increases in borrowing. Government will not reform the funding formula or local government finance system and there is no sign of additional funding for local government other than tinkering round the edges of the system to maintain councils like East Herts with funding protection. There is also now uncertainty about the Government’s Levelling Up agenda and whether future funding streams will be honoured - the Treasury has recently restricted DLUHC from incurring new capital expenditure.
- 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.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Update on current position

- 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 latest MTFP Projections were reported to Executive on 25th October and require the Council to make savings of £2 million (total £4 million) in 2024/25 and 2025/26. Savings of this magnitude are beyond efficiencies and Members will need to make some challenging decisions which will inevitably lead to service reductions.

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.
- Enabling our communities.
- Encouraging economic growth; and
- Digital by default

We have now vacated Charringtons as of 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.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Update on current position

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.

All major capital projects are at risk of price increases because 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. The price of labour for construction has increased due to skills shortages caused by skilled EU workers returning to the EU

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	<p>2 - Corporate Governance and external political environment</p> <p>Risk Owner – Chief Executive / Head of Communications Strategy &amp; Policy</p>	<ul style="list-style-type: none"> <li>• Brexit trade deal risks</li> <li>• Planning policy changes</li> <li>• Local government reorganisation / Devolution</li> <li>• Climate change / zero Carbon / Build Back Greener</li> <li>• Change to local taxation</li> <li>• Leadership /Management change</li> <li>• Recession leading to increase in unemployment, business failure; low business growth and commercial property values decreasing significantly.</li> </ul>	<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>• 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.</li> <li>• Government policy changes to introduce development zones, ends s.106 and CIL for government infrastructure levy</li> <li>• Government imposes unitary authorities and reduce exchequer grants by savings made</li> <li>• District required to be carbon neutral from 2030 and Government targets set with fines for non-achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Address issues of labour shortage with contractors at progress meetings. Raise skills shortages at the LEP to ensure we train young people.</li> <li>• Consider forward funding stockpile of materials subject to delays as part of contract mobilisation</li> <li>• Consider risks to supply chain as part of procurement exercises</li> <li>• Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies</li> <li>• Both officers and Members are engaged in Herts Growth Board (with consideration of the devolution framework in the Levelling Up White Paper which was published in February 2022)</li> <li>• Work underway to progress carbon reduction and also exploring potential investments that support this aim but would also produce</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
			<ul style="list-style-type: none"> <li>• Business Rates and or Council Tax replaced with Land Value Tax or Local Income Tax</li> <li>• Potential protests and non-payment campaigns</li> <li>• Measure may end land banking with developers commencing on multiple sites to build out permissions and avoid LVT</li> <li>• Uncertainty as to tax yields and redistribution mechanisms cause difficulties budgeting</li>   <li>• Change in leadership politically sets radically different policy agenda and tone</li> <li>• Change in Leadership Team structure</li> <li>• Unemployment.</li> <li>• Empty properties / shops.</li> <li>• Lower rental income from council property portfolio.</li> <li>• Increased demand on council services.</li> <li>• Reduction in Council Tax Base due to LCTSS being a discount.</li> </ul>	<p>income for the council in the medium term.</p> <ul style="list-style-type: none"> <li>• Both officers and Members are engaged in networking and lobbying to seek to influence change and to gain early indications of new policies.</li> <li>• 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.</li>   <li>• Corporate Plan process</li> <li>• Member induction and training</li> <li>• Code of conduct</li> <li>• Monitoring Officer/ s.151 officer</li> <li>• HR policies</li> <li>• Estimates of workload v capacity</li> <li>• Corporate Plan process</li> <li>• 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.</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
			<ul style="list-style-type: none"> <li>Reduction in Business Rates income to the safety net level</li> </ul>	<ul style="list-style-type: none"> <li>UK Shared Prosperity Fund investment plan submitted to DLUHC, focusing partially on business support and growth.</li> </ul>

### Update on current position

2 - Corporate Governance and external political environment. No further update from Q3 position. Q3 notes as follows

- External environment is uncertain due to economic slow down, high inflation and cost of living challenges. The Councils' MTFP went to Exec on 14th Feb and Council on 1 March setting out pressures and proposed responses in terms of the impact on inflation, wage pressures and material costs to the council directly and through its contractors.
- The council is also overseeing two new schemes for residents (an energy rebate scheme for people without contracts and an additional council tax discretionary scheme. More guidance is expected in the next few weeks with the scheme launching in April (supporting vulnerable residents)
- The UK Shared Prosperity Fund has also been confirmed as going ahead by government and projects will be delivered from Q4.
- Further inflationary pressure is building with public sector pay disputes and the union pay claim for 2023/24 is for a 13% increase plus work to tackle the real terms pay reductions for local government staff. It is unlikely that pay awards of 2% can continue and there are already shortages of qualified staff which is being made worse by qualified staff being able to command salaries 32% higher in the interim and agency sectors.
- Resident satisfaction with the council increased in the residents' survey launched in November 2022 which demonstrates that hard decisions to reduce service levels or introduce new or higher charges, if properly explained, seem to be accepted by the public.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	<p>3.Performance, resilience, and security of IT systems</p> <p>Risk owner – Deputy Chief Executive</p>	<ul style="list-style-type: none"> <li>• Data and/or information lost causing breach of Data Protection Act</li> <li>• Cyber-attack results in total loss of data and systems</li> <li>• Investment in ICT does not result in savings</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial fine from Information Commissioner</li> <li>• Major media engagement</li> <li>• Reputational damage</li> <li>• Disruption to services potentially long-running</li> <li>• Inability to carry out enforcement as no records to check against</li> <li>• Resources devoted to recovery moved off to assist police investigation delaying recovery</li> <li>• Major media engagement</li> <li>• Reputational damage</li> <li>• Council becomes financially unsustainable</li> </ul>	<ul style="list-style-type: none"> <li>• Network Virtual Desktop configuration prevents download of data to local storage devices</li> <li>• Network firewall and security systems tested and monitored</li> <li>• Staff training</li> <li>• Confidential waste shredded</li> <li>• Massive reductions in printing since pandemic</li> <li>• Intuned laptops to be rolled out underway</li> <li>• Projects to include estimated benefits and monitored through benefits realisation reports. The investment requirements are tried and tested systems that have resulted in savings elsewhere.</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Update on current position

3. Performance, resilience, and security of IT systems. Key points.

- Cyber Security and system resilience continue to be a high risk for the council.
- The new Head of IT Shared Service started on 27th March and is currently reviewing the position across all areas and will be bringing an update to Leadership Team on his initial findings in due course. As per the previous update there continues to be considerable cost demands for upgrades to services and this remains a funding issue for the council

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	4. Staff capacity and skills to deliver services  Risk Owner - Head of Human Resources and Org Development	<ul style="list-style-type: none"> <li>• Loss of key staff</li> <li>• Staff capacity unable to deliver projects</li> <li>• Unable to recruit to key posts</li> <li>• Industrial action</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption to Council services</li> <li>• Poor customer service</li> <li>• Internal control or governance failure</li> <li>• Reputation damaged in the media</li> <li>• Staff cannot undertake level or volume of work to meet all priorities</li> <li>• Council does not deliver performance expectations</li> <li>• Opportunities lost to improve outcomes</li> <li>• Partners lose confidence in ability to deliver</li> <li>• Public lose confidence in ability to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Staff / manager development including the on-line learning pool and maximise the benefits of the apprenticeship levy.</li> <li>• Develop a future manager programme.</li> <li>• Succession planning for key staff within Services</li> <li>• Use of flexible retirement to ensure continuity of experienced staff whilst bringing on staff into roles</li> <li>• Prioritisation of work through the Corporate Plan and Executive Members</li> <li>• Major projects taken forward with corporate project management standards via the Major Projects Team</li> <li>• Market supplements where appropriate</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

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			<ul style="list-style-type: none"> <li>• Disruption to Council services</li> <li>• Poor customer service</li> <li>• Internal control or governance failure</li> <li>• Reputation damaged in the media</li> <li>• Disruption to Council services</li> <li>• Poor customer service</li> <li>• Non-delivery of projects</li> </ul>	<ul style="list-style-type: none"> <li>• Selective use of external resources and contingent labour through neutral vendor to drive down costs.</li> <li>• Internal communications emphasising welfare and mental health</li> <li>• 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.</li> <li>• Contingency planning</li> </ul>

### Update on current position

#### 4. Staff capacity and skills to deliver services

We continue to face challenges in recruiting to posts particularly in Planning (also in Legal, Housing and senior R&B posts) where there is both a local and national skills shortage (a market supplement has been introduced for Planning (and legal planning) to both recruit and retain but it has had limited success so far due to supply, in some cases we are still reliant on agency / interim staff to cover vacant posts whilst we try to recruit.

Lean Six Sigma phase 3 did review our end-to-end recruitment process to ensure it is easy to use and offers the candidate a great experience, how we advertise, our learning and career development offer etc. A follow up meeting with HR is being arranged to consider recommendations for improvement. As part of transformation, we are also challenging ourselves about the skills sets we need to deliver services moving forward and this does mean looking at all of the roles we have that are traditional in councils and seeking alternatives where appropriate.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Update on current position

Turnover is at 12% which is not that high and remains in line with averages in the sector, we will see some increase in global turnover as restructuring is progressed. The Blended work policy is being created again to aid recruitment and retention.

We still have some one-off key roles that would leave us vulnerable if the postholder were to leave. We are looking at succession planning across the council to 'grow our own' across the council.

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
C 4	5. Poor performance or failure of key partner or contractor  Risk owner - Head of Operations	<ul style="list-style-type: none"> <li>Poor performance or failure of key partner or contractor</li> <li>Failure to mobilise major outsourced contracts properly and/or on time</li> </ul>	<ul style="list-style-type: none"> <li>Disruption to all Council services</li> <li>Additional costs resulting from response</li> <li>Demand to partner organisations to provide mutual aid to support our response</li> <li>Cost and time involved in unplanned procurement exercises</li> <li>Major media engagement</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Offer of open book accounting to examine any potential cost increases as a result of changing circumstances.</li> <li>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 cease and costs may increase. Talks are ongoing with other Hertfordshire authorities to determine alternative</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

			<ul style="list-style-type: none"> <li>• Damage to relations with outsourcing partner and potential damages claim</li> </ul>	options. The council is investigating a circular economy option for the plastics waste stream in particular.
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### Update on current position

5. Poor performance or failure of key partner or contractor. No further update from Q3 position. Q3 notes as follows

- Risk of business failure remains the same due to inflation, risk of recession and Brexit: staff shortages and 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 at cost increases provided the council was told in advance and the contractor undertook to use reasonable endeavours to resolve cost pressures themselves.
- Customer numbers and membership figures closely monitored at leisure centres. Continued discussions with contractor to monitor impacts of utility prices and exploring options for purchasing energy that reduces costs.
- 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.
- Recyclate prices vary widely month by month and concern that Government collection system changes may remove valuable recycling from waste stream
- Escalated performance management discussions have taken place with waste contractor, an action plan to manage recruitment and vehicle breakdown is now in place.
- Impact of new collection system and changes to waste financial flows are being monitored and impacts assessed.
- HCC AFM system to end in 2023/24 but East Herts had removed AFM from budget in 2021/22 as income very low. 2022/23 AFM income windfall gain but no budgetary impact from AFM change on East Herts.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 3	<p>6. Judicial Review and or major legal challenge</p> <p>Risk owner - Head of Legal and Democratic Services</p>	<ul style="list-style-type: none"> <li>• Council loses case</li> <li>• Not enough staff to deliver services internally</li> <li>• Inability to recruit to key posts</li> </ul>	<ul style="list-style-type: none"> <li>• Council policies may no longer be fit for purpose</li> <li>• Unregulated activity until soundly based policy put in place</li> <li>• Large costs award against Council</li> <li>• Reputational damage</li> <li>• Major media engagement</li> <li>• Monitoring Officer and/or s.151 officer issues Report in the Public Interest</li> <li>• Department for Levelling Up, Housing and Communities intervention</li> <li>• Potential requirement to repeat procurement exercise and compensate unsuccessful bidders in first exercise</li> <li>• Additional and or abortive costs</li> <li>• Dip in quality of support being offered.</li> <li>• Delay in response time and consequential impact on deadlines.</li> <li>• Points not being picked up at an early enough stage.</li> <li>• Increased expenditure on obtaining external support.</li> <li>• Existing staff spread too thinly.</li> </ul>	<ul style="list-style-type: none"> <li>• All Executive, Committee and Council reports require sign off by legal and finance to ensure compliance with budget and policy framework and current legislation.</li> <li>• List of policies maintained with review dates.</li> <li>• Information Governance function strengthened to ensure compliance with data protection.</li> <li>• Policies should be backed by evidence and Leadership Team consideration involves constructive challenge as well as formal Monitoring Officer and s.151 officer.</li> <li>• Periodically going out to recruit to test the market at a given time.</li> <li>• Reviewing external advice to ensure it is to the required standard.</li> </ul>

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Update on current position

#### 6. Judicial Review and or major legal challenge

A successful legal challenge resulting in one of the Council's major capital projects being halted could potentially result in heavy financial penalties or repercussions. There are no updates on the previous quarters position

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 2	7. District Plan Risk owner - Head of Planning	<ul style="list-style-type: none"> <li>Failure to refresh District Plan to timescales and /or refreshed District Plan found to be unsound at examination</li> </ul>	<ul style="list-style-type: none"> <li>Planning becomes developer led rather than planning policy led through 5-year land supply test</li> <li>Additional costs to redo work Additional costs of planning appeals and possible judicial reviews</li> <li>Reputational damage</li> <li>Loss of affordable housing and S.106 / community infrastructure levy benefits</li> <li>Failure to meet 5-year Housing Land Supply requirements</li> <li>Possible intervention by the Department for Levelling, Housing &amp; Communities</li> </ul>	<ul style="list-style-type: none"> <li>Evidence based planning policy decisions</li> <li>Strong focus on Member, Parish, partner and community buy-in</li> </ul>

**Update on current position**

7. District Plan.

- It is a legal requirement for Local Planning Authorities to review local plans at least once every five years. Reviews should consider changing circumstances affecting the area, or any relevant changes in national policy.
- The District Plan was adopted in October 2018, over 4 years ago. There has been significant uncertainty around the government's proposed reforms to the planning system and uncertainty around the standard method for assessing housing need.
- Early work has suggested that the District Plan will need to be updated to reflect various changes that have been made to national planning policy (including new policies on climate change; sustainability; biodiversity; and design) and a potential update to local housing need.
- The recently published consultation on the NPPF now provides some clarity on the government's proposed reforms and will enable the Council to progress more detailed work over forthcoming months.
- Whilst it is difficult for the Council to agree a detailed timeline at this stage, work can begin updating the plan's evidence base, so that the Council is in a strong position to commence any formal stages once the government has confirmed any changes to the planning system.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	<p>8. Climate change</p> <p>Risk owner - Head of Housing &amp; Health</p>	<ul style="list-style-type: none"> <li>• Severe weather causing major incident (includes flood, wind, snow, cold and heat)</li> <li>• Drought</li> <li>• Weather extremes require substantial retrofit costs for asset adaptations</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption to Council services as staff diverted to response</li> <li>• Additional costs of response</li> <li>• Service changes required if long recovery phase</li> <li>• Service change required to adapt e.g. heatwave early day starts</li> <li>• Major media engagement</li> <li>• Disruption to some services through water restrictions</li> <li>• Additional costs of support to vulnerable service users</li> <li>• Public health issues</li> <li>• Non-availability of capital resources may cause working conditions on some days to be unbearable.</li> <li>• Instances of abandoning assets where hold the line defences against floods no longer viable</li> <li>• Increasing attacks by non-native species causing biodiversity loss</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Business Continuity Plan Severe Weather section</li> <li>• Emergency Plan including specific response plans to flooding etc.</li> <li>• Health and Safety Policy details severe weather response</li> <li>• Council reducing carbon footprint for the district</li> <li>• Emergency Plan</li> <li>• Business continuity plan</li> <li>• Council reducing carbon footprint for the district</li> <li>• New modern workspace work stream of the Transformation Programme will address climate change issues in the design</li> </ul>

**Update on current position**

8. Climate change. No further update from Q3 position. Q3 notes as follows. We have achieved the following;

- Diesel vans in the municipal fleet replaced by Nissan Leaf Battery Electric Vehicles saving 242 tonnes of CO2 per year
- Implement stricter emission requirements for all new vehicle application and renewals, 100% will be electric or euro 6 by April 2023
- Seeking external funding to introduce e- vehicle chargers in rural locations of district and all of EHDC land holdings
- Planting or provided over 7,700 trees in 22/23
- Survey work to assess costs with a view for government funding for decarbonisation of heating and hot water at Wallfields Multi-agency environmental and climate change forum continues
- 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 approved by Council in July 2022.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 1	9. Child / Vulnerable Adult Protection  Risk owner - Head of Housing & Health	<ul style="list-style-type: none"> <li>Child / vulnerable adult protection failure</li> </ul>	<ul style="list-style-type: none"> <li>Possible legal action for damages</li> <li>Possible prosecution</li> <li>Major media engagement</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding policy</li> <li>Annual training for staff and Members</li> </ul>

### Update on current position

9. Child / Vulnerable Adult Protection. No further update from Q3 position. Q3 notes as follows

The annual safeguarding training has been updated from 2023/24. The member induction training following the May 2023 election will cover safeguarding.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 2	10. Equalities  Risk owner - Head of Comms, Policy & Strategy	<ul style="list-style-type: none"> <li>Council found to have discriminated against individuals or communities with protected characteristics OR council has made a decision without considering equalities and diversity implications.</li> </ul>	<ul style="list-style-type: none"> <li>Possible legal action for damages</li> <li>Possible enquiry and report by Equalities &amp; Human Rights Commission</li> <li>Major media engagement</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>New strategy being developed to address challenges and embed equalities and diversity in decision making.</li> </ul>

### Update on current position

10. Equalities No further update from Q3 position. Q3 notes as follows

Responsibility for equalities has transferred to the Community Wellbeing Team. Part of their approach will be to refresh the strategy and agree a new set out of actions going forward.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
B 2	11. Internal control  Risk owner - Head of Strategic Finance and Property	<ul style="list-style-type: none"> <li>Failure of internal control or unethical behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Qualified accounts</li> <li>Possible Police involvement if fraud involved</li> <li>Major media engagement</li> <li>Reputational damage</li> <li>Increased costs as a result of loss or fine or compensation payments</li> </ul>	<ul style="list-style-type: none"> <li>Key reconciliations carried out regularly.</li> <li>Internal audit work planned and undertaken on key areas.</li> <li>Assurance Mapping</li> <li>Electronic workflow where controls much harder to circumvent</li> <li>Separation of duties appropriate to the staffing numbers</li> </ul>

### Update on current position

11. Internal control.

Audits remain on track and there is sufficient audit scope for an assurance opinion to be given

Assurance Mapping approach for key systems introduced which shows 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.

Full suite of updated anti-fraud and corruption policies approved by Audit and Governance Committee in November 2021. Intranet and website content updated. The Shared Anti-Fraud Service recommenced meetings with teams to provide training and increase awareness.

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The s.151 Officer is working closely with the Monitoring Officer to ensure the Constitution is up to date and reflects the modern working environment of the council, e.g. we no longer issue cheques therefore references to cheques in the constitution are no longer required.

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	12. Outbreak of disease in humans  Risk owner - Head of Housing and Health	<ul style="list-style-type: none"> <li>Pandemic and/or Public Health Emergency Declared</li> </ul>	<ul style="list-style-type: none"> <li>Loss of staff and/or key skills due to illness and related absenteeism</li> <li>Requirement to enable entire workforce to work from home</li> <li>Requirement for Council and Committees to meet via video conference</li> <li>Loss of income/additional costs</li> <li>Loss of essential services /utilities/ suppliers</li> <li>Demand from partner organisations to provide staff and other resources to support their response</li> <li>Major media engagement</li> <li>Disruption to all Council services</li> <li>Increased risk of fraud from support programmes</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan</li> <li>Emergency Plan</li> <li>Dynamic risk assessments and keeping office open and COVID secure in line with government guidance.</li> <li>Agile working introduced and scaled up to ensure social distancing</li> <li>Fraud alerts on pandemic circulated by SAFS</li> </ul>

**Update on current position**

12. Outbreak of disease in humans. No further update from Q3 position

The threat of new variants and new waves of infection is real and constant but our agile working policy means the Council is much better positioned to adapt. Previous quarter notes as follows;

- 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.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

Score	Risk Title / Risk Owner	Trigger	Consequence	Mitigation / control
A 4	13. Business Continuity Plan / Emergency Plan  Risk owner - Head of Housing & Health	<ul style="list-style-type: none"> <li>Major Incident Occurs</li> <li>Plan fails</li> </ul>	<ul style="list-style-type: none"> <li>Loss of essential services / utilities/ suppliers</li> <li>Demand from partner organisations to provide staff and other resources to support their response</li> <li>Major media engagement</li> <li>Disruption to all Council services</li> <li>Unable to support partner organisations to provide staff and other resources to support their response</li> <li>Possible legal action or public inquiry</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Plan Major Incident protocols</li> <li>Business Continuity Plan</li> <li>Keep plans under review every 6 month and keep evidence.</li> <li>Review of response after every incident</li> <li>Training for staff in EP roles</li> <li>Regular exercises once a quarter</li> <li>Emergency and Resilience work provided through Hertfordshire County Council</li> </ul>

### Update on current position

13. Business Continuity Plan / Emergency Plan. No further update from Q3 position. Q3 notes as follows

- Desk top exercise accessing plans and refresh of contact lists to be undertaken
- Communications test undertaken from County to Districts to check notification cascade.
- Review of business continuity plan by internal team underway. Cabinet Office review of cyber security has led to grant funding plus a Cyber Treatment Plan is now in place. All staff and Members have completed mandatory cyber risk online training. Proposed test of the emergency plan postponed during pandemic. The test will be the priority once the business continuity plan review is complete.

## East Herts Council Corporate Risk Register – 2022/23 quarter four

### Key to scoring

Likelihood	Score	Description	Likelihood of occurrence	Probability of occurrence	
	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	Score	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