

## POLICY AND RESOURCES COMMITTEE - 25 JANUARY 2021

### PART I - DELEGATED

#### 8. REVIEW OF STRATEGIC RISKS (CED)

##### 1 Summary

- 1.1 This report proposes revised strategic risks, based on the priorities and objectives in the Corporate Framework 2020-2023.

##### 2 Details

- 2.1 The Council's Risk Management Strategy was last approved by the Policy and Resources Committee at its meeting on 5 November 2018 and was last reviewed by the Audit Committee at its meeting on 24 September 2020. In accordance with the Strategy, the Policy and Resources Committee determines which of the Council's risks are 'strategic' and receives progress reports on their treatment. A strategic risk is defined as one that would seriously prejudice the achievement of the objectives of the Corporate Framework.

- 2.2 There are currently 8 risks on the Strategic Risk Register

1.	Failure to achieve improvements to services
2.	Failure to tell residents about improvements
3.	Failure to make progress on the sustainability action plan
4.	Failure to engage the community in the Strategic Plan
5.	Failure to achieve Community Safety targets
6.	Failure to achieve the priorities of the community strategy through the LSP
7.	Failure to deliver the South Oxhey Initiative project to desired outcomes and objectives
8.	The medium term financial position worsens

- 2.3 The Corporate Framework 2020-2023 has the following themes and objectives:

- **Housing and thriving communities**
  - We will work on a local plan to deliver sufficient housing and adopt that plan by 2021
  - Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district
  - We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey
  - We will seek to increase the number of Green Flag accredited parks and open spaces
  - We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles
  - We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions
- **Sustainable Environment**
  - We will produce and deliver a Climate Change Strategy and action plan
  - We will continue to improve the energy efficiency of the Council's buildings

- We will deliver and implement a Cycling and Walking Strategy
  - We will seek to maintain our position as the highest recycling authority in Hertfordshire
- **Successful Economy**
    - We will undertake a review of the Council's role in relation to the economy and agree an economic strategy
    - We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy
    - Three Rivers will be recognised as a great place to do business
    - We will continue to improve our relationship with the local business community
    - We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios
  - **High Performing, Financially Independent Council**
    - We will generate enough income to continue to provide services for the district
    - We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy
    - We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated
    - We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives

**2.4** The officer Risk Management Group has reviewed the above themes and objectives and propose that the following are considered as strategic risks:

<b>Theme</b>	<b>Objective</b>	<b>Risk</b>
Housing and Thriving Communities	We will work on a local plan to deliver sufficient housing and adopt that plan by 2023	Failure to achieve the target of nett additional homes
Housing and Thriving Communities	We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions	Failure to achieve community safety targets
Sustainable Environment	We will produce and deliver a Climate Change Strategy and action plan	Failure to make progress on the Climate Change Strategy and action plan
Successful Economy	We will undertake a review of the Council's role in relation to the economy and agree an economic strategy	Failure to make progress on the development of an Economic Strategy
Successful Economy	We will continue to participate in the Hertfordshire Growth Board and South West	Failure to make progress on infrastructure investment by

	Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy	Hertfordshire Growth Board
High Performing, Financially Independent Council	We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy	Failure to deliver the Property Investment Strategy

2.5 The risk of not achieving the remaining objectives are considered to be operational risks and will therefore be included in the relevant service risk registers.

2.6 The revised strategic risk register is attached at appendix 1.

### 3 Options and Reasons for Recommendations

3.1 The Policy and Resources Committee is responsible for monitoring the treatment of strategic risks.

### 4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy and budgets. The relevant policy is entitled Risk Management Strategy and was agreed on 5 November 2018.

### 5 Financial, Legal, Equal Opportunities, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website, Risk Management and Health & Safety Implications

5.1 None specific.

### 6 Recommendation

6.1 That the Policy and Resources Committee note the updated Strategic Risk Register.

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#### Data Quality

Data sources:

Corporate Framework 2020-23, Strategic Risk Register

Data checked by:

Phil King, Emergency Planning and Risk Manager

Data rating:

1	Poor	
2	Sufficient	✓

3	High	
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**Background Papers**

Corporate Framework 2020-23, Strategic Risk Register

**APPENDICES / ATTACHMENTS**

Strategic Risk Register