

Date risk added to register	Risk ref	Risk owner	Category	Risk description	Comment	Likelihood score (inherent)	Impact score (inherent)	Inherent risk score	Risk controls	Risk control owners	Likelihood score (residual)	Impact score (residual)	Residual risk score	Risk direction	Action plan	Action plan owners	Action plan completion dates	Comments on last risk review
Jan-21	ST01	Head of Planning Policy	Strategic	Failure to achieve the target of nett additional homes	2021 Regulation 18 Consultation proposed site allocations that would not meet the Government's housing target in full	4	3	12	Local Development Scheme. Local Plan Sub-Committee. To get the Local Plan adopted in 2025	Head of Planning Policy	3	3	9	⇒	Local Plan Sub-Committee, Policy and Resources Committee and full Council have to agree Regulation 18, 19 and submission of the Local Plan in accordance with the Local Development Scheme	Head of Planning Policy	Dec-24	Reg. 18 consultation undertaken and number of representations received together with resourcing issues over the last year meant that Reg 19 stage has been delayed until Q4 of 2023. LDS has been updated to reflect the new Local Plan timetable.
Apr-08	ST02	Head of Community Partnerships	Strategic	Failure to achieve Community Safety targets	There is a risk of increased crime and ASB as a consequence of the cost of living crisis but overall this does not impact the risk scores	3	2	6	Quarterly performance reports to Community Safety Board and Co-ordination Group; 6 monthly reports to Members via MIB; Briefings with Leader and Lead Member; Participation in Families First, Adults with Complex Needs, Offender Management Group, South West Herts Youth Action Panel, Domestic Abuse Partnership Board and ASB Action Group; Equality impact monitored; Strategy overall is on target; Where individual targets not met new action plans have been put in place and targets revised annually.	Head of Community Partnerships	1	2	2	⇒	Continue to develop joint funding bids for projects and bid to PCC funds for larger projects once a year; Community Safety Board to review funding position of successful project and alternative funding strategies to be explored	Head of Community Partnerships	Ongoing	Impact and likelihood scores have not changed since last review. Action Plan has been updated
Jan-21	ST03	Head of Community Partnerships	Strategic	Failure to make progress on the Climate Change Strategy and action plan	Good progress is being made on this work but further progress will be largely dependent on available funding which could be limited in the coming year	3	3	9	Permanent staff recruited and in post. Strategy and Action plan agreed.	Head of Community Partnerships	2	2	4	⇒	Ensure the action plan is delivered and monitored regularly. BI annual updates at LEC Committee. Grant opportunities sought to ensure funding and partnerships can deliver strategy.	Head of Community Partnerships	Ongoing	Impact and likelihood scores have not changed since last review. Risk Controls and Action Plan have been updated
Jan-21	ST04	Head of Property Services & Economic Growth	Strategic	Failure to make progress on the development of an Economic Strategy		4	3	12	Recruit part time Economic Growth Officer shared role with UKSPF coordinator (50:50). Handover from Planning Policy to Economic Growth Team and no dedicated staffing resources have necessitated the need to move the development and adoption of the Economic Strategy back to 2023/24.	Head of Property Services & Economic Growth	3	2	6	⇒	Appointment of part-time Economic Growth Officer	Head of Property Services & Economic Growth	Mar-24	Following the departure of the former Planning Policy Manager, the responsibility for the Economic Strategy has passed over to the Economic Growth Team. There are no immediate staffing resources available and so it has been necessary to reconsider how the Economic Strategy can be developed & adopted. The intention is to utilise 50% of the (yet to be appointed) UKSPF Officer's time to support the development of the Economic Strategy.
Jan-21	ST06	Head of Property Services & Economic Growth	Strategic	Failure to deliver the Property Investment Strategy		3	3	9	Property Investment Board. Property Strategy approved.	Head of Property Services & Economic Growth	2	3	6	⇒	Continue with PIB meetings	Head of Property	Ongoing	There have been no fundamental changes to the impact or likelihood of the risk since the last review. Continued monitoring and regular oversight from the PIB will ensure that this risk is managed adequately and within acceptable limits
Jul-14	ST07	Director of Finance	Strategic	The Medium term financial position worsens.	In that the general fund balance falls below the minimum prudent threshold and capital funding is insufficient to meet the capital programme. This appears as item no.8 in the Council's strategic risk register.	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement. Currently the 2019/20 annual accounts are awaiting sign off from the external auditors and 2020/21 annual accounts are well progressed.	Head of Finance	3	2	6	⇒	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process which includes a risk assessment for the prudent level of general balances and an assessment of financial resilience with reference to the CIPFA Financial resilience index.	Head of Finance / Heads of Service	Ongoing	Impact and likelihood scores have not changed since last review
Nov-21	ST08	Executive Head of HR and Organisational Development	Strategic	Failure to retain or recruit well trained and experienced staff resulting in reduction of high quality services	Low morale, uncompetitive salary/terms and conditions. Bouyant local job market and competition from London authorities and other local organisations. Lack of career opportunities. Retirement and lack of succession planning	3	3	9	Monitoring of staff workloads, staff appraisals, staff satisfaction survey, benchmarking of salaries, consider market factor supplements. Each service area to develop succession planning	Executive Head of HR and OD / Heads of Service	3	3	9	⇒	Continue with existing risk controls	Executive Head of HR and OD / Heads of Service	Ongoing	We will continue to monitor this risk. It will form part of the service review discussions with AD's in Q3. It has also been incorporated in all HR Business Partner's PDRs as a way of monitoring and managing the risk at a local level.
Nov-21	ST09	Director of Partnerships	Strategic	Loss of service to internal departments and therefore external customers and / or potential for financial or data fraud.	Lack of appropriate security controls, failure to report security breaches, lack of training for all staff to identify when a security incident has taken place, failure to remediate identified vulnerabilities, failure to patch systems appropriately, unsupported software in place	3	4	12	Systems regularly backed up. IT Health check conducted once a year and follow-up actions completed. All non-supported operating systems and third party software either removed or isolated from the network. Annual external audit focussing on Cybersecurity. Threat alerts and advice received from National Cyber Security Centre	Associate Director of ICT and Shared Services	2	4	8	⇒	increased all backup frequencies across all major systems. Reviewing options to increase threat management on desktops	Head of ICT	Ongoing	October 2022 - Disaster Recovery plan reviewed and updated. Implementation of BullWall Ransomware desktop and server product. Migration to Mimecast to manage email and web filtering.

Risk Management scoring matrix

		LIKELIHOOD			
IMPACT		1 Remote (≤5%)	2 Unlikely (6-20%)	3 Likely (21-79%)	4 Very Likely (≥80%)
4 Catastrophic	4 LOW	8 HIGH	12 VERY HIGH	16 VERY HIGH	
3 Critical	3 LOW	6 MEDIUM	9 HIGH	12 VERY HIGH	
2 Significant	2 LOW	4 LOW	6 MEDIUM	8 HIGH	
1 Marginal	1 LOW	2 LOW	3 LOW	4 LOW	

Impact Classification	Service disruption	Financial loss	Reputation	Failure to meet legal obligation	People
4 Catastrophic Impact	Total loss of service	>£500k	Adverse national media coverage / many complaints	Litigation, claim or fine >£500k	Fatality of one or more clients or staff
3 Critical Impact	Significant service disruption	£100k - £500k	Adverse local media coverage / several complaints	Litigation, claim or fine £100k - £500k	Serious injury, permanent disablement of one or more clients or staff
2 Significant Impact	Service disruption	£25k - £100k	Local public interest / some complaints	Litigation, claim or fine £25k - £100k	Major injury to an individual
1 Marginal Impact	Minor service disruption	<£25k	Isolated complaints	Litigation, claim or fine <£25k	Minor injury to less than 5 people