

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		4	3	12	Local Development Scheme. Local Plan Sub-Committee. To get the Local Plan adopted in 2023	Head of Planning Policy	3	3	9	NEW	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-23	
Apr-08	ST02	Head of Community Partnerships	Strategic	Failure to achieve Community Safety targets		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. Review funding of Families First Going forward.	Head of Community Partnerships	Ongoing	Impact and likelihood scores have not changed since last review
Jan-21	ST03	Head of Community Partnerships	Strategic	Failure to make progress on the Climate Change Strategy and action plan		4	3	12	Redeployment of staff for 6 months approved to increase capacity to develop strategy, attend partnership meetings and start action plan and delivery	Head of Community Partnerships	2	2	4	NEW	Produce strategy and action plan	Head of Community Partnerships	Ongoing	
Jan-21	ST04	Head of Planning Policy	Strategic	Failure to make progress on the development of an Economic Strategy		4	3	12	2 x Economic Development Officer posts agreed	Head of Planning Policy	3	2	6	NEW	Appointment of Economic Development Officers	Head of Planning Policy	Apr-21	
Jan-21	ST05	Head of Planning Policy	Strategic	Failure to make progress on infrastructure investment by Hertfordshire Growth Board (Accelerated housing provision)		3	3	9	Hertfordshire Growth Board prepare consolidated bid for the whole county	Head of Planning Policy	2	3	9	NEW	Accelerating housing delivery project - assessing list of potential sites	Head of Planning Policy	Mar-21	
Jan-21	ST06	Director of Community and Environmental Services	Strategic	Failure to deliver the Property Investment Strategy		3	3	9	Property Investment Board. Property Strategy approved.	Head of Property	2	3	6	NEW	Continue with PIB meetings	Head of Property	Ongoing	
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. The financial impact of COVID-19 will place a burden on the Council's Revenue account through loss of income and additional expenditure	4	4	16	Regular budget monitoring reports to committees; Budgetary and Financial Risk Register reviewed and updated as part of the budget monitoring process; Early identification of budgetary pressure when reviewing the medium term financial plan during the budget setting process; Audited Statement of Accounts, including Annual Governance Statement.	Head of Finance	3	3	9	⇒	More regular budget monitoring reports to be taken to P&R. Work on budget strategy to be commenced in the summer. Impact on collection fund to be identified. Government financial support is crucial to the Council achieving a sustainable budget	Head of Finance	Ongoing	Impact and likelihood scores have not changed since last review

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