

POLICY AND RESOURCES COMMITTEE - 6 DECEMBER 2021

PART I - DELEGATED

8. REVIEW OF STRATEGIC RISKS (CED)

1 Summary

- 1.1 The purpose of this report is to agree the current risk ratings, mitigations and action plans for each strategic risk

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 7 risks on the Strategic Risk Register

| Theme | Objective | Risk |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Housing and Thriving Communities | We will work on a local plan to deliver sufficient housing and adopt that plan by 2021 | (ST01) 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 | (ST02) Failure to achieve community safety targets |
| Sustainable Environment | We will produce and deliver a Climate Change Strategy and action plan | (ST03) 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 | (ST04) 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 Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy | (ST05) Failure to make progress on infrastructure investment by 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 | (ST06) Failure to deliver the Property Investment Strategy |
| High Performing, Financially Independent Council | We will generate enough income to continue to provide services for the district | (ST07) The medium term financial position worsens |

2.3 The Heads of Service that are responsible for the strategic risks have reviewed and updated their entries on the Strategic Risk Register, which is attached at appendix 1.

2.4 The Corporate Management Team has reviewed the updated register and propose that risk ST05 (failure to make progress on infrastructure investment by Hertfordshire Growth Board) be closed as no sites in the district have been identified. It is also proposed that the following 2 risks be added to the Strategic Risk Register:

- Failure to retain or recruit well trained and experienced staff, resulting in reduction of high quality services.
- Increase in likelihood of a cyber attack.

2.5 The risk of having insufficient staff will continue to be included in each service operational risk register. It is now proposed to also have the risk included in the Strategic Risk Register, as various departments have struggled to recruit staff recently, and should that continue, there could be a significant impact on the Council and could prejudice the achievement of the objectives of the Corporate Framework.

2.6 Should there be a cyber attack on the Council, ICT systems could be rendered inoperable or inaccessible. It is proposed that this is now included on the Strategic Risk Register as should it occur, it could prejudice the achievement of the objectives of the Corporate Framework. Watford Borough Council is the Lead Authority for the ICT Shared Service and therefore, does not present their Service Plan/Operational Risk Register to Three Rivers. By including this risk on the Strategic Risk Register, this committee will have sight of the risk rating and the mitigations in place.

2.7 The proposed additional two risks have been added to the Strategic Risk Register, which 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

None specific.

6 Recommendation

6.1 That the Policy and Resources Committee note the updated Strategic Risk Register and agree to the closing of risk ST05 and the inclusion of two new strategic risks.

Data Quality

Data sources:

Risk Management Strategy

Strategic Risk Register

Data checked by:

Phil King, Emergency Planning and Risk Manager

Data rating:

| | | |
|----------|-------------------|---|
| 1 | Poor | |
| 2 | Sufficient | ✓ |
| 3 | High | |

Background Papers

Risk Management Strategy

APPENDICES / ATTACHMENTS

Appendix 1 – Strategic Risk Register