

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	⇒	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	Reg. 18 consultation undertaken and number of representations received means that Reg 19 stage likely to be delayed until Q4 of 2022. LDS will be updated once all responses have been considered by Officers and LPSC.
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	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		4	3	12	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 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	⇒	Appointment of Economic Development Officers	Head of Planning Policy	Dec-21	Economic Development Officer post is still vacant and there is a question about whether a permanent role can still be sought (ARG funding requirements). Economic Development Consultant contracted until end of December 2021 when Economic Strategy Completed. Without a dedicated Economic Development Officer it is unclear how the action plan from the strategy can be implemented. Action Plan completion date extended to December 2021
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	6	⇒	Accelerating housing delivery project - assessing list of potential sites	Head of Planning Policy	Dec-21	Advised that Herts Growth Board are waiting for the Autumn Statement to see if Hertfordshire have been successful in a bid. No potential sites in Three Rivers have been identified. Recommend that risk is closed.
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	⇒	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. 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; 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 be taken to P&R. The monitoring reports include the latest forecast for income and expenditure, including the impact of COVID-19 and related government support. The finance team continue to work with external audit to conclude the audit of the 2019/20 accounts and work will commence on the 2020/21 audit in Autumn.	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	NEW	Continue with existing risk controls	Executive Head of HR and OD / Heads of Service	Ongoing	New Risk
Nov-21	ST09	Group Head of Transformation (WBC)	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	Head of ICT	2	4	8	NEW	increased all backup frequencies across all major systems. Reviewing options to increase threat management on desktops	Head of ICT	Ongoing	New Risk

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