

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
Apr-08	ST01	Mgt Board	Strategic	Failure to secure improvements to services	The Council's reputation could suffer if key service improvements are not achieved. This could be due to poor communication or project/service management.	2	3	6	Service Planning framework; performance management framework, project management framework, Benchmarking; Internal audits; Value for Money Strategy; Corporate Consultation Action Plan; Omnibus survey in place; Omnibus survey updated to track perceptions of changes to key services.	Head of Community Partnerships	2	1	2	⇒	PIs to be reviewed by all Heads of Service; Income targets being monitored by Management Board and budget reporting	Head of Community Partnerships	Continuous	Impact and likelihood scores have not changed since last review; Omnibus survey in place to measure key corporate PIs; Failing services have been identified and additional performance support provided to them and these services are improving; Public perception of services has improved for Sports and Leisure (90% satisfaction), and Doorstep recycling (88% satisfaction); Public perception has reduced in some areas but increased in others; There are no statistically significant changes with satisfaction for parks and open spaces (91% refuse collection (82% satisfaction) and keeping public land clear of litter (71% satisfaction); Across all key areas, including leisure, parks and refuse remains above 70% satisfaction; Overall satisfaction with the Council has not significantly changed (69%) and is significantly higher than the national average of 60%.
Apr-08	ST02	Emergency Planning & Risk Manager	Strategic	Failure to tell residents about improvements	The Council's reputation might suffer if residents weren't informed of the Council's successes. The measure in place to inform residents of improvements reduces the likelihood of residents not being informed.	4	2	8	Press releases; Website; Social media; Welcome letter to new residents; Herts Omnibus survey identifies customer awareness and satisfaction; Pensioner's Forum; Youth Council; user forums.	Senior Communications Officer	2	2	4	⇒	LGA review of Communications being undertaken	Senior Communications Officer	Continuous	Impact and likelihood scores have not changed since last review.
Apr-08	ST03	Head of Planning Policy		Failure to make progress on sustainability	The "Better Neighbourhoods" aim of the Strategic Plan includes the objective we want to "maintain high quality neighbourhoods" and "reduce the eco-footprint of the district". The Council's reputation would suffer if sustainability targets were not achieved.	2	3	6	Declaration of Climate Emergency; Green Expectations Action Plan; Membership of the Herts Sustainability Forum ; Awareness raising through Hertfordshire wide Green our Herts group; Information is provided via the Green our Herts website; Greenhouse Gas emissions data submitted annually to BEIS; Home Energy Conservation Act (HECA) report submitted to BEIS biannually.	Sustainability Officer	3	3	9	↑	Continued development and promotion of the Green our Herts website; Continued monitoring of Greenhouse gas emissions and reporting to BEIS; Monitoring and reporting of actions through the Green Expectations Action Plan; Produce updated HECA report; Annual Display Energy Certificate for TRH and Watersmeet	Sustainability Officer	Continuous	Likelihood score has increased because of current vacant post of Sustainability Officer
Apr-08	ST04	Head of Community Partnerships	Strategic	Failure to engage the community in the Strategic Plan	Evidence held on successful consultations and high customer satisfaction data	3	2	6	Corporate consultation data is analysed by race, gender, disability, age, area of residence and household income; Consultation best practice guidance updated for all services; Focus Groups held with hard to reach groups when evidence suggests differential impact; Consultation Action Plan has been developed; Priorities for engagement have been identified.	Head of Community Partnerships	2	2	4	⇒	Maintain implementation of corporate Consultation Action Plan	Head of Community Partnerships	Continuous	Impact and likelihood scores have not changed since last review; Consultation on potential income generation schemes and service priorities delivered.

Apr-08	ST05	Head of Community Partnerships	Strategic	Failure to achieve Community Safety targets	Strategy continues to meet majority of targets. Individual targets not met are being addressed by local action plans.	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	Continuous	Impact and likelihood scores have not changed since last review; PCC bids submitted with significant success as well as small grant bids. Families First programme in place and government funding confirmed for one further year; Adults with Complex Needs Partnership Group Operational; Community Support Service expanded for people with mental health difficulties jointly funded through partnership; Domestic Abuse Caseworker funding secured in partnership for further years; There was a rise in domestic abuse and serious violence. Funding secured for YC Hertfordshire to support young people affected by exploitation including serious violence.
Apr-09	ST06	Head of Community Partnerships	Strategic	Failure to achieve the priorities of the Community Strategy through the Local Strategic Partnership (LSP)	Partner funding secured for domestic abuse and mental health partnership projects. Healthy hub being developed with Public Health Funding. Grants budget redirected to public health focussed projects.	3	2	6	Themed updates provided to board on strategy priorities; Key performance indicators being tracked; Regular briefing with leader; Regular meetings of LSP Board; Review of funding streams; Review of Community Strategy.	Head of Community Partnerships	3	2	6	⇒	Assess new sources of potential shared funding for local priorities from outside sources; Maintain risk assessment of all proposals for funding and joint action, Assess impact of STP Prevention Plan and new Primary Care Networks on investments in projects.	Head of Community Partnerships	Continuous	Impact and likelihood scores have not changed since last review; Joint funding agreed for key projects; Limited funding available from some partner agencies; Community Strategy review completed; Partnership Board now continuing joint meetings with Community Safety Partnership Board to increase co-ordination of work.
Jul-14	ST07	Head of Property	Strategic	Failure to deliver the South Oxhey Initiative to desired outcomes and objectives	This is a key project. Phase 1 delivered. Enhanced next phase agreed.	3	3	9	Project management team appointed to advise Council; Project management processes in place and reviewed regularly; Policy and Resources Committee receive regular reports on progress of project.	Head of Property	2	2	4	⇩	See project specific risk register	Major Projects Officer	Continuous	Impact and likelihood scores have reduced since Phase 1 completed
Jul-14	ST08	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.	2	4	8	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	2	3	6	⇒	Ongoing Monitoring. Q1 monitoring shows a projected small underspend for the year. Budget preparation commenced in Sept	Head of Finance	Continuous	Impact and likelihood scores have not changed since last review; Service Reviews continue to take place; Property Investment Strategy is in place.