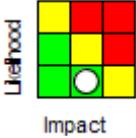


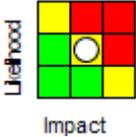
NHC Risk Register

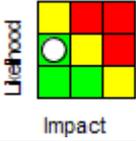
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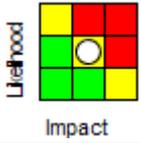


Risk Code	CDP04	Risk Title	Town Centre Recovery
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<ul style="list-style-type: none"> - Limited budget available via the Shared Prosperity Fund. - Town Centre Programmes for each town not yet in place. - Reputational damage if improvements/initiatives are not progressed or delayed. 		
Current Risk Matrix		Date Reviewed	06-Nov-2023
Opportunities			
Consequences			
Work Completed	- Allocated SPF funding.		
Ongoing Work	<ul style="list-style-type: none"> - Investigating options for external grants to enhance available funding. - People & Places working with key stakeholders to develop delivery programmes. 		

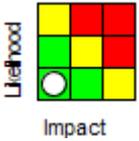
Risk Code	CDP05	Risk Title	Health Inequalities
Service Area	Legal & Community	Risk Owner	Jeanette Thompson
Year Identified	2022	Corporate Objective	People First
Risk Description	<p>Risks</p> <ul style="list-style-type: none"> - Inability to achieve funding for future years. - Delays in achieving funding. - Restrictive funding terms. - Staff shortages/competing priorities. <p>Leading to:</p> <ul style="list-style-type: none"> - Cessation of current projects/services. - Delays in achieving outcomes. - Limited scope of projects. - Limited progress with pursuing funding opportunities/delivering projects. 		
Current Risk Matrix		Date Reviewed	09-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Funding secured and intervention plan approved (Health and Wellbeing). - HCC confirmed continued funding for 2024/25. 		
Ongoing Work	<ul style="list-style-type: none"> - Working with partner organisations to deliver projects. - Quarterly updates on usage and take up. 		

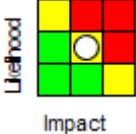
Risk Code	CDP07	Risk Title	Resident/Public EV Charging in our Car Parks
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Not successful in obtaining grant funding (no longer a risk). 2. Unable to identify/procure a private sector partner (no longer a risk). 3. Unable to agree contract conditions/relevant lease arrangements with contractor. 4. Unable to deliver project in accordance with OZEV requirements.		
Current Risk Matrix		Date Reviewed	25-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Grant application submitted to OZEV. - Private sector partner identified, with experience of delivering OZEV funded projects. - Revised grant application submitted to OZEV. - Grant application successful. 		
Ongoing Work	<ul style="list-style-type: none"> - Working with partner to finalise contract, lease arrangements and implementation programme. 		

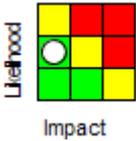
Risk Code	CDP08	Risk Title	Cycling Network
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Resourcing for NHC and HCC. 2. Timing and adoption of LCWIP by HCC Transport Panel/Cabinet (no longer a risk). 3. Limits to what can be achieved in the short-term.		
Current Risk Matrix		Date Reviewed	25-Oct-2023
Opportunities			
Consequences			
Work Completed	- HCC adopted LCWIP (September 2023).		
Ongoing Work	- Awaiting adoption of Hertfordshire Active Travel Strategy by HCC (early 2024). - Regular communication and partnership working with HCC to help identify, fund and deliver the best schemes for North Herts (ongoing). - Seeking related S106 contributions from planning applications (ongoing).		

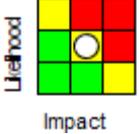
Risk Code	CDP10	Risk Title	Royston Leisure Centre Solar Thermal
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Solar Thermal not viable alongside installation of Solar PV. 2. Tender returns over budget. 3. Delays to procurement/project delivery.		
Current Risk Matrix		Date Reviewed	04-Oct-2023
Opportunities			
Consequences			
Work Completed	- Cabinet approved increased capital budget (13 September 2022). - Feasibility report received June 2023.		
Ongoing Work	- Reviewing feasibility report findings alongside progressing Solar PV project (on hold).		

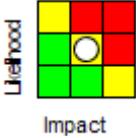
Risk Code	CDP11	Risk Title	Town Centre Strategies
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	1. Lack of available resource to produce and deliver identified strategies. 2. Lack of strategic direction leads to speculative development that undermines function of town centres.		
Current Risk Matrix		Date Reviewed	25-Oct-2023
Opportunities			
Consequences			
Work Completed	- Recruited Town Centre Project Officer.		
Ongoing Work	<ul style="list-style-type: none"> - Procurement of technical expertise to help prepare evidence base. - Preparation of evidence base to inform strategies. - Look for external funding. - Take applications through master planning process. 		

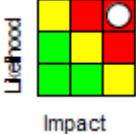
Risk Code	CDP12	Risk Title	Finalise Pay on Exit Parking Review
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Budget implications of selected scheme. 2. Inability to procure suppliers within approved budget. 3. Negative public reaction to changes and disruption during works. 4. Loss of income during associated works.		
Current Risk Matrix		Date Reviewed	25-Oct-2023
Opportunities			
Consequences			
Work Completed	- Capital budget approved.		
Ongoing Work	- Procure suppliers to replace existing machines/software and tariff boards.		

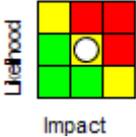
Risk Code	CDP13	Risk Title	Pursue commercial leasing opportunity for Royston Town Hall Annexe
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	People First
Risk Description	<ol style="list-style-type: none"> 1. Lack of engagement from HCC restricts our ability to acquire access rights. 2. Cost and time in acquiring rights or addressing restrictions are prohibitive. 3. Planning permission refused or subject to unviable conditions. 4. Desire to retain partial community use impinges on viability. 5. Build cost inflation impinges on viability. 		
Current Risk Matrix		Date Reviewed	31-Oct-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<ul style="list-style-type: none"> - Continue to pursue engagement with HCC regarding access rights. - Attempt to improve momentum in negotiations with interested party. - Exploring options following unsolicited solid interest in site (ongoing). - As the project progresses, proactive and frequent discussion with key site stakeholders e.g., RTC and Citizens Advice. - If required, engage reputable local and national agents to garner wide audience for marketing and generate maximum interest. - Frequent communication with Town and NHC Ward Councillors, as appropriate. - At the appropriate time, and if feasible, consider adopting modern methods of construction. 		

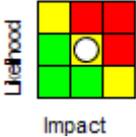
Risk Code	CDP17	Risk Title	Empty Homes Strategy
Service Area	Housing & Environmental Health	Risk Owner	Jo Doggett
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	<p><u>Development of Strategy</u> Risks: - Staff shortages/competing priorities limit progress with developing Strategy. - Potential political/reputational risk associated with not having an agreed strategic approach in place. - Resource implications/limitations relating to the different options available.</p> <p><u>Implementation of Adopted Strategy</u> Risks (dependent on the agreed approach): - Securing the resources required to deliver the Strategy and achieve objectives. - Limited number of empty homes that we can actually take forward under the Strategy. - Cost to Council of maintaining empty properties that we acquire. - Political/reputational risk associated with a perceived lack of progress and/or cost/benefit analysis of our approach.</p>		
Current Risk Matrix		Date Reviewed	06-Nov-2023
Opportunities			
Consequences			
Work Completed	<p><u>Controls/Mitigations</u> - Draft Strategy produced and considered by Executive Member and Deputy in September 2022. - Staff resource to enable delivery of the final Strategy as part of a new Housing Improvement Officer role approved by Full Council on 23 February 2023. - Agreed timeframe for adoption (now January 2024).</p>		
Ongoing Work	- Refining draft Strategy, with outcomes and delivery linked directly to the preferred approach and resources available.		

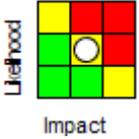
Risk Code	CDP18	Risk Title	New Ways of Delivering Housing on Council Land
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<ol style="list-style-type: none"> 1. Being able to develop a viable project. 2. Ensuring Contract Procurement Rules are adhered to. 3. Housing development subject to planning. 4. Working with the right supplier(s) for the Council. 5. Lack of demand and absorption rate for tenure and build type. 		
Current Risk Matrix		Date Reviewed	31-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Undertook market research exercise with a cross-section of the development market regarding options for joint ventures. - Market research report received. 		
Ongoing Work	<p>Based on the additional focussed work to supplement market research report findings:</p> <ul style="list-style-type: none"> - Work closely with the Finance team and selected supplier to try to develop a viable project, factoring in borrowing costs. - Work closely with relevant service areas and selected supplier to ensure the proposed developments are in line with expectations. - Work with the Procurement and Legal team to run a successful tender that will allow us to work with the right supplier. - Align relevant policies and company values when selecting supplier. 		

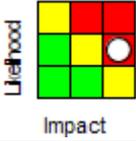
Risk Code	CDP21	Risk Title	Master Planning
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<p>1. Risk of poor scheme outcomes that do not appropriately respond to local character and context.</p> <p>2. Risk that strategic sites do not maximise contribution to corporate objectives and priorities of climate change, environment, economy and place.</p> <p>3. Risk of delay to delivery of strategic sites if masterplan process is delayed or stalled or provides insufficient information to guide subsequent planning applications.</p> <p>4. Failure to secure funding to resource the process.</p> <p>5. Reduction in pre-application income and delay to income from planning applications.</p> <p>6. Failure to retain/recruit sufficiently experienced officers.</p> <p>7. Risk of adverse appeal findings on other/non-Local Plan sites if delivery is delayed or stalled.</p>		
Current Risk Matrix		Date Reviewed	02-Nov-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Adoption of Local Plan by Full Council on 8 November 2022. - Provision of additional information by applicant leading to positive Planning Control Committee resolution on Highover Farm scheme. - Internal restructure of Strategic Planning Teams finalised and implemented. - Senior Urban Designer post filled on an initial fixed-term through the 'Public Practice' scheme. - Principal Planner/Urban Design Officer vacancy advertised. - Interim consultant resources extended and expanded to provide additional capacity within the team pending recruitment to vacancies. 		
Ongoing Work	<ul style="list-style-type: none"> - Secure funding for resources through Planning Performance Agreements. - Monthly Project Board meetings to escalate barriers to progress. - Ongoing recruitment to vacant planning positions. - Ongoing monitoring of workload and service-wide budgets to ensure sufficient resource to progress. 		

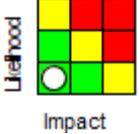
Risk Code	CDP22	Risk Title	Financial Sustainability/Balancing our Budget
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	Sustainability
Risk Description	<p>1. Funding reductions as a result of new funding formula.</p> <p>2. Sales, fees, and charges income continues at a lower level due to changes in behaviour from Covid-19 and impact of 'cost of living'.</p> <p>3. Not able to make the required decisions to deliver budget savings required.</p> <p>4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases.</p>		
Current Risk Matrix		Date Reviewed	10-Nov-2023
Opportunities			
Consequences			
Work Completed	- Latest round of MTFS (September 2022) and budget (February 2023) completed.		
Ongoing Work	<ul style="list-style-type: none"> - Revise funding projections as a result of formula changes and insight of future direction. - MTFS sets out a strategy for addressing funding gaps, including how difficult service funding decisions will need to be made. - Regular budget monitoring to highlight any issues. 		

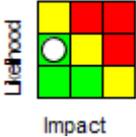
Risk Code	CDP26	Risk Title	Charnwood House
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	People First
Risk Description	1. Covenant restriction on use. 2. Statute restriction on use. 3. Viability of Listed Building consent conditions. 4. Demand for community hub. 5. Delays due to Asset of Community Value (ACV) listing.		
Current Risk Matrix		Date Reviewed	31-Oct-2023
Opportunities			
Consequences			
Work Completed	- Public communication and open days to market research intricacies of demand for community hub. - ACV nomination accepted, placing the asset on the list of successful nominations for a period of five years.		
Ongoing Work	- Proactive and frequent discussion of community hub proposals with covenant beneficiary and local interest groups. - Continue to update the public, as appropriate. - Possible need to select an architect with verifiable Listed Building experience. - Continue to monitor relevant changes to ACV legislation and Localism Act.		

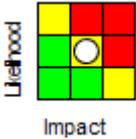
Risk Code	CDP27	Risk Title	Museum Storage
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Funding the project. 2. Unforeseen issues with the development. 3. Lower utilisation of the commercial storage opportunity than expected. 4. Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial).		
Current Risk Matrix		Date Reviewed	01-Nov-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Action taken to address previously highlighted Health & Safety concerns. - Allocated £4million of capital funding. - Reviewed commercial/feasibility reports and assessed options. - Scrutinised Business Plans and consultants reports to ensure all reasonable due diligence around forecasting/modelling had been conducted. 		
Ongoing Work	<ul style="list-style-type: none"> - Preparing Cabinet report, which will seek a decision on progressing the preferred option. The Cabinet report has been deferred and the relevant meeting date has not yet been confirmed. Should project proceed: - Ensure progress made aligns with potential grant bid submissions. - Ensure preliminary reports and surveys are conducted and that main developer accepts certain risks. 		

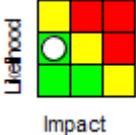
Risk Code	CDP29	Risk Title	Shared Prosperity Fund
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	1. Lack of general resources to deliver these projects as they are on top of core Council activities. 2. Failure to spend the money by the end of the grant period. 3. Lack of expertise in providing the required returns to Government on use of the grant. 4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period.		
Current Risk Matrix		Date Reviewed	10-Nov-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Undertook preparation work and responded promptly to requests from Government to get plan approved. - Investigated the availability of outdoor fitness equipment and started the procurement. - Engaged with third parties. 		
Ongoing Work	<ul style="list-style-type: none"> - As the general "Resourcing" risk, a need to prioritise and drop the delivery of lower priority projects. - Use admin element of the grant to buy-in support for monitoring and returns. 		

Risk Code	CDP30	Risk Title	Churchgate
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2022	Corporate Objective	A Brighter Future Together
Risk Description	<p>1. The regeneration will not meet expectations of stakeholders.</p> <p>2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession.</p>		
Current Risk Matrix		Date Reviewed	06-Nov-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<p>1. Controls:</p> <ul style="list-style-type: none"> - Communications and consultation plan in place, which is kept updated. - Decisions explained, including that there will need to be compromises. <p>2. Controls:</p> <ul style="list-style-type: none"> - Financial and consultancy support (as needed) is in place. - Cost effectiveness/value for money is a key part of developing options. 		

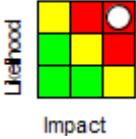
Risk Code	CDP31	Risk Title	Create and Communicate a Place Narrative for North Herts
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	<p>Risk: - Other unplanned urgent communication workload/projects take priority. Leading to: - Target project stage dates being missed/needing to be moved and our Core Place Narrative going live later than expected.</p>		
Current Risk Matrix		Date Reviewed	19-Oct-2023
Opportunities			
Consequences			
Work Completed	- Planned key stages/dates. - Day-to-day management of workload/resources during project.		
Ongoing Work			

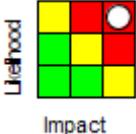
Risk Code	CDP32	Risk Title	Enterprise Strategy
Service Area	Enterprise	Risk Owner	Steve Crowley
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	Risks: - Delay in procuring consultants, if required. - Shortage of resource and staff capacity within the Enterprise team. Leading to: - A delay in developing/approving the Strategy and associated resourcing.		
Current Risk Matrix		Date Reviewed	06-Nov-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	<u>Ongoing Controls/Mitigations</u> - Engagement with Leadership Team/Exec Members. - Ongoing management of Enterprise Team workload. - Consultancy support in place.		

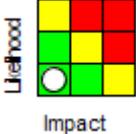
Risk Code	CDP33	Risk Title	Local Plan Delivery and Review
Service Area	Regulatory	Risk Owner	Ian Fullstone
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	<p>Risks:</p> <ul style="list-style-type: none"> - Inadequate guidance leads to scheme outcomes that do not appropriately respond to, or contribute towards, corporate objectives and priorities of climate change, environment, economy and place. - Poor scheme outcomes that do not appropriately respond to local character and context. - Failure to retain/recruit sufficiently experienced officers to implement required programme of work. - Failure to secure funding to resource the process. - Adverse appeal findings on other/non-Local Plan sites if progress on the Local Plan Review is delayed or stalled. - Government intervention if inadequate progress is made upon Local Plan Review. 		
Current Risk Matrix		Date Reviewed	02-Nov-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Adoption of Local Plan by Full Council on 8 November 2022. - Recruitment to career-grade planning post. - Approval of related budgets and broad milestones by Cabinet and Full Council. - Internal restructure of Strategic Planning Teams finalised and implemented. 		
Ongoing Work	<ul style="list-style-type: none"> - Monthly Project Board meetings to escalate barriers to progress. - Ongoing monitoring of workload and service-wide budgets to ensure sufficient resource to progress. 		

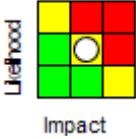
Risk Code	CDP34	Risk Title	Oughtonhead Common Weir
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	Sustainability
Risk Description	<p>Risks:</p> <ul style="list-style-type: none"> - External funding from HCC, EA and residents is not available. - Existing situation deteriorates quickly prior to any works being undertaken. - Issues with contractor resources delay design stage, procurement process or completion of works on site. <p>Leading to:</p> <ul style="list-style-type: none"> - Full allocated Capital budget being used. - Planned timeline for delivery not being achieved. - Further urgent temporary solutions being required to manage an immediate changing situation. 		
Current Risk Matrix		Date Reviewed	04-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Capital budget (£400K) in place. - Affected area fenced off until all works have been completed. - Appointed CMS to manage delivery of the project. - Contractor appointed to deliver detailed design. 		
Ongoing Work	<p><u>Controls</u></p> <ul style="list-style-type: none"> - Regular project updates from CMS. 		

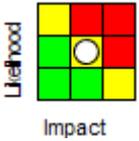
Risk Code	CDP35	Risk Title	Playground Renovation Programme
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	People First
Risk Description	Risks: - Budget insufficient to deliver project following appropriate public consultation. - Supply issues linked to materials/equipment. Leading to: - Planned playground renovations being revised/delayed.		
Current Risk Matrix		Date Reviewed	04-Oct-2023
Opportunities			
Consequences			
Work Completed	- Budget approved. - 2023/24 work programme received from Groundwork. - Existing facilities okay in the short-term.		
Ongoing Work	<u>Controls</u> - 6-weekly meetings with Groundwork scheduled (latest meeting held on 13 September 2023).		

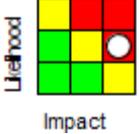
Risk Code	CDP36	Risk Title	Waste and Street Cleansing Contract Procurement
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	Risks: - Unable to secure interested bidders (although this risk is unlikely to materialise). - Capacity of key staff. - Depots not fit for purpose/available. - Governments Resources & Waste Strategy differs from specification (outcomes of new Strategy not yet finalised). - Costs are over budget.		
Current Risk Matrix		Date Reviewed	03-Aug-2023
Opportunities			
Consequences			
Work Completed	- New contract will change to 3-weekly collections. - Robust inflationary models used. - Included management mechanisms for anticipated changes in law.		
Ongoing Work	- Support from consultants, and project management support from East Herts. - Estates/Legal working with Urbaser/Landlords to secure Letchworth depot. - Uncertainty relating to Waste costs referenced in the MTF5 2023-28.		

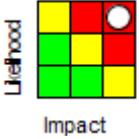
Risk Code	CDP37	Risk Title	Waste Depots
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	Risks: - Existing depot not fit for purpose. - Unable to secure existing depots in short/medium-term. - Funding not available for EV charging. - Fuel tank not fit for purpose/available for HVO. - Planning permission refused for Buntingford depot, shared space impacts leading to depot not being fit for purpose. - EA change permitting requirements making Buntingford not fit for purpose. - Capital works money not available. - Business case and planning permission not approved for new depot.		
Current Risk Matrix		Date Reviewed	03-Aug-2023
Opportunities			
Consequences			
Work Completed			
Ongoing Work	- Ongoing discussions regarding space at Buntingford depot. - Ongoing discussions and negotiations for the assignment of the Letchworth Depot Lease. - Project to investigate EV charging solutions for both depots and secure funding.		

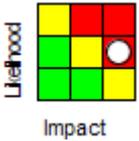
Risk Code	CDP38	Risk Title	Local Authority Housing Fund
Service Area	Housing & Environmental Health	Risk Owner	Jo Doggett
Year Identified	2023	Corporate Objective	A Brighter Future Together
Risk Description	<p>Risks:</p> <ul style="list-style-type: none"> - Reputational risk of not being able to use funding made available by Government, as it is not enough to make delivery viable. - Terms of the funding are not flexible enough to allow the partial delivery against our allocation. - Uncertainty relating to grant conditions leads to an inability to recover all expected costs. - Low risk associated with signing expression of interest or subsequent Memorandum of Understanding, as the grant allows withdrawal at any time. 		
Current Risk Matrix		Date Reviewed	27-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Agreement with settle for delivery via Round One allocated funding. - Initial contact with Registered Providers to see if any were able to assist with Round Two allocation. - Clarified Round Two grant conditions. - Round Two allocation confirmed. 		
Ongoing Work	<ul style="list-style-type: none"> - Awaiting DLUHC confirmation of agreement with Round Two Memorandum of Understanding. 		

Risk Code	CDP39	Risk Title	Leisure Contract Procurement
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	Sustainability
Risk Description	Risks: - In-house staff capacity to deliver procurement on time. - Limited flexibility in project plan leaves little room for manoeuvre if key milestone dates are not met. - Poor quality specification will impact contract delivery. - Lack of responses to tender. - Low value bids from respondents. - Awarding contract to new supplier could lead to mobilisation/operational issues at handover.		
Current Risk Matrix		Date Reviewed	18-Oct-2023
Opportunities			
Consequences			
Work Completed	- Allocated internal resources and external consultant support. - Shadow bid developed within pre-procurement strategy and management fee risk acknowledged for Leisure in MTFS. - Active North Herts Strategy adopted. - Clearly defined specification produced. - Engaged with bidders at Market Interest Day. - Revised project plan increased mobilisation period.		
Ongoing Work	- Effective project management and regular meetings with SLC and T&H. - Effective contract management and maintaining good relationship with SLL. - If a change in supplier, new contractor to have effective mobilisation plan in place.		

Risk Code	CDP40	Risk Title	Solar PV on Leisure Centres
Service Area	Place	Risk Owner	Sarah Kingsley
Year Identified	2023	Corporate Objective	Sustainability
Risk Description	Risks: - Design specification identifies significant issues. - Tender returns over budget. - Delays to project plan.		
Current Risk Matrix		Date Reviewed	04-Oct-2023
Opportunities			
Consequences			
Work Completed	- Capital budget approved.		
Ongoing Work	- Regular updates with appointed specialist (on hold).		

Risk Code	CDP41	Risk Title	Increased Levels of Homelessness
Service Area	Housing & Environmental Health	Risk Owner	Jo Doggett
Year Identified	2022	Corporate Objective	People First
Risk Description	<ol style="list-style-type: none"> 1. An unmanageable demand from the public for housing services. 2. A lack of alternative housing options. 3. An increase in the levels of homelessness. 4. An increased use of hotel accommodation for homeless households. 5. Major difficulties for some members of the public to access the private rented sector. 6. High levels of support are required for some clients/families. 		
Current Risk Matrix		Date Reviewed	27-Oct-2023
Opportunities			
Consequences			
Work Completed	- On 31 January 2023, 27 June 2023 and 19 September 2023, the Cabinet agreed a series of measures to help prevent/relieve homelessness.		
Ongoing Work	<ul style="list-style-type: none"> - Develop initiatives that prevent homelessness at the earliest stage. - Increase the provision of specialist supported accommodation for homeless single people. - Pursue opportunities for government grant funding to facilitate new sites and/or specialist support services. - Review opportunities to increase the number of temporary accommodation units for homeless families. - Develop schemes to improve access to the private rented sector. - Deliver as many new affordable housing units as possible. 		

Risk Code	CDP42	Risk Title	Resourcing
Service Area	Resources	Risk Owner	Ian Couper
Year Identified	2022	Corporate Objective	People First
Risk Description	<p>Resourcing Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. The cost-of-living crisis is leading to Government providing targeted support to individuals/households, some of which requires our support to administer. The fire in Baldock requires us to take a lead on recovery. The shortage of staff and other resources may affect our ability to respond, even if money is available. Significant difficulties in being able to recruit to roles in some key areas.</p>		
Current Risk Matrix		Date Reviewed	21-Jul-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - Used a consultant to support the Shared Prosperity Fund bid, through funding attached to the Fund. - Initial work in relation to the Homes for Ukraine scheme has subsided. - Carry-forward of staffing underspend to help deliver some priorities. 		
Ongoing Work	<p>Risk mitigations:</p> <ul style="list-style-type: none"> - Consider getting in additional staffing resource (especially where New Burdens funding available). - Signposting to external resources and support. - Process automation. - HR projects to help make the Council a more attractive place to work and make the recruitment process easier. 		

Risk Code	CDP43	Risk Title	Cyber Risks
Service Area	Customers	Risk Owner	Jo Dufficy
Year Identified	2023	Corporate Objective	
Risk Description	<p>Cyber Risks Risk: Prolonged widespread disruption to/failure of IT infrastructure/systems. Possible causes: - Deliberate and unauthorised breaches of security e.g., ransomware, denial of service. - Unintentional/accidental breaches of security e.g., action of individual staff/Members. - Weakness/failure of essential IT infrastructure e.g., loss of internet access. - Evolving risk appetite/profile associated with IT systems, as we pursue increased use of hosted systems and associated risks to individual systems are transferred to suppliers. Leading to: - Inability to deliver services/projects. - Unbudgeted costs to enable recovery. - Reputational damage.</p>		
Current Risk Matrix		Date Reviewed	20-Oct-2023
Opportunities			
Consequences			
Work Completed	<ul style="list-style-type: none"> - In-house fully functional Disaster Recovery solution. - SLA from broadband provider in place (although loss of broadband service is out of our control). - Financial Risk identified for 2023/24 to fund services to aid recovery, "Ransomware attack results in the write-off of some IT hardware and infrastructure" (Low Risk/£200K). - 2022/23 SIAS audits of IT Hardware (Reasonable assurance), Phishing (Reasonable assurance) and Cyber Risk (Reasonable assurance). - V3 laptop rollout completed for staff. - Implemented IT Hardware audit recommendations. - Test Immutable Cloud Back-up - Phase 1. 		
Ongoing Work	<p><u>Key Controls/Mitigations</u></p> <ul style="list-style-type: none"> - Technology in place to cover systems being interrupted or damaged, and data being corrupted or erased: Computer virus (Realtime Virus Protection/Defender updated), Malware (Realtime Monitoring), Computer hacking (Firewalls/Admin restrictions). - Internal detailed IT risk register in place, which is continually monitored/updated, as individual ongoing risks are identified. (Ongoing) - Cyber Awareness training for all staff, including requirement for annual refresh. <p><u>Specific Actions</u></p> <ul style="list-style-type: none"> - Implement Phishing audit recommendations (December 2023). - Implement Cyber Risk audit recommendations (December 2023). - Implement Immutable Cloud Back-up - Phase 2 (December 2023). <p><u>Response Options</u></p> <ul style="list-style-type: none"> - Successful cyber attack would be managed by a complete disconnect, with no/limited service available until the breach is fixed. - Power failure would be managed by the generator/UPS, with a limited service available. - For Ransomware, go to back up and rebuild all devices. 		