RiskID	Risk Title	Risk Description	Consequences	Controls	Risk Manager	Impact	Probability	Latest Note	Score
1	Strategic - Community Consultation and Engagement	Failure to properly consult customers in line with legislative and regulatory requirements (as appropriate to relevant service areas). Failure to involve communities when planning services.	Intervention by regulatory bodies, Legal - challenge, Reputational damage, Additional costs, Inadequate service shaping	Corporate Strategy - Tenant Involvement Strategy (Housing) Policy and Procedure Framework Borough Panel Tenants' Panel Alliance Strategy Community Partnership Team engagement events New Corporate Community and Stakeholder Engagement Strategy	Ka Ng	4	2	The corporate Community and Stakeholder Engagement Group, with representation from all council services, meets monthly. It is responsible for coordinating and communicating all consultation and engagement activity. It is also responsible for the delivery of the corporate community engagement strategy.	32
3	Strategic - Management of Council Owned Housing Property Assets	Failure to provide and maintain council housing property assets and services. Taking opportunities to invest in assets.	Increased homelessness, Community impact, Economic development, Unsafe assets, H&S - Injuries and ill health, Intervention by regulatory bodies, Customer dissatisfaction, Reputational damage, Additional costs, Financial Implications, Safety of Residents	Planned works delivery LGSR compliance Electrical safety Asbestos Management Policy and Procedure Framework	Ian Hancock	4	3	The Asset Grading Model is largely complete, which will be used to influence future investment decisions. Good progress has been made on housing compliance and that regular meetings have been held with Regulator for Social Housing. Morgan Sindall will be starting the new housing maintenance contract from October 22 and that a mobilisation programme is already underway.	48
5	Strategic - Safeguarding	Failure to meet obligations in respect of children and adults at risk from abuse.	Undetected Abuse, Legal - Litigation, Reputational damage, Risk to residents wellbeing	Safeguarding Policies Safeguarding Action Plan Reporting pathways communicated and updated Mandatory safeguarding training programme	Sian Chambers	4	2	The council's Safeguarding group continues to oversee the effective implementation of our safeguarding procedures. In particular the group has ensured that the impacts of Covid have been addressed, through joined up working with the LRF in terms of protecting vulnerable households.	32

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6	Strategic - Change Management	A new oneteam culture and set of behaviours have been rolled out across the council and are now being embedded to support our modernisation and improvement journey. This risk addresses the consequences of any failure to robustly manage change.	Inadequate service shaping, Additional costs, Reputational damage	Use of consultants Communication Chief Executive Briefings LGA Membership Peer Challenge HR - Reporting to ROSC HR - Meetings with Trades Unions	Ka Ng	4	2	The modernisation programme has been progressing well, despite the challenges during the global pandemic. Staff have been involved throughout the modernisation reviews and some key improvements to services and significant financial savings have been included in the 2022/23 budget. Modernisation Board has been meeting every fortnight. As the new management structure is embedded we will be looking to review and reset the programme, setting the direction for a new transformation programme.	32
10	Strategic - Prevent	Not properly implementing the government's 'Prevent' agenda to address the risks of radicalisation.	Reputational damage, Undetected Abuse, Prevent Delayed referral to Channel, Prevent - lack of staff awareness, Poor partnership working	Prevent - WRAP workshops Prevent - Nominated Lead Officer for Prevent Prevent matters discussed at Safeguarding meetings. Prevent - Channel Prevent - Venue Guidance Prevent - Lease and Hire Agreements Prevent - Security and Terrorism implications in report template Representation at County Prevent Board	David Thrale	4	2	There is a need for routine auditing against the Prevent requirements to ensure that they are properly embedded in operations and to obtain assurance.	32

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7	Strategic - Staff/Workforce	Failure to recruit or retain staff with key skills. Lack of resources due to high levels of sickness, turnover or industrial action. Failure to develop and train existing staff. Breach of legislation or failure to follow our HR policies.	Legal - Litigation, HR - High Staff Turnover, Low morale, Additional costs	HR - Workforce Development Strategy Apprenticeship Scheme Training and Awareness of HR Staff Corporate Governance - Management Assurance Statement Departmental Training Plans for Food HR - Recruitment and Selection Process HR - Agency Staff Policy HR - Sickness Absence Policy HR - Reporting to ROSC Appraisal and one to one process HR - Meetings with Trades Unions HR - Employee Forum HR - Disciplinary and Grievance Policy HR Policies (overall framework) Flexible Working Health and Wellbeing Programme Green Travel Plan	Margaret Martinus	4	3	The senior management structure is seeking to address some of the issues identified with this risk. There is understandable uncertainty during this period of change and management is working very closely with HR to mitigate any issues arising until the new structure is embedded.The mitigating actions have been strengthened by a successful recruitment campaign for the senior management and that most seniors officers have now started their roles within the council.	48

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11	Strategic - Corporate Resilience	Failure to meet the requirements of the Civil Contingencies Act 2004, including the material failure or inadequacy of plans Failure to respond appropriately to a civil emergency or business continuity incident, including the duty of care to the community. The current plans are generic in nature and cover the following risks: - Severe weather (fog, storm, snow or heatwave) - Loss of, damage to, or denial of access to, a council site (both critical and non-critical) - Loss of utilities (Gas, electricity, water or sewerage) - Loss of critical ICT hardware, data or network, including a hostile attack - Pandemic - Staff (industrial action, loss of key staff) - Supply chain (failure of contractor including performance) - Fuel shortage - Civil emergency	Community impact, Economic development, Unsafe assets, Customer dissatisfaction, Reputational damage, Poor partnership working, Intervention by regulatory bodies	Resilience - Local Resilience Forum Resilience - WHBC Emergency Plan Resilience - Crisis Support Team Resilience - Training and Exercising Resilience - Resilient Telecommunications Resilience - Business Continuity Management Process	David Thrale	5	3	The corporate resilience function is being reviewed and training is being arranged to enhance the corporate capacity at the strategic and tactical levels for the new senior management team.	75
12	Strategic - Health and Safety	Failure to maintain an adequate and effective safety management system within the Council, including structures, processes, control measures and allocation of responsibilities and ensuring competence of employees, contractors and service providers.	H&S - Injuries and ill health, Lost productivity, Sickness absence, Legal - Litigation, Intervention by regulatory bodies, Reputational damage	H&S - Collective Responsibility of Senior Leadership Team H&S - Corporate Health and Safety Policy H&S - Map of the extent of the undertaking H&S - Staff Induction and Training H&S - Risk and Resilience Team	David Thrale	5	2	The corporate Health and Safety function is being reviewed to ensure that all the recommendations from the Eversheds report have been captured. A temporary resource has been recruited to cover in the interim period, whilst the function is being transferred to the new directorate to ensure a much closer working relationship with teams that are responsible for property assets.	50

RiskID	Risk Title	Risk Description	Consequences	Controls	Risk Manager	Impact	Probability	Latest Note	Score
13	Strategic - Local Plan	Risk that Local Plan will be found unsound. Inspector wants to examine all previously rejected sites to identify most sustainable choices.	Economic development, Financial - affects on receipts, Economic - inward investment, Economic - local infrastructure, Economic - new facilities, Environment - hostile developments, Economic - loss of funding, Reputational damage	Planning - Evidence Planning - Committees Planning - Project Plan Planning - Consultation Planning - Section 106 and CIL	Chris Dale	4	4	Following a meeting of Special Full Council on 27th January, a letter was sent to the Planning Inspector rejecting his proposed housing requirement figure but agreeing to a reduced figure of 13,279 dwellings and commenting that members had raised the prospect of bringing forward a plan with specific sites allocated over a 10 year period. The Inspector responded on 15 February indicating that such an approach may be possible but commitment was required to a firm timetable for the publicity of MMS, consultation and assessment of any representations against them on 21 March 2022. The Council has responded to the Inspector's letter stating that any decision about the required number of new homes should be based on a survey of the housing "starts and completions" for 2021-22. "There are scheduled meetings of the council's Cabinet Planning and Parking Panel on 21 July and Full Council on 26 July	64
14	Strategic - Finance	The council is in a time of high inflation, with ongoing cuts to government funding forecast for the coming years. It aslo has restrictions on how much funding can be raised through council tax. The cost of living crisis is likely to have an impact on the ability of residents and businesses in paying debts due to the council, and may impact on the use of discretionary services such as our cultural services. The reducing capital balances for the general fund puts means the council will become more reliant on borrowing, and interest rate rises will increase the revenue cost to deliver capital schemes. Identification of long term efficiency plans will be crucial to ensure the medium and long term sustainability of the council.	Finance - Depletion of reserves, Reputational damage, Service delivery - loss/reduction, Financial - affects on receipts, Service delivery -can't meet demand	Finance - Financial Systems and Controls Finance - Reserve policy and strategy Finance - Budget Setting Process Finance - Medium Term Financial Strategy Finance: Minimum Revenue Provision Policy Transformation Programme Culture of change and improvement Finance - Budget Monitoring Processes and Procedures Monitoring of debt collection rates Finance - Financial Regulations	Richard Baker	5	3	There is a continuing challenge to meet the medium targets, but we have a large number of robust controls and processes in place in order for us to meet the savings requirements. The MTFS update and budget for 2022/23 was approved at full council. However, since this time the country has seen significant inflationary pressures and rising fuel costs. These pressures are likely to impact on the current years budget and on the MTFS position. The team are currently updating the MTFS with the latest market forecasts and will be presenting this to Cabinet in the coming months to commence the budget setting process for 2023/24.	75

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15	Strategic - Communications	Failure to engage effectively with our communities, communicate the council's priorities, actively manage the council's reputation and/or communicate effectively across multiple platforms.	Reputational damage, Loss of trust, Comms - inability to manage message	Comms - communication plan Comms - Corporate Communications Strategy Comms - Communications Team Comms - media trained staff and Members Comms - media monitoring Social Media Policy	Richard Baker	4	2	There has been an increased use of ONE Welwyn Hatfield and social media has been vital in ensuring core messages and information gets out to our local communities, and we are increasingly linking with county level partners on this. Press and media enquiries have continued to be responded to in a timely manner. TeamTalk and support for major projects and initiatives also continue. Regular updates are also provided to all officers and members on all key matters related to COVID-19.	32
16	Strategic - ICT Failure	Critical failure of ICT services, for example due to virus attack or ransomware virus attacks. These target computers running Microsoft Windows.	ICT - loss of service	ICT - malware detection ICT - database updates ICT - Disaster Recovery Plan ICT - Temporary PSTN connection ICT - infrastructure review ICT - ICT Strategy	Richard Baker	5	3	There is a continual battle against attacks, but we have a large number of robust controls, systems and processes in place in order for us to be as protected as reasonably possible, and risk is significantly reduced because of this. The COVID19 pandemic increased the need for new ways of working, including increased remote working, and with this comes increased risks. These risks are being proactively reviewed and managed, with management regularly discussing these updates with the team. The council has been successful in obtaining funding to provide enhanced cyber security training for a central resource. This risk has been maintained as high due to the ongoing cyber security threats on public bodies associated with the war on Ukraine.	75
17	Strategic - Data Protection	The General Data Protection Regulations (GDPR) replaced the previous Data Protection Act from May 18. It contains onerous obligations that had an immediate impact. As we handle people's data we are responsible for keeping it safe.	Legal - Litigation, Intervention by regulatory bodies, Reputational damage, Legal - challenge, Additional costs	Governance - Data Protection Policies ICT - data encryption Procurement considerations - Data Protection in Contracts Internal Auditing	Richard Baker	4	2	GDPR remains a high priority for the Council, and work continues to ensure the Council remains GDPR compliant. However, as GDPR has been in place now for over 3 years, project type work (such as production of policies and procedures) has reduced, and the focus is on improving and enhancing awareness and procedures. Subject Access Requests have been increasing, and this work is currently being supported by an officer in the Governance team. There are additional demands which need responding to quickly in order to adequately respond in a timely way to the covid-19 pandemic. This includes reviewing data sharing agreements, and understanding the legal basis for data already held by the Council to support the wider public good and delivery of new support measures. The data protection officer is being proactively consulted on these areas.	32

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18	Strategic - Management of Council Owned Non-Housing Property Assets	Failure to provide and maintain council owned non-housing property assets. Taking opportunities to invest in assets.	Economic development, Unsafe assets	Property Portfolio Asset Management Plan	Ian Hancock	5	2	The Council has a capital work programme in place to adequately maintain its non-housing assets, and all key planned are on target. The team continues to be responsive to day to day repairs and maintenance. Following approval in February 2020 to include conditions survey budgets for 2020/21, surveys have completed and these will enhance longer term planning for the councils assets. A budget has been included in the 2022/23 budget for the year one works, while the following nine years of identified works are reviewed and a funding strategy developed. Compliance with statutory requirements are reported to the heath and safety group. Following the pause on progressing the asset strategy to ensure it aligns to the new corporate objectives, the refresh of the councils asset management plan is now well underway.	50
129	Strategic - Availability of sites / land / assets Housing Development	Lack of suitable sites for affordable homes for development, either for direct provision by the council or disposal and grant funding to Registered Providers at the scale that is required. Sites need to be deliverable and suitable to attract interest	Increased homelessness, Financial - financial penalties, Reputational damage, Additional costs, Poor partnership working	Executive Board Staff resource	Harvinder Sarohi-Parhar	3	2	Work continues to assess possible development and regeneration opportunities ,both on council / HRA asset base and opportunities on the open market	18
133	Strategic - Delivery of affordable homes for Housing Development	Housing development - securing RP interest in sites and developers include affordable homes	Increased homelessness, Service delivery -can't meet demand, Additional costs, Reputational damage, Financial Implications	Housing, Homelessness and Rough Sleeping Strategy Planning - Evidence Planning - Section 106 and CIL Use of consultants Affordable Housing Programme grant funding	Sian Chambers	3	3	Negotiations with developer and RP , due to viability difficulties at High View redevelopment . Funding proposal to assist with grant as part of the Affordable housing programme proposed to Cabinet . Discussions with YMCA about possible viability issues on their redevelopment proposals	27

RiskID	Risk Title	Risk Description	Consequences	Controls	Risk Manager	Impact	Probability	Latest Note	Score
235	Strategic - Homelessness	Failure to meet the demand of homelessness due to lack of provision of temporary housing and permanent housing	Intervention by regulatory bodies, Additional costs, Reputational damage, Increased homelessness, Community impact, Service delivery -can't meet demand, Legal - Regulatory, Financial Implications, Risk to residents wellbeing	Housing, Homelessness and Rough Sleeping Strategy Finance - Budget Monitoring Processes and Procedures Finance - HRA Business Plan Delivery Strategy Use of funding for homeless prevention Provision of temporary accommodation stock Private Sector Navigator post Night Shelter and rough sleeper navigators	Sian Chambers	4	3	The Housing, Homelessness and Rough Sleeping Strategy sets out our approach to tackling homelessness. We have strategic plans to increase the amount and quality of temporary accommodation. The housing options team is highly skilled and we supplement the service with support from other agencies such as SADA, Resolve, DrugLink, and YMCA Use of the government's Homeless Prevention funding for preventative projects and activities has helped to ensure that the number of households in temporary accommodation has not risen further Additional funding has been received to provide specialist services for single people, ex offenders and victims of domestic abuse Demand is very high currently and the available properties coming via development and through voids is low, so there is an increasing number of households in temporary accommodation and on the housing needs register.	48

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268	Strategic - Impact of Covid-19 Pandemic	The Covid-19 pandemic is seriously impacting on council services and local communities. Employee absence will place strain on the council, as will significant changes to work practices, adaptations to service delivery and resultant backlog management. There are likely to be significant budgetary implications. Managing the response to the outbreak locally will impact council resources, capacity and priorities.	Reputational damage, Additional costs, Inadequate service shaping, Community impact, Economic development, HR - High Staff Turnover, Low morale, H&S - Injuries and ill health, Lost productivity, Sickness absence, Financial - affects on receipts, Economic - inward investment, Service delivery - loss/reduction, Service delivery - can't meet demand, Harm to Vulnerable People, Economic - loss of funding, Risk to residents wellbeing, Backlog needing to be managed, Slippage to corporate projects, Reduced income, Opportunity to modernise/transform, Greater understanding of resilience, Enhanced team working/collaboration, Enhancements to partnership working	Comms - Corporate Communications Strategy Comms - Communications Team All staff Communications WHBC Pandemic Plan Infectious Disease Group Heeding PHE Advice CMT+ Hertfordshire Resilience County Wide SCG, TCG and cells Implementation of local	Ka Ng	4	3	All services continued to operate as normal and service teams are preparing for the implementation of hybrid working. The council's finances have been adversely impacted by the pandemic as shown in the budget monitoring reports and our 22/23 budget. It is likely that some of the key income areas will take years to recover.	48