

Risk Register Summary Table

Risk Name	Risk Owner	30 Sep 2022			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Cyber Attack	Aidan Wilkie	3	3	9	This risk remains high across the Public Sector. Our controls remain strong and we are linked in to the national cyber security council. In addition we are looking at additional tests and security e.g. we have purchased a tape back up system which would allow us to respond quickly if we were attacked. We have a new head of digital arriving in early Nov who will undertake a review of our current position.
Failure to secure sufficient investment in essential infrastructure required	James Doe	3	4	12	No change to risk rating this quarter which remains high at a combined score of 12. As reported elsewhere, good progress has been made in Q2 on work to effect a partial lifting of the planning moratorium and it is proposed to seek Cabinet approval for this in November 2022. Similarly the combined effects of inflation, recent reduction in the value of Sterling and expected higher interest rates for the remainder of 2022 and into 2023 will add to an already very substantial cost of delivering needed infrastructure against expected growth which stands in the region of £1bn according to our draft Infrastructure Delivery Plan. Work has been carried out in Q2 to develop alternatives to the Council's current CIL policy with a view to a limited use of core funds currently held (c £15m) to help deliver projects and unlock developments in the short term. This work will continue into Q3. Good progress continues to be made on key strategies for new development in the Borough, particularly the new Hemel Place Strategy and new Town Centre Strategy which are planned for approval by Members in March 2023. Similarly the first stages of the Hemel Garden Communities Framework Plan are nearing completion, as is a draft version of the Hemel Integrated Transport Plan ready for discussion with Members of the three partner authorities including DBC. An Infrastructure Delivery Plan for HGC is yet to be advanced though under discussion between the partner authorities as to the most effective way of producing it.
Funding and income is not sufficient to deliver the Council's Corporate Objectives	Catherine SilvaDonayre	4	3	12	Progress made during Q2 on the MTFS update, with movement in a positive direction for addressing budget issues for the 2023-24 budget. In year budget pressures for 2022-23 remain.
Social media risk	Aidan Wilkie	2	2	4	Nothing new to report. However, given the controls in place, this risk seems overstated.

		30 Sep 2022			
Risk Name	Risk Owner	RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
The Council is unable to recruit and retain the staff required	Aidan Wilkie	3	2	6	This risk is still present across the Public sector and is manifested particularly in more specialist roles at the Council. We have now agreed a new People Strategy for the organisation. A strand of this is to review and improve our 'offer', with an early deliverable being a new market supplement policy (backed an additional pot of money). In addition we are looking at how we advertise our roles and using our increased understanding of how job-seekers approach the market, ensuring we market ourselves effectively.
The Council will be unable to ensure that sufficient quality & affordable homes can be delivered	James Doe	4	3	12	No change to risk rating from Q1, this remains a significant risk for the Council. Cost-price inflation remains high and is forecast to continue rising through 2022 and 2023, thereby suppressing the financial ability of the Council to deliver new Council homes and the level of quality we would ideally like to see. The planning moratorium remains in force though very good progress on the mitigation strategy has been made during Q2 and a worked up solution has been created and there is, as of October 2022 agreement with the other affected local authorities, especially on the issue of developer tariffs. At the time of writing it is anticipated to seek Cabinet's agreement to the mitigation strategy in November 2022 which will, if agreed, give rise to a partial lifting of the moratorium. On a positive note, the planning and housing teams have progressed work on a new affordable housing policy aimed to improve the deliverability of affordable rented property as part of new developments (via s106 agreements) with a view to achieving lower affordable rents than have been achieved to date. This new approach will need incorporating in the new Local Plan (due for public consultation June 2023) and a new Supplementary Planning Document. This strategic risk will be re-assessed at the end of 2022 and it is hoped the rating will come down, other matters being equal.
Uncertainty around Brexit negotiations could result additional demand for council services.	Catherine SilvaDonayre	2	2	4	This strategic risk is no longer relevant – the Brexit negotiations are completed and the impacts understood. The Strategic Risks are currently being reviewed and this risk will be removed as part of this process

Risk Register Details Table

Risk Name	Detail	30 Sep 2022 Status
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Risk Name		30 Sep 2022
Detail		Status
Cyber Attack	Risk Owner	Aidan Wilkie
	Portfolio	Community & Regulatory Services
	Risk Description	Risk of cyber attack or ransomware.
	Inherent Score	12 ▲
	Mitigated Score	9 ●
	Target	
	Comments	This risk remains high across the Public Sector. Our controls remain strong and we are linked in to the national cyber security council. In addition we are looking at additional tests and security e.g. we have purchased a tape back up system which would allow us to respond quickly if we were attacked. We have a new head of digital arriving in early Nov who will undertake a review of our current position.
	Controls & Assurances	The Council monitors and protects against threats with particular attention to the following, in line with the Government's Cyber Essentials direction: <ul style="list-style-type: none"> <li>• Boundary firewalls and internet gateways</li> <li>• Secure configuration</li> <li>• Access control</li> <li>• Malware protection</li> <li>• Patch management</li> </ul> <p>The Council also ensures that system and operational data is backed up securely and regularly, and the process of restoring from those back-ups is tested regularly.</p>
	Evidence Risk is being managed	Adherence to National Cyber Security Centre (NCSC) Cyber Essentials (formally audited 2017); Public Sector Network (PSN) Compliance (including annual vulnerabilities assessment by approved cyber security consultancy)
Consequences / Impacts	At least 263 million cyber-attacks were carried out on UK local authorities in the first half of 2019 alone. Nearly half of all local authorities had experienced an attempted cyber-attack on their IT systems since 2017 and 37% of them had experienced cyber-attacks in the first half of 2019.  The Council's ICT team is aware that its network is the subject of attempted cyber-attacks on a daily basis from a range of sources, likely to include organised crime and state operators.  The potential consequences of a successful cyber-attack are extremely damaging to any organisation. In the public sector, cyber-attacks on NHS trusts have led to cancelled operations, including the WannaCry attack in 2017 that affected 45 NHS organisations. In 2016 Lincolnshire County Council were hit with a £1M demand following a ransomware infection and in 2020 Hackney Council was profoundly affected by a similar ransomware attack.  Within Dacorum, a successful and extensive cyber-attack has the potential to impair the delivery of all services to its residents as well as the potential publication of sensitive and personal data. Any successful Cyber Attack could significantly impact the Council's reputation, as residents may lose confidence in the management of electronic records.	

Risk Name	Detail	30 Sep 2022
		Status
Failure to secure sufficient investment in essential infrastructure required	Risk Owner	James Doe
	Portfolio	Planning & Infrastructure
	Risk Description	That the Borough does not secure sufficient investment in essential infrastructure that is required for continued and improved economic performance and housing delivery that is sustainable and fit for the future
	Inherent Score	16 ▲
	Mitigated Score	12 ▲
	Target	
	Comments	<p>No change to risk rating this quarter which remains high at a combined score of 12.</p> <p>As reported elsewhere, good progress has been made in Q2 on work to effect a partial lifting of the planning moratorium and it is proposed to seek Cabinet approval for this in November 2022.</p> <p>Similarly the combined effects of inflation, recent reduction in the value of Sterling and expected higher interest rates for the remainder of 2022 and into 2023 will add to an already very substantial cost of delivering needed infrastructure against expected growth which stands in the region of £1bn according to our draft Infrastructure Delivery Plan.</p> <p>Work has been carried out in Q2 to develop alternatives to the Council's current CIL policy with a view to a limited use of core funds currently held (c£15m) to help deliver projects and unlock developments in the short term. This work will continue into Q3.</p> <p>Good progress continues to be made on key strategies for new development in the Borough, particularly the new Hemel Place Strategy and new Town Centre Strategy which are planned for approval by Members in March 2023. Similarly the first stages of the Hemel Garden Communities Framework Plan are nearing completion, as is a draft version of the Hemel Integrated Transport Plan ready for discussion with Members of the three partner authorities including DBC. An Infrastructure Delivery Plan for HGC is yet to be advanced though under discussion between the partner authorities as to the most effective way of producing it.</p>

Risk Name	Detail	30 Sep 2022 Status
	Controls & Assurances	<p>Infrastructure is provided through the development process (s106 and Community Infrastructure Levy) and elements of funding which comes from central government (increasingly through the LEP, bidding and HCC). The responsibility for some infrastructure elements is through privatised arrangements (utilities) or arms-length government agencies such as Network Rail. The ability of the Council to control these processes is limited.</p> <p>The Council is able to promote the quantum, nature and timing of growth making it more likely that the infrastructure will be delivered. It is also able to promote partnerships and use its asset base and influence to stimulate desired development. Current controls include:</p> <ul style="list-style-type: none"> <li>• Ensuring that the Local Plan (and its component elements such as site allocations, supporting policies and so on) is up to date and sets out very clearly the requirements of proposed development. This promotes sustainable development by design, access and movement, materials.</li> <li>• Working with other South West Herts councils and HCC to make a case at national level for strategically important infrastructure</li> <li>• Bidding into government funding pots such as the Housing Infrastructure Fund where possible.</li> <li>• Use of masterplanning which supports what is required to be delivered to produce sustainability on larger sites and formalising as a Special Planning Document where appropriate to give it more 'teeth'.</li> <li>• The approved Council's Community Infrastructure Levy Policy and schedule (CIL) provides for the levels of contributions that must be made by developers and the purpose for which they will be spent. This also includes an element of CIL which can be spent by local communities and act to link growth directly with infrastructure provision that local people want.</li> <li>• Operating an 'open for business' approach to how the Council deals with potential development with a presumption of making acceptable development easier to deliver by proactive advice through the planning process. Allied to this is ensuring that the development management service is capable of achieving decision making within required time limits.</li> <li>• Stimulating required growth through the Council's own regeneration activity, including the Enterprise Zone making inward investment being more likely.</li> <li>• Increasing inward investment through initiatives such as Dacorum Look no Further, Ambassadors, direct provision of business advice and a supportive approach to new development.</li> <li>• Good market intelligence through regular liaison with local employers, landowners, developers, institutional investors and land agents regarding demand and expected assistance.</li> <li>• Partnership with the LEP as the main route for additional funding for infrastructure through influencing the Strategic Growth Plan (in which Hemel Hempstead and the M1 corridor is a priority) and bidding for resources for infrastructure (such as the £5M achieved for West Herts College)</li> <li>• Working to create key partnerships to bring forward development capable of funding major infrastructure such as Hemel Garden Communities with the Crown Estate, St Albans and City Council, HCC, the LEP and the Enterprise Zone.</li> </ul> <p>Risk rating remains unchanged at August 2022.</p>
	Evidence Risk is being managed	<p>These controls are exercised and reported within the following:</p> <ul style="list-style-type: none"> <li>• Regular reporting to the Growth and Infrastructure Group, SLT, Cabinet and Overview and Scrutiny Committee</li> <li>• Fortnightly reporting on key projects to SLT</li> <li>• Reporting to Performance Board before each Cabinet Meeting</li> <li>• A clear programme for the Local Development Framework and CIL Quarterly reporting to Overview and Scrutiny</li> <li>• Regular reporting to Cabinet</li> <li>• Adherence to the agreed performance and project management processes</li> </ul> <p>The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, income achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above.</p>

Risk Name	Detail	30 Sep 2022 Status
	Consequences / Impacts	<p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it. The risk is, therefore, that new development at a scale not experienced in Dacorum since the New Town development will not be matched with the infrastructure that a healthy and thriving community depends upon.</p> <p>Failure to provide this infrastructure will have a number of damaging consequences:</p> <ul style="list-style-type: none"> <li>• a reduction in the quality of life and opportunities for people in the Borough</li> <li>• a serious constraint to economic growth with the impact on the prosperity of local people</li> <li>• reduced financial contribution to service provision through Business Rates growth</li> <li>• increased community opposition to new developments, particularly housing, on the grounds that existing infrastructure will not cope</li> <li>• damage to the image of the area, worsening of community pride and social cohesion and reputational damage to the Council.</li> </ul> <p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it.</p>
Funding and income is not sufficient to deliver the Council's Corporate Objectives	Risk Owner	Catherine SilvaDonayre
	Portfolio	Finance & Resources
	Risk Description	Funding and income is not sufficient to deliver the Council's Corporate Objectives
	Inherent Score	16 ▲
	Mitigated Score	12 ▲
	Target	
	Comments	Progress made during Q2 on the MTFS update, with movement in a positive direction for addressing budget issues for the 2023-24 budget. In year budget pressures for 2022-23 remain.

Risk Name	Detail	30 Sep 2022 Status
	Controls & Assurances	<p>The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallizing through the effective modelling of the future financial environment. Sound financial planning maximizes the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities.</p> <p>The Council's sound financial planning processes, detailed below, have resulted in a residual probability score of '3', Likely; given current macro-economic factors that contribute to financial pressures, despite the sound financial control framework in place. The consequence score is '4', given the significant potential impact to services and residents if the Council were not able to achieve its Corporate objectives.</p> <p>The MTFS details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed at least annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints.</p> <p>The 2022 MTFS outlines the continuation of the ongoing two-pronged approach to combine the Council's need to 1) continue driving the efficiencies required to ensure underlying sustainability; and, 2) to protect frontline services in the face of the time-bound Covid pressures.</p> <p>The updated 2022 MTFS can be viewed on the October 2022 Cabinet Agenda, at <a href="http://www.dacorum.gov.uk">www.dacorum.gov.uk</a>.</p> <p>In addition to the MTFS, forecasts are kept under constant review and any updated forecasts that threaten the viability of the approved MTFS will be reported back to Members together with updated recommendations.</p> <p>As part of its Transformation Programme, the Council introduced measures to deliver its Service Plans differently from 2021 – using a more cross-directorate approach and covering a longer period than the traditional one year. The closer alignment of the MTFS and Service Plans over a multi-year period should strengthen the Council's financial planning, and the cross-directorate approach to unlock corporate opportunities that would be less clear under an individual approach to service planning.</p> <p>The Council's Housing Revenue Account (HRA) Business Plan maps planned income and expenditure over a thirty-year period. Government legislation that can affect the Council's delivery of social housing is incorporated within the plan and forms the basis for informed strategic decision-making.</p>
	Evidence Risk is being managed	<p>Internal Audit</p> <p>In recent years, the Council has received independent, third-party audit reviews of the financial processes that contribute to the management of this risk:</p> <p>The 'Budgetary Control' process is audited by the Council's Internal Auditors annually and in 2020, and 2021 has received the highest level of assurance.</p> <p>The 'Core Financial Systems and Budgetary Control' which have also achieved the highest level of assurance with no recommendations or action points.</p> <p>External Audit</p> <p>The 'Value for Money' opinion issued in Grant Thornton's 'Audit Findings' report in September 2020, was based on evaluation of the MTFS; the budget-setting process; the reserves policy and use; and, the Council's forecasting of the Covid threat and plans to deal with it. Grant Thornton's conclusion was:</p> <p>'Based on the work we performed to address the significant risks, we are satisfied that the Council had proper arrangements for securing economy, efficiency and effectiveness in its use of resources.'</p> <p>Internal validation</p> <p>The fact that the Council was in a position to approve an MTFS which is capable of funding forecast Covid pressures from reserves, is practical validation of its approach to managing the MTFS and reserves over recent years. Although the planned use of reserves will inevitably reduce the amount available for future investment in the borough, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.</p>



Risk Name	Detail	30 Sep 2022 Status
	Consequences / Impacts	<p>The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term: 1) the ongoing uncertainty around future Government funding of local authorities, and 2) the financial implications of Covid.</p> <p>Government Funding</p> <p>The Council is currently operating on a one-year Finance Settlement from Government, the third in succession, following the conclusion of the 4-year deal in April 2019. One-year Settlements, and the planning challenges that accompany them, are expected to continue until Government implements its new funding allocation model following the completion of its Fair Funding Review. As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future, post-review.</p> <p>However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of social care. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.</p> <p>Covid Implications</p> <p>The Council faces significant expenditure and income pressures as a result of Covid. The pattern of expenditure pressures have thus far tended to be more-directly lock-down related and, therefore, are not expected to continue in the medium term. Income pressures on the other hand, have a short-term element, e.g. dramatic loss of car parking income during lock-down, but also potentially an even more significant long-term effect through a recessionary impact on the Council's primary income generating services, e.g. commercial property.</p> <p>The magnitude of the potential ongoing Covid-related losses, combined with uncertainty around the duration of the pandemic and the unknown timing and severity of the economic recovery period creates a significant financial threat to the Council's in-year and medium term budget. In addition it adds further complexity and risk to the already challenging medium-term planning environment arising from one-year Government funding settlements.</p>

Risk Name		30 Sep 2022
Detail		Status
Social media risk	Risk Owner	Aidan Wilkie
	Portfolio	Corporate & Contracted Services
	Risk Description	Confidentiality and reputational issues
	Inherent Score	9 ▲
	Mitigated Score	4 ★
	Target	
	Comments	Nothing new to report. However, given the controls in place, this risk seems overstated.
	Controls & Assurances	<p>The Council monitors and protects its social media presence through a Social Media Management Platform (Orlo). Orlo provides management options for automatic moderation of abusive messages and other risk mitigation tools.</p> <p>All staff are required to read and sign up to a range of policies including:</p> <ul style="list-style-type: none"> <li>• Corporate Information Security Management Policy</li> <li>• Corporate Information Technology Security Policy</li> <li>• Data Protection Act Policy</li> <li>• Freedom of Information Policy</li> <li>• PSN/Government Connect (GSx) Acceptable Usage Policy</li> <li>• Information Security Incident Procedure</li> </ul>
	Evidence Risk is being managed	<p>An audit of DBC's internal controls in strategy and governance, training and awareness, processes and technology, found that there is a sound system of internal control designed to achieve the system objectives.</p> <p>The communications team carry out training for new staff members and refresher training when needed.</p> <p>Social Media remains a key role in sending information and engaging with our residents/customers. This remains controlled and well manage as we experience very few instances where this causes issues for the Council.</p>
	Consequences / Impacts	<p>"Almost nine in ten (86%) of UK adults now have internet access at home, and this is highest among those aged under 55. Facebook continues to be the largest social network service in the UK. In April 2016, it attracted a digital audience of 38.9 million (more than three-quarters of active internet users).</p> <p>This was larger than that of LinkedIn (21.8 million) and Twitter (20.9 million)" (Ofcom report 2016).</p> <p>By design, social media is widely accessible and offers users easy electronic communication of personal information and other content, such as news, videos and photos. With public participation and exchange of content so readily available, this introduces a certain level of risk.</p> <p>The consequences of using social media include members of the public, pressure groups or employees using DBC social media accounts to raise negative, confidential, incorrect or abusive statements/campaigns aimed at damaging the reputation of DBC. Similarly, the risk of DBC not using social media will exclude a large proportion of residents and key demographic groups including younger residents and businesses.</p>

Risk Name		30 Sep 2022	
Detail		Status	
The Council is unable to recruit and retain the staff required	Risk Owner	Aidan Wilkie	
	Portfolio	Community & Regulatory Services	
	Risk Description	The Council is unable to recruit and retain the staff required to progress as a Modern and Efficient Council	
	Inherent Score	9 ▲	
	Mitigated Score	6 ●	
	Target		
	Comments	This risk is still present across the Public sector and is manifested particularly in more specialist roles at the Council. We have now agreed a new People Strategy for the organisation. A strand of this is to review and improve our 'offer', with an early deliverable being a new market supplement policy (backed an additional pot of money). In addition we are looking at how we advertise our roles and using our increased understanding of how job-seekers approach the market, ensuring we market ourselves effectively.	

Risk Name	Detail	30 Sep 2022 Status
	Controls & Assurances	<p>A programme of work has been developed to enhance our ability to recruit and retain staff:</p> <ul style="list-style-type: none"> <li>• Flexible working arrangements are in place to ensure staff achieve a good work/life balance, whilst maintaining excellent customer service.</li> <li>• A planned approach to utilising the Council's apprenticeship levy to support some staff professional training.</li> <li>• Three graduates appointed from the National Graduate Development Programme (hosted by the Local Government Association).</li> <li>• Succession planning approach embedded into appraisals and service plans with supported by the career development plans.</li> <li>• Implementation of more robust management information within the HR to assist with understanding training needs.</li> <li>• Streaming of recruitment campaigns and modernisation of recruitment web pages.</li> <li>• Participating in recruitment fayres to attract school/college leavers to the Council</li> <li>• Re-Introducing work experience placements to students and working with partners to offer work experience placements to people who have been out of work.</li> <li>• Appointed 8 kick start employees as part of the Government's scheme to help people back to work.</li> <li>• As with many other organisations the Council is suffering from a lack of HGV driver availability. Current HGV drivers, in particular Waste Service drivers, are being approached by external organisations with significant increased pay offers. The Council has sought to mitigate this by training more staff to be HGV drivers and offering a retention bonus with appropriate clauses of an annual £5k per driver.</li> </ul> <p>Staff turnover remains healthy but there are pockets of hard to fill posts, where agency spend is higher than previous. The Council is currently finding it challenging to recruit and retain staff with the appropriate skills to deliver all of its services, particularly within professional areas such as Legal, Finance, Surveyors, Environmental Health and Planning etc.</p> <p>This challenge has grown significantly over recent years – as the economy has emerged from the worst of the recession, the private sector employment market has become relatively more buoyant due to the continued constraints on public sector funding. General competition with the private sector for skilled employees is exacerbated for Dacorum by its close proximity to the higher salaries of the London market.</p> <p>This has resulted in the appointment of some agency staff across the Council in order to maintain service delivery. A reliance on agency staff brings a number of specific risks:</p> <ul style="list-style-type: none"> <li>• Statutory – staff shortages can put delivery of the Council's statutory services at risk, e.g. Environmental Health, Housing repairs and Fire safety, and Building Control;</li> <li>• Resilience – any need for agency staff leaves the Council vulnerable to potential higher turnover and loss of knowledge which can affect continuity of service provision;</li> <li>• Financial – the cost of agency staff is higher than for permanent staff, which can pressurise budgets in several areas across the Council.</li> <li>• Staff Morale - could be affected in areas which are carrying vacancies, due to increased workload pressure and as a result of lack of team rapport.</li> </ul> <p>A recent study looked at the high agency spend areas and work is underway to reduce this spend, such as agency approval process, having the right agency framework in place that is effective whilst offering good value for money and re-introducing market forces payments for specific roles.</p> <p>This challenge affects all public sector organisations within the region, and a solution is high on the agenda for county-wide working groups of which DBC is a member.</p>
	Evidence Risk is being managed	<p>Turnover remains reasonably low and it is infrequent that posts are re-advertised.</p> <p>Graduates have been appointed and we are working for LGA to appoint the next batch of three. HR will be working with services with recruitment challenges to ensure the graduates to support these areas in the first instance.</p>

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Detail		Status
	Consequences / Impacts	<p>The Council is currently finding it challenging to recruit and retain staff with the appropriate skills to deliver all of its services, particularly within professional areas such as Legal, Finance, Surveyors, Environmental Health and Planning etc.</p> <p>This challenge has grown significantly over recent years – as the economy has emerged from the worst of the recession, the private sector employment market has become relatively more buoyant due to the continued constraints on public sector funding. General competition with the private sector for skilled employees is exacerbated for Dacorum by its close proximity to the higher salaries of the London market.</p> <p>This has resulted in the appointment of some agency staff across the Council in order to maintain service delivery. A reliance on agency staff brings a number of specific risks:</p> <ul style="list-style-type: none"> <li>• Statutory – staff shortages can put delivery of the Council’s statutory services at risk, e.g. Environmental Health, Housing repairs and Fire safety, and Building Control;</li> <li>• Resilience – any need for agency staff leaves the Council vulnerable to potential higher turnover and loss of knowledge which can affect continuity of service provision;</li> <li>• Financial – the cost of agency staff is higher than for permanent staff, which can pressurise budgets in several areas across the Council.</li> <li>• Staff Morale - could be affected in areas which are carrying vacancies, due to increased workload pressure and as a result of lack of team rapport</li> </ul> <p>This challenge affects all public sector organisations within the region, and a solution is high on the agenda for county-wide working groups of which DBC is a member</p>
The Council will be unable to ensure that sufficient quality & affordable homes can be delivered	Risk Owner	James Doe
	Portfolio	Housing
	Risk Description	The Council will be unable to ensure that sufficient good quality and affordable homes can be delivered, particularly for those most in need
	Inherent Score	12 ▲
	Mitigated Score	12 ▲
	Target	6
	Comments	<p>No change to risk rating from Q1, this remains a significant risk for the Council.</p> <p>Cost-price inflation remains high and is forecast to continue rising through 2022 and 2023, thereby suppressing the financial ability of the Council to deliver new Council homes and the level of quality we would ideally like to see.</p> <p>The planning moratorium remains in force though very good progress on the mitigation strategy has been made during Q2 and a worked up solution has been created and there is, as of October 2022 agreement with the other affected local authorities, especially on the issue of developer tariffs. At the time of writing it is anticipated to seek Cabinet's agreement to the mitigation strategy in November 2022 which will, if agreed, give rise to a partial lifting of the moratorium.</p> <p>On a positive note, the planning and housing teams have progressed work on a new affordable housing policy aimed to improve the deliverability of affordable rented property as part of new developments (via s106 agreements) with a view to achieving lower affordable rents than have been achieved to date. This new approach will need incorporating in the new Local Plan (due for public consultation June 2023) and a new Supplementary Planning Document.</p> <p>This strategic risk will be re-assessed at the end of 2022 and it is hoped the rating will come down, other matters being equal.</p>

Risk Name	Detail	30 Sep 2022 Status
	Controls & Assurances	<p>The Local Plan is currently under development and the next consultation point with the public and stakeholders is scheduled for mid-2023, following the Regulation 18 consultation over the winter of 2020/21.</p> <p>The new Plan will incorporate a very high level of housing growth and the plan needs to ensure that the sites are identified and are likely to be delivered in the timescales identified. There will be a strong affordable housing policy, building on the current one, which will require at least 35% affordable homes on every scheme above 10 units. The council is strengthening its expertise in Planning on robustly testing developers viability submissions. This will include no longer accepting developer arguments that the cost of land prevents or reduces the amount of affordable they can deliver – they should take account of the council’s policy when agreeing the price.</p> <p>Ensuring good masterplanning of the larger sites emerging from the Local Plan will mean that they are more likely to be built out as planned and will be more attractive for potential buyers.</p> <p>The Private Housing Service in Housing, which includes Private Renting, has been reshaped and is geared up to the licensing of up to 900 Houses in Multiple Occupation and addressing issue of disrepair and harassment in the sector. It will work with and support landlords who are prepared to grant longer tenancies which will allow families more security and stability.</p> <p>There is already a new build council home programme of 370 new homes by 2022 that is just starting. The government has announced that the cap on the HRA borrowing will be ended in April 2019 and the programme will be further expanded. A full assessment of the capacity of the HRA to move to an output of around 100-200 new homes per year will be made in the very near future and will gear up for that level of delivery. This will help, though not solve, the shortage of affordable homes for rent. Housing Associations will be encouraged to include social rented homes at lower rent levels than affordable to be built as grant is now available from Homes England for this aim.</p> <p>The introduction of the Homeless Reduction Act has allowed the Council to be geared up to dealing with an increased number of homeless households with the initial aim of preventing the homelessness from happening. One important route will be working with those private landlords that have a desire to help those in housing need, and there are many, to be able to continue renting without losing income.</p> <p>The Planning Moratorium of 2022 (as a result of ecological impacts on the Chiltern Beechwoods Special Areas of Conservation) for the HRA new build programme presents some new risks over timing and cost of the delivery of sites which are yet to receive all full planning consents.</p> <p>Annual cost price inflation for materials and labour is running in the region of 20% and as of June 2022 looks set to continue. It is possible that a prolonged moratorium may put at risk recently-awarded Homes England funding. Together, these factors could add significant financial pressure to the cost of the programme under the HRA Business Plan.</p> <p>The Council's planning service is working on a mitigation strategy with appointed consultants and partner organisations. The first draft of this has been received as of early June 2022. If acceptable it could lead to the lifting of the moratorium later in 2022, but this is not certain at the current time. As such the risk rating has been raised from 9 to 12 at this stage.</p> <p>At August 2022 very good progress has been made with Natural England, the National Trust and adjacent Local Authorities on agreeing a mitigation strategy for the Beechwoods and a SAMM tariff, with plans for SANG development on two parks owned by DBC. This work should be completed by early September and provided the outcome is positive, it should lead to a partial lifting of the moratorium for the Hemel Hempstead area. For now, the risk rating is unchanged.</p>
	Evidence Risk is being managed	<p>The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure. Regular reports are made as set out above in controls.</p> <p>Regular reports will also made to the Housing and Community Overview and Scrutiny Committee on new build council homes, homeliness performance, and Private Renting sector performance.</p>

Risk Name		30 Sep 2022
Detail		Status
	Consequences / Impacts	<p>Housing costs in Dacorum are already extremely high and among the highest in the country outside of London. The impact of this is that local people (and potential new residents) face considerable difficulties accessing decent and affordable homes. This has potential risks in increased homelessness, difficulties in attracting new business and inward investment and breakdown of family support networks if people have to move away or have to stay longer in parental homes than is desirable.</p> <p>The causes for this are complex and varied, and some are outside of the Council's control, but include:</p> <ul style="list-style-type: none"> <li>• The high cost of owner occupation due to location, local income levels, market shortage and increasing demand from people moving out from London.</li> </ul> <p>This can mean owner occupation is well beyond the reach of a large number of local people.</p> <ul style="list-style-type: none"> <li>• The Private Rented Sector is not focused on providing homes of quality to those on low incomes with short 6 months tenancies and often in poor condition.</li> <li>• The planning system does not have the levers to require new homes to be built and with respect of providing affordable homes the rented product – usually affordable rent at 80% of market rent - they are too expensive for those on low incomes.</li> <li>• There are still cuts being made to the benefits systems and Universal Credit has seen a dramatic increase in the levels of rent arrears in those areas that have already had the full roll out. This will cause further difficulty for low income households to afford rent and would lead to still further homelessness.</li> <li>• the impact of the First Homes Policy from Government putting further pressure on the Council's ability to provide genuinely affordable homes to people most in need through the planning process.</li> </ul> <p>The key risks this raises for the Council are:</p> <ul style="list-style-type: none"> <li>• The supply of homes is unable to match demand</li> <li>• An increase in the levels of homelessness resulting from landlords in private renting seeking to maximise their rents</li> <li>• The impact of Universal Credit roll out leading to increased arrears, debt and homelessness</li> <li>• A general risk that the construction industry may not have the capacity to meet the level of demand for development</li> <li>• The HRA will not be able to access sufficient funds to fulfil the Council's programme of social rented housing</li> </ul>
Uncertainty around Brexit negotiations could result additional demand for council services.	Risk Owner	Catherine SilvaDonayre
	Portfolio	Corporate & Contracted Services
	Risk Description	Uncertainty around Brexit negotiations could result in the Council facing additional demand for its services in the short to medium-term
	Inherent Score	16 ▲
	Mitigated Score	4 ★
	Target	
	Comments	This strategic risk is no longer relevant – the Brexit negotiations are completed and the impacts understood. The Strategic Risks are currently being reviewed and this risk will be removed as part of this process

Risk Name	Detail	30 Sep 2022 Status
	Controls & Assurances	<p>The Chief Executive prepared a report to Members outlining the sector's view on where the key Brexit risks currently lie.</p> <p>The Senior Leadership Team (SLT) has received a report from the Assistant Director (Corporate and Contracted Services), who is leading on Brexit risk, highlighting key risk areas for the Council which continue to be monitored with the wide Corporate Leadership Team. All service areas are represented at SLT, and the majority of SLT members operate within county- and nation-wide professional groups. This means that the knowledge reach of the group is wide and varied, meaning that emerging issues are likely to be raised for discussion around impact as they arise.</p> <p>The Assistant Director, Corporate and Contracted Services also sits on a multi-agency county wide Tactical Coordination Group which monitors the EU Transition period although as the risk has reduced in early 2021 and this group was stood down in February 2021.</p> <p>SLT has also ensured that all service areas revisit their Business Continuity plans to ensure that they remain up-to-date and capable of mitigating known and emerging risks.</p> <p>SLT also review and update the Corporate Brexit risk register.</p> <p>The Leader of the Council and the Chief Executive have taken part in webinars hosted by MHCLG with various Government departments in preparation for Brexit.</p>
	Evidence Risk is being managed	The subject of Brexit is reviewed by SLT if there are any specific issues or impacts for discussion. Members will be kept advised as more information becomes available.
	Consequences / Impacts	<p>On 23rd June 2016, the UK voted in a referendum to leave the European Union (EU). Article 50 was triggered on 27th March 2017 starting a two year formal process for leaving the EU. The UK left the EU on 31 January 2020 with a withdrawal agreement which is subject to a transition period ending on 31st December 2020. The UK have now reached agreement on how the future relationship will work, including trade, energy, transport, social security, law enforcement, health and scientific collaboration and dispute settlement.</p> <p>The agreement now reached gives the Council greater certainty and there has been no noticeable increased demand for its services in 2021 as a direct result of Brexit.</p> <p>Brexit does still pose a strategic threat to the Council primarily because there is lack of clarity over how or to what extent the outcome may threaten achievement of its corporate priorities. In the absence of more detail, the Council is, in general terms, planning to 'be prepared'.</p> <p>In addition, there is the possibility that the Council may be required to carry out functions under its Civil Contingencies responsibilities, although in early 2021 this threat has not come to fruition to date.</p>