

Appendix B: Top operational Risks

Strategy and Development

Service Team	Description of Operational Risk	Risk Owner	Controls	Mitigation Plan	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
PL 6	Inadequate professional resource Inability to provide acceptable level of service due to insufficient staff or staff with insufficient knowledge and experience. Consequence(s): Poor provision of service to the customer. Inability to adequately provide service. This may lead to greater instances of complaint. Potential for inability to meet government targets with regard to service delivery. Reputational and potential financial risk.	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager	Planning - Recruitment Policy		16	16	16
Any Comments	No comments made.						
PL 8	IT Failure or Inappropriate/Inadequate IT Systems Loss of or corruption of monitoring information, consultation databases, records and files. IT systems which are not capable of performing to the necessary complexity and scope. Consequence: Inability to provide acceptable level of service according to both customer expectation and Government requirements. This may lead to financial and reputational penalty. Inability to complete planning policy formulation or monitoring processes, inability to determine planning applications, inability to take enforcement action, inability to deal with building control applications, etc.	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager	ICT - Backup and Recovery Arrangements ICT - Disaster Recovery Plan ICT - Firewall ICT - Virus Detection		16	16	16

Any Comments	<p>Scheduled disaster recovery testing of a number of key systems happened successfully in August.</p> <p>Weekly monitoring of the performance of the IT infrastructure has been completed and continues.</p> <p>There has been no IT failure over the last quarter.</p>						
SH 3	<p>Strategic Housing - Non Delivery on section 106 sites.</p> <p>Risk - Private developers no longer building on s106 sites. Consequences - Failure to deliver the affordable Housing programme and meet the corporate promises.</p>	<p>Sian Chambers - Head of Housing & Community Services</p> <p>Jeremy Morton - Principal Housing Development Manager</p>	<p>Strategic Housing - Planning</p> <p>Toolkit viability appraisals</p>		16	16	12
Any Comments	<p>Where viability is demonstrated and there is a reduced provision on site, the council will consider using funds available via the Affordable Housing Programme, if this fits within the scope of the budget and programme plans.</p>						

Finance and Operations

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
ES 9	<p>Environment Services - Recycling Finances/Markets</p> <p>Materials sent for recycling have a value. The value of the material will rise and fall based on world wide commodity markets. In a low value commodity market there is the potential for the Council not to receive current values for material sent for recycling. However, it has to be reminded that value of material can go up as well as down.</p>	<p>Durk Reyner - Head of Environment Services</p> <p>Kirsten Roberts - Community and Environment Services Manager</p>	<p>Environmental Services - Fixed Price Contracts</p>		16	16	12
Any Comments	<p>No comments were made.</p>						

FS 19	<p>Finance - Loss to the Council as a result of fraudulent activity via internal or external sources Monetary loss as a result of fraudulent activity through external sources via electronic payments, computer hacking, attempts to deceive staff or by staff themselves resulting in loss of council funds and lack of confidence in financial systems, poor audit opinion and reputational damage.</p>	<p>Jane Cika - Finance Manager Tim Neill - Head of Resources</p>	<p>Finance - Ensure financial procedures are being followed Finance - Financial Procedures Finance - knowledge sharing of fraudulent attempts by outside bodies Finance - Quarterly independent electronic audit, testing robustness & PCI compliance. Finance - secure IT systems Finance - Separation of duties</p>	<p>Finance - financial procedures to ensure independent checks to changes and new bank details requests. Finance - intelligence sharing of fraudulent attempts with SIAS, SAFS and other Herts groups.</p>	15	15	5
Any Comments	<p>Staff are informed to be aware for potential fraudulent activity. The internal audit of key financial systems is underway. Adequate segregation of duties is being maintained during the significant change in finance personnel. There have not been any known fraud during the last quarter.</p>						
FS 20	<p>Finance - Restructure process results in inadequate financial services to the Housing Trust and Council Failure to provide adequate financial services to the Housing Trust and the Council during the period of change and the merging of services leading to lack of financial control and poor decision making resulting inability to achieve Council and Housing Trust objectives over the medium to longer term.</p>	<p>Jane Cika - Finance Manager Ka Ng – Executive Director Tim Neill - Head of Resources</p>	<p>Finance - attendance at corporate boards and working groups to ascertain requirements of Finance Finance - clear planning for handover of knowledge. Finance - Ensure agreement with Housing Trust allows council to obtain information required</p>	<p>Finance - clear planning for handover of knowledge Finance - Identification of project lead for restructure and maintenance of a project risk log Finance - Involvement of Human Resources in</p>	15	15	15

		<p>for its accounting, reporting and statutory obligations Finance - Ensure that Finance are represented on the working group and that financial due diligence work is carried out and reviewed. Finance - establish ongoing systems and controls to support the other mentioned risk controls. Finance - Financial protocols between housing trust finance team and council finance team Finance - Identification of project lead for restructure and maintenance of a project risk log. Finance - ongoing team meetings, supervision and two way communication Finance - On-going training of finance staff Finance - recruitment process to appoint staff competent in their roles Finance - Regular communication and</p>	<p>the planning and completion of the project. Finance - Regular communication and engagement of all staff involved through the restructure process. Finance - Use of external resources as required to fill any gaps. Finance - Ensure that procedures are kept available, up to date and applied. Finance - Staff training</p>			
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			engagement of all staff involved Finance - staff appraisals				
Any Comments	<p>The restructured shared finance team is now in place with a number of vacancies partly covered by temporary staff.</p> <p>Recruitment for all the vacant posts has been happening over the last quarter with 5 of the 8 posts appointed and due to start before the end of the financial year.</p> <p>The Finance Manager will be leaving on maternity leave before Christmas and a fixed term cover post has been advertised.</p>						

Governance

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
HC 12	Hackney Carriages - Occupational stress Occupational stress arising from hackney carriage work. Consequences: Sickness absence, reduction in service delivery, potential for claim against the council.	James Vaughan - Hackney Carriage Officer Jo Harding - Head of Public Health & Protection	Hackney Carriages - Complaints and Investigation Policy Hackney Carriages - family support Hackney Carriages - Line management support Hackney Carriages - support network	Hackney Carriages - consideration of office space Hackney Carriages - Revised customer service and complaints strategy Hackney Carriages Recording of telephone calls	20	20	20
Any Comments	The risk has been reduced following the introduction of video badges and the recording of all telephone calls which has resulted in a significant change in customer behaviour towards staff.						

HC 7	Hackney Carriages - Verbal abuse and aggression towards hackney carriage staff	James Vaughan - Hackney Carriage Officer	Hackney Carriages - CCTV Hackney Carriages - Personal Protective Equipment Hackney Carriages - Potentially Violent Customer Database Hackney Carriages - video badges	Hackney Carriages - Incident logs Hackney Carriages - Regular checks to ensure CCTV is working Hackney Carriages Recording of telephone calls	15	15	15
Any Comments	No comments were made.						
HC 9	Hackney Carriages - Deliberate damage to hackney carriage staff personal property For example cars, homes, animals	James Vaughan - Hackney Carriage Officer Jo Harding - Head of Public Health & Protection	Hackney Carriages - cars registered to the office Hackney Carriages - CCTV at home address Hackney Carriages - Training		16	16	16
Any Comments	No comments were made.						
PH 11	Public Health - Failure to recruit and maintain competent staff Failure to recruit and maintain competent staff leading to inadequate numbers of competent staff being available at given time. Consequence(s): Failure to provide acceptable levels EH service, increased pressure on remaining staff, potential government intervention using default powers, inability to deal with key cases leading to long term latent environmental damage.	Jo Harding - Head of Public Health & Protection	Environmental Health - Robust Interview and Selection Techniques		15	15	15

Any Comments	Recent experience has revealed that it continues to be difficult to recruit competent staff for frontline roles within the service.						
PH 14	<p>Public Health - Inability to Conduct Investigations, Serve and Enforce Legal Notices or Remedy Dangerous Situations/WID</p> <p>Inability to conduct necessary statutory investigations and inspections including limited use of equipment, access to reference works and the timely release of information. Inability to serve and enforce statutory notices leading to ongoing risk situation and public health, safety or environmental hazard. Potential default of a statutory duty. Ongoing dangerous situation persisting risk to public. Consequence(s): Default of statutory duty or code of practice, failure to inform, warn or protect the public, ongoing risk situation where a public health, safety or environmental hazard is not controlled,</p>	Jo Harding - Head of Public Health & Protection	<p>Appropriate Work Allocation Among Staff in Post Budget</p> <p>Car Loan Scheme Computerised Notice Generation Contractual Arrangements for Staff to Provide a Car for Work</p> <p>Digital evidence copying facility</p> <p>Multiple Authorisations for Some Notices</p> <p>Sound Deputisation Arrangements for Head of Service Training</p>	15	15	15	
Any Comments	This is an ongoing risk.						
PH 24	<p>Public Health - Out of hours noise monitoring for breach of notice</p> <p>This risk relates to a situation where the council has fulfilled its statutory duty to serve a noise abatement notice however the monitoring to see if the notice is complied with needs to take place on nights where there is no out of hours service in place. The main consequences of this are protracting a legal case, damage to reputation, negative press coverage, poor customer service and continuing exposure to</p>	Jo Harding - Head of Public Health & Protection		20	20	20	

	nuisance for members of the public. There is a smaller risk of ombudsman challenge						
Any Comments	This risk remains but statistically there are very few customers affected. The service of noise abatement notices where the noise occurs only when there is no out of hours noise service is limited and where this does occur officers will usually make alternative arrangements to witness a breach of notice.						
PH 29	Public Health - failure to deliver an 'Operation Reprise' shift Inability to carry out an Operation Reprise shift due to lack of resources, either from the Environmental Health Team of Herts Police. Consequences: reputational damage due to failure to act in response to complaints.	Jo Harding - Head of Public Health & Protection	Operation Reprise - MoU with Herts Police Operation Reprise - Back up arrangements in place Operation Reprise: Rota drawn up well in advance and confirmed	Use of street warden team	15	15	15
Any Comments	This risk remains, though very few shifts fail to be delivered.						