

Risk Management - Quarter 3 - Operational Risks (Serious and Severe)

Risk: Failure in procurement compliance		Risk Manager: Procurement Manager		Last updated: 04 January 2024	
Description of risk: Compliance with Internal and External Rules and Regulations		Controls: Contract Procedure Rules Procurement Strategy Public Contracts Regulations 2015 Training and briefings Compliance checks including regular review on expenditure Procurement checklists		Risk Manager Commentary: A recent audit of spend against the contracts register has shown very little non compliant spend. The procurement manager is working with the services managers on exceptions. No change as of January 2024	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 4		● Previous Inherent Impact: 5	●	Previous Inherent Score: 20	●
Previous Residual Probability: 2		● Previous Residual Impact: 5	●	Previous Residual Score: 10	●

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Risk: Supplier failure (Financial)		Risk Manager: Procurement Manager		Last updated: 04 January 2024	
Description of risk: If a supplier faces financial challenges it may lead the supplier into administration or liquidation, which in turn could lead to severe disruption to the delivery of services, along with financial and reputational consequences		Controls: Financial checks as part of supplier selection process Ongoing monitoring of suppliers on Credit Safe system Business continuity plans Use of bonds, parent company gaurentees and other securities as appropriate		Risk Manager Commentary: All our major contracts are monitored through a credit agency and a risk rating is applied. Currently 49 companies are being monitored. 47 are low risk and 2 are moderate risk, These 2 are being monitored closely.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		Previous Inherent Impact: 5		Previous Inherent Score: 20	
Previous Residual Probability: 3		Previous Residual Impact: 4		Previous Residual Score: 12	

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Risk: Loss of Car park income		Risk Manager: Playground and Parking Services Manager		Last updated: 10 January 2024	
Description of risk: Decrease in car parks income arising from car parks not being used due to uncompetitive commercial offer, or a change in consumer behaviour would have financial implications for the council.		Controls: Yearly benchmarking before new budgets are being set Management oversight and KPIS Budget monitoring		Risk Manager Commentary: Car park income is still below pre-covid levels, particularly in relation to commuter parking, however car park usage is increasing. The risk continues to be monitored.	
Inherent Probability: 4		Inherent Impact: 3		Inherent Score: 12	
Residual Probability: 4		Residual Impact: 3		Residual Score: 12	
Previous Inherent Probability: 4	<input type="radio"/>	Previous Inherent Impact: 3	<input type="radio"/>	Previous Inherent Score: 12	<input type="radio"/>
Previous Residual Probability: 4	<input type="radio"/>	Previous Residual Impact: 3	<input type="radio"/>	Previous Residual Score: 12	<input type="radio"/>

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Risk: Recruitment and Retention (Regeneration & Economic Development)		Risk Manager: Assistant Director (Regeneration and Economic Development)		Last updated: 10 January 2024	
Description of risk: Issues with recruitment and retention within the regeneration and economic development services may impact on the ability to deliver council services.		Controls: Use of agency staff Use of specialist contractors Agency Worker Framework Training and Development Recruitment and Retention Policies and Procedures		Risk Manager Commentary: Previous agency staff have left due to high workloads. Attempts to recruit replacements had been very difficult, but a new Housing Development and Regeneration Service Manager is starting on a permanent basis in February 2024, which is a positive step.	
Inherent Probability: 5		Inherent Impact: 4		Inherent Score: 20	
Residual Probability: 5		Residual Impact: 4		Residual Score: 20	
Previous Inherent Probability: 5		● Previous Inherent Impact: 4	●	Previous Inherent Score: 20	●
Previous Residual Probability: 5		● Previous Residual Impact: 4	●	Previous Residual Score: 20	●

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Risk: Legal Challenge to Planning decisions	Risk Manager: Assistant Director (Planning)	Last updated: 04 January 2024	
Description of risk: Successful planning appeals and/or legal challenge against a planning decision can lead to costs awarded against the council, along with potential reputational damage.	Controls: Decision making structure requires applications to be checked before determination. Officers are encouraged to discuss more complex applications with senior managers. Officers in the planning service aim to behave reasonably in order to minimise risk of costs awards against the Council. Other measures include: Application checking processes and procedures Complex cases reviewed by managers Officers in the planning service aim to behave reasonably in order to minimise risk of costs awards against the Council. Member training Constitution and Governance Procedures In terms of DMC decisions, members are always warned of the risk attached to their decision, particularly if this goes against the advice of officers	Risk Manager Commentary: This risk continues to be monitored as more complex applications are determined. The level of challenge to the Council, both prior and post decision, continues to increase and therefore legal advice is required more frequently to try and mitigate the risk of further JR. There has now been a JR challenge to the recent decision to adopt the Local Plan, which is being responded to.	
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25	
Residual Probability: 3	Residual Impact: 5	Residual Score: 15	
Previous Inherent Probability: 5	● Previous Inherent Impact: 5	● Previous Inherent Score: 25	●
Previous Residual Probability: 3	● Previous Residual Impact: 5	● Previous Residual Score: 15	●

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Risk: Planning - Building Control		Risk Manager: Assistant Director (Planning)		Last updated: 04 January 2024	
Description of risk: The identified risk is that HBC is unable to provide the statutory building control service to the Council at any point in time.		Controls: The Council's statutory building control functions are now delivered by appropriately qualified members of the Herts Building Control team, who are seconded to the Council when undertaking this type of work. HBC has a pool of officers who provide this service, providing resilience to that service.		Risk Manager Commentary: Following the creation of a jointly owned company to provide building control services, the Council's statutory building control functions and responsibilities are delivered by Hertfordshire Building Control Ltd. The company, and the council's contract with it, are managed via shareholder & director joint meetings and secondment of staff from Herts Building Control. The seconded staff, by way of formal agreement, are considered to be working for the Council at the time they are undertaking statutory functions. The remainder of the time they work for the commercial business.	
Inherent Probability: 3		Inherent Impact: 5		Inherent Score: 15	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 3		● Previous Inherent Impact: 5	●	Previous Inherent Score: 15	●
Previous Residual Probability: 2		● Previous Residual Impact: 5	●	Previous Residual Score: 10	●

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Risk: Local Plan adoption delays resulting from a Legal Challenge		Risk Manager: Planning and Policy Implementation Manager		Last updated: 04 January 2024	
Description of risk: A Legal challenge to our Local Plan and the process for its development is a possibility given the possibility of significant public and/or developer opposition. The impact of this on the timetable could be significant if the challenge has substance		Controls: Ensure compliance with the legal form for Local Plan development. Ensure resources are in place to seek legal advice as and when required		Risk Manager Commentary: Following the adoption of the new Local Plan was anticipated that the decision could be subject to Judicial Review, and this has now proved to be the case. This challenge is being assessed by planning and legal officers at present.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		● Previous Inherent Impact: 5		● Previous Inherent Score: 20	
Previous Residual Probability: 3		● Previous Residual Impact: 4		● Previous Residual Score: 12	

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Risk: Garages		Risk Manager: Service Manager (Building Repairs and Climate Change)		Last updated: 18 January 2024	
Description of risk: Failure to let garages leads to an increase in empty garages leading to a budget deficit and reputational consequences		Controls: Garage review Performance Indicators Marketing strategy		Risk Manager Commentary: Marketing Strategy to be implemented following recent Overview and Scrutiny Committee. The team are currently receiving high demand for garages and are working through the current waiting list as well as the new applications. The waiting list has been cleaned and we now have around 700 people on the waiting list.	
Inherent Probability: 4		Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		Previous Inherent Impact: 4		Previous Inherent Score: 16	
Previous Residual Probability: 3		Previous Residual Impact: 4		Previous Residual Score: 12	

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Risk: Responsive repairs (Housing)		Risk Manager: Service Manager (Housing Repairs and Building		Last updated: 10 January 2024	
Description of risk: The Council fails to meet its responsive repairs obligations leading to disrepair, non adherence to regulations and expectation set out by the RSH and Housing Ombudsman, leading to financial, legal, health and safety and reputational implications.		Controls: Use of partnering contractor to complete responsive repairs Contractual SLAs Contract Monitoring and KPIS Disrepair Group and Operational damp and mould group in place Councils policy and procedures in relation to responsive repairs Identifying trends through complaints and lessons learned		Risk Manager Commentary: Morgan Sindall has been performing well. Over 80% of the repairs have been completed right for the first time. customer satisfaction was around 85% during the second quarter and improvements continue to be made with the contractor.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5	●	Previous Inherent Score: 25	●
Previous Residual Probability: 2		● Previous Residual Impact: 5	●	Previous Residual Score: 10	●

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Risk: Asset Data		Risk Manager: Service Manager (Building Repairs and Climate Change)		Last updated: 10 January 2024	
Description of risk: Failure to maintain building stock data leads to inaccurate forecasting and poor investment decisions leading to Regulatory, Financial and Reputational consequences		Controls: Savills appointed to complete 100% stock condition survey, Ark competed desk top exercise to develop programmes which are funded in the business plan, new structure includes an Asset Data team		Risk Manager Commentary: Stock conditions survey is due to start in January. In preparation of this, there had been a number of improvement in our IT system to ensure that the survey results are captured in our data system. This will improve the way we set our planned maintenance programme going forward.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5	●	Previous Inherent Score: 25	●
Previous Residual Probability: 3		● Previous Residual Impact: 5	●	Previous Residual Score: 15	●

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Risk: Fire Safety		Risk Manager: Service Manager (Housing Repairs and Building		Last updated: 10 January 2024	
Description of risk: Failure to comply with the Fire Safety Regulations and Building Safety Act leads to harm to the public and/or colleagues resulting in Regulatory, legal and Reputational consequences		Controls: Policy's and processes in place and regularly reviewed Regular reporting of compliance to ensure visibility Contractors met on a regular basis to ensure issues are identified Programmes are regularly reviewed and updated to ensure compliance		Risk Manager Commentary: Operational Health and Safety board (OHSB) continues to meet on a regular basis to monitor the actions required to meet the Building Safety Act.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 2		● Previous Residual Impact: 5		● Previous Residual Score: 10	

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Risk: Damp, Mould and Condensation		Risk Manager: Service Manager (Housing Repairs and Building		Last updated: 10 January 2024	
Description of risk: Failure to manage damp and mould cases effectively leads to customer harm resulting in Financial, Legal, Regulatory and Reputational consequences.		Controls: Procedures and monitoring in place to manage all cases Damp and Mould Group in place Regular reporting to Cross Party Group Operational damp and mould group in place Self assessment against the Housing Ombudsman's report underway Inherent defect house types identified Budget created for damp and mould		Risk Manager Commentary: Damp and Mould policy is due to be considered by CHP in October. Stock condition survey for all housing stock is due to commence in the coming months, which will include any under-reporting of damp and mould cases. A specific damp and mould action plan has been put in place, in partnership with Morgan Sindall. New legislation is currently in consultation in relation to this area	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 4		Previous Inherent Impact: 5		Previous Inherent Score: 20	
Previous Residual Probability: 3		Previous Residual Impact: 5		Previous Residual Score: 15	

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Risk: Complaints	Risk Manager: Service Manager (Housing Repairs and Building Safety)	Last updated: 10 January 2024	
Description of risk: Failure to manage complaints effectively leads to Housing Ombudsman investigations, resulting in Financial, Regulatory and Reputational consequences.	Controls: Complaints System Management reporting Complaints policy and processes Weekly meeting to review complaints	Risk Manager Commentary: Surveyors are now working to cover 5 geographical areas (i.e. patches). Weekly meetings are taking place to ensure complaints are being answered correctly. Work continues in the background to take a proactive approach to address the outstanding complaint cases. We currently have some staff shortages which we are actively recruiting to	
Inherent Probability: 4	Inherent Impact: 5	Inherent Score: 20	
Residual Probability: 3	Residual Impact: 5	Residual Score: 15	
Previous Inherent Probability: 4	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 20	<input type="radio"/>
Previous Residual Probability: 3	<input type="radio"/> Previous Residual Impact: 5	<input type="radio"/> Previous Residual Score: 15	<input type="radio"/>

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Risk: Recruitment and Retention - Property Services		Risk Manager: Chief Executive		Last updated: 10 January 2024	
Description of risk: Failure to attract and retain competent staff leads to service failure resulting in Regulatory, Legal and Reputational consequences		Controls: Temporary staff being utilised to fill some gaps in the structure Point 13 appointed to help with targeted marketing campaign All posts re-evaluated Fortnightly staff briefings in place Weekly recruitment meetings with HR		Risk Manager Commentary: This continues to be a challenging area, especially in light of the significant changes in the Housing industry in the past few years. Senior managers have been in post and working with the contractors to improve the service. Also some new work practices have been introduced, which includes rolling out mobile tablets to workers to ease some of the back office admin burdens to make the roles more attractive.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 4		Residual Impact: 4		Residual Score: 16	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 4		● Previous Residual Impact: 4		● Previous Residual Score: 16	

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Risk: Recycling market volatility		Risk Manager: Environmental Services Manager		Last updated: 04 January 2024	
Description of risk: The Council receives income from the sale of recyclates. The market is international and volatile and largely outside of the councils control– price fluctuations can be sudden and result in a negative impact on the Council’s budget.		Controls: Secure more advantageous terms through joint contracts with other local authorities		Risk Manager Commentary: Dec 23 - No change to risk status. Recycling income tracks national markets and is used towards offsetting gate fee costs (costs to process recycling) . Although income has remained relatively constant throughout Q1 &2 , it is not covering the full gate fee costs. We have seen a slight improvement in some commodity prices but Q3/4 are more difficult months for the sale of goods and the council is currently incurring costs of approximately 16k per month to process recycling. Basket price remains stable during Q3	
Inherent Probability: 4		Inherent Impact: 3		Inherent Score: 12	
Residual Probability: 4		Residual Impact: 3		Residual Score: 12	
Previous Inherent Probability: 4		● Previous Inherent Impact: 3	●	Previous Inherent Score: 12	●
Previous Residual Probability: 4		● Previous Residual Impact: 3	●	Previous Residual Score: 12	●

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Risk: Tree Failure		Risk Manager: Landscape and Ecology Manager		Last updated: 05 January 2024	
Description of risk: Tree Risk of failure of a tree with resultant risk to property or life.		Controls: Trees managed by WHBC are inspected on regular scheduled programmed basis by qualified staff. Any trees requiring any safety works will be given a priority and actioned within budget constraints.		Risk Manager Commentary: The cyclical programme of tree inspections is on schedule which identifies any works to be carried out to reduce tree failure.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 4		Previous Inherent Impact: 5		Previous Inherent Score: 20	
Previous Residual Probability: 2		Previous Residual Impact: 5		Previous Residual Score: 10	

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Risk: Housing Management - Poor void management		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 05 January 2024	
Description of risk: Poor void and allocatons management leading to loss of income, increased costs and extended periods of reduced property availability.		Controls: End to end mapped process Housing Management system in place Responsive repairs management Effective contractor management Void management standard Allocations Policy Clear management reporting		Risk Manager Commentary: Q3 figures not available yet. The average void time for Q2 has increased due to a number of factors, including the key to key process, lettable standards review, kitchen supplier issues, resources, planned works issues and condition of properties being returned. In addition we have had some problems with the contractor completing their scope of works quickly and then completing the void works within the specified time and to standard. These issues are being address with the key to key process being agreed this week internally and then with the contractor and also the lettable standards have been reviewed internally and are being reviewed by the contractor. More resource in both neighbourhoods and property services teams and the introduction of pre-void and mid-term void inspections should also help with some of the time and quality issues we have been experiencing.	
Inherent Probability: 5		Inherent Impact: 4		Inherent Score: 20	
Residual Probability: 4		Residual Impact: 3		Residual Score: 12	
Previous Inherent Probability: 5		● Previous Inherent Impact: 4	●	Previous Inherent Score: 20	●
Previous Residual Probability: 4		● Previous Residual Impact: 3	●	Previous Residual Score: 12	●

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Risk: Control Centre (Lifeline Service)		Risk Manager: Independent Living Service Manager)		Last updated: 05 January 2024	
Description of risk: Failure of the new monitoring service for the control centre could lead to service failures, reputational damage and risk to life.		Controls: Continued monitoring of contract Ensure adherence to KPI's Contractor has business continuity measures if needed		Risk Manager Commentary: The contract performance is being regularly monitored. There were some initial operational and IT issues that the Contractor needed to address, and the contract is now operating more smoothly. There have been weekly meetings since the contract became live. Although initially things settled down there have been a number of serious issues raised with them including data breaches, non compliance in relation to TSA guidelines and general complaints from staff and our customers. I have met with their chief exec who has put plans in place to remedy the issues. Ongoing monitoring.	
Inherent Probability: 5		Inherent Impact: 3		Inherent Score: 15	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		Previous Inherent Impact: 3		Previous Inherent Score: 15	
Previous Residual Probability: 2		Previous Residual Impact: 5		Previous Residual Score: 10	