

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Failure in procurement compliance		Risk Manager: Procurement Manager		Last updated: 05 April 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. There is a new procurement act and secondary legislation, which the council will need to ensure compliance with. Training is being undertaken, briefings to the management team, Cabinet and the constitution review group have taken place. The Contract procedure rules are being updated and officer training will be provided once the updated rules are adopted in September.	
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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Supplier failure (Financial)		Risk Manager: Procurement Manager		Last updated: 05 April 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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Collection Risks (Council Tax and Business Rates)		Risk Manager: Client Services Manager		Last updated: 16 May 2024	
Description of risk: Failure to maintain collection rates for council tax and business rates would have an impact on the councils finances, along with other preceptors which may lead to reputaitonal risks also.		Controls: Experienced service delivery partners Contract monitoring. Stringent monitoring with a recent dip in collection. Collection policies and procedures Collections legislation Use of legal action and enforcement agents Benchmarking and regular performance monitoring Fees and penalties used as appropriate		Risk Manager Commentary: A static debt review is commencing shortly with the new service provider once agreement had been reached with HCC. Performance is improving following the pandemic. However, still behind targets and it will take time before we get back to pre Covid levels.	
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: 2		● Previous Residual Impact: 4	● Previous Residual Score: 8	●	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Appendix B

Risk: Recruitment and Retention (Regeneration & Economic Development)		Risk Manager: Assistant Director (Regeneration and Economic Development)		Last updated: 04 April 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: Council's across the country continue to experience challenges relating to professional surveying and estates roles. We have recruited a new Regeneration and Housing Development Service Manager post, to combine the knowledge of these two teams and create additional resilience. Further work is being done to review roles in the Estates team due to existing vacancies, with a view to increasing recruitment options. In the interim, some work is being prioritised to support the delivery of corporate objectives	
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	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Legal Challenge to Planning decisions		Risk Manager: Assistant Director (Planning)		Last updated: 16 May 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 been a JR to the adoption of the local plan; the Council and DLUHC successfully defended the challenge in the High Court. Officers continue to take a precautionary approach to the most complex applications and, where necessary, will take specific legal advice before an application is determined.	
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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Planning - Building Control		Risk Manager: Assistant Director (Planning)		Last updated: 05 April 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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Appendix B

Risk: Local Plan adoption delays resulting from a Legal Challenge	Risk Manager: Planning and Policy Implementation Manager	Last updated: 05 April 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 and a date for an initial hearing has been set for 11 April 2024. No further update at the time of writing.	
Inherent Probability: 4	Inherent Impact: 5		Inherent Score: 20
Residual Probability: 3	Residual Impact: 4		Residual Score: 12
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: 4	<input type="radio"/> Previous Residual Score: 12	<input type="radio"/>

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Appendix B

Risk: Responsive repairs (Housing)		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Asset Data		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 16 May 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 condition surveys commenced in July and due to complete in Autumn 2024. Any actions or repair requests resulting from the surveys are being followed up with the contractors. The new Asset Manager started in Q4, and they are focusing on analysing the stock condition survey data to inform future planned maintenance programme.	
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	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Fire Safety		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 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		<input type="radio"/>	Previous Inherent Impact: 5	<input type="radio"/>	Previous Inherent Score: 25
Previous Residual Probability: 2		<input type="radio"/>	Previous Residual Impact: 5	<input type="radio"/>	Previous Residual Score: 10

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Damp, Mould and Condensation		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 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: The Damp and Mould Policy was approved in November 2023. Procedures/Action plans are in place to ensure that cases of damp and mould are addressed in accordance with the policy. Officer groups meet regularly to track progress and discuss cases.	
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	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Complaints		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 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		● Previous Inherent Impact: 5	●	Previous Inherent Score: 20	●
Previous Residual Probability: 3		● Previous Residual Impact: 5	●	Previous Residual Score: 15	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Recruitment and Retention - Property Services		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 16 May 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. The new AD(Homes and Neighbourhood) is due to start in May 2024 and will be working with service managers to look at ways to improve recruitment in the team. They will also continue to work with 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	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Tree Failure		Risk Manager: Landscape and Ecology Manager		Last updated: 08 April 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. Inspections ongoing and on schedule. Inspections ongoing on schedule.	
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	●

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Housing Management - Poor void management		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 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: The average void time for Q4 is still above target. This is 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. However, in Q4 there has been a marked improvement and voids being completed satisfactorily. Contractor has invested in more resources for the voids team.	
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	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Control Centre Covering Sheltered Housing and Lifeline Service		Risk Manager: Independent Living Service Manager)		Last updated: 11 April 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: 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. Ongoing monitoring to ensure issues are promptly dealt with, weekly management meetings take place with PPP.	
Inherent Probability: 3		Inherent Impact: 4		Inherent Score: 12	
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	