

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	<p>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.</p>	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Mark Harvey - Manager Building Control Lisa Hughes - Development Management Service Manager	Planning - Recruitment Policy		16	16	16
Any Comments	Recruitment of experienced planners remains an on-going problem. WHBC salaries for senior planners are about £5,000 lower than some other councils in Herts. Turnover of staff remains high, particularly in development management and enforcement teams. Head of Planning is conducting stress questionnaire with staff to understand consequences of very high workload and criticism of service as a consequence.						
PL 8	<p>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</p>	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager Mark Harvey - Manager Building Control Manager	ICT - Backup and Recovery Arrangements ICT - Disaster Recovery Plan ICT - Firewall ICT - Virus Detection		16	16	16

	control applications, etc.							
Any Comments	New SAN is in place and has improved dramatically the performance of the overall infrastructure with back-ups running much quicker. Investment bids will come forward for the 2017/18 budget process to actively maintain and improve the IT infrastructure to ensure it continues to meet the growing needs from across the Council. This risk will be reviewed downwards at the next assessment date.							
SH 3	Strategic Housing - Non Delivery on section 106 sites. Risk - Private developers no longer building on s106 sites. Consequences - Failure to deliver the affordable Housing programme and meet the corporate promises.	Sian Chambers - Head of Housing & Community Services Jeremy Morton - Principal Housing Development Manager	Strategic Housing - Planning Toolkit viability appraisals			16	16	12
Any Comments	We continue to negotiate with developers on all sites to achieve policy compliance wherever possible. However there are considerable viability issues on key sites.							

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	Environment Services - Recycling Finances/Markets 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.	Durk Reyner - Head of Environment Services Kirsten Roberts - Community and Environment Services Manager	Environmental Services - Fixed Price Contracts		16	12	16
Any	The value of commodity materials has fallen over the last two years. However, the market may have now reached a low point in value.						

Comments	Recycling materials follow metal and oil values.						
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>	Jane Cika - Finance Manager Tim Neill - Head of Resources Jane Yeo - Finance Systems & Controls Manager Pam Kettle - Director (Finance & Operations)	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	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.	15	5	5
Any Comments	Internal audit reports of key financial processes provided substantial assurance levels in 2015/16. A number of recommendations are being followed up to ensure financial procedures are adequately robust						
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>	Jane Cika - Finance Manager Pam Kettle - Director (Finance & Operations) Tim Neill - Head of Resources Kevin Hurd - Accounting Services Manager	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 for its accounting, reporting and statutory	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 the planning and completion of the	15		

			<p>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 engagement of all staff</p>	<p>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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			involved Finance - staff appraisals			
Any Comments	<p>Significant changes in finance personnel as a result of the restructure process. Management are in the process of recruiting a number of interim assignments to ensure there is adequate cover and handover until it is possible to recruit permanently.</p> <p>Human Resources have been actively involved during the consultation period for the shared finance team.</p> <p>Following job evaluation process we will be in the position to recruit permanently to the vacant posts.</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 Nick Long - 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	
Any Comments	This issue remains live but the introduction of revised working practices should help to mitigate. Certain sectors of the hackney carriage trade remain challenging to deal with.						
HC 7	Hackney Carriages - Verbal abuse and aggression towards hackney carriage staff	James Vaughan - Hackney	Hackney Carriages - CCTV	Hackney Carriages -	15	15	

		Carriage Officer	Hackney Carriages - Personal Protective Equipment Hackney Carriages - Potentially Violent Customer Database Hackney Carriages - video badges	Incident logs Hackney Carriages - Regular checks to ensure CCTV is working Hackney Carriages Recording of telephone calls			
Any Comments	Revised working practices have helped to reduce this risk.						
HC 9	Hackney Carriages - Deliberate damage to hackney carriage staff personal property For example cars, homes, animals	James Vaughan - Hackney Carriage Officer Nick Long - Head of Public Health & Protection	Hackney Carriages - cars registered to the office Hackney Carriages - CCTV at home address Hackney Carriages - Training		16	16	
Any Comments	For historic reasons this risk remains live, processes and procedures are in place to help manage it.						
Public Health	Food Safety Competency Changes to the Food Law Code of Practice require two staff to receive additional training to meet new baseline standards	Nick Long - Head of Public Health & Protection			15	15	
Any Comments	Clarity has now been obtained and this risk will be adjusted downwards in light of some new national guidance.						
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	Nick Long - Head of Public Health & Protection	Environmental Health - Robust Interview and Selection Techniques		15	15	15

	remaining staff, potential government intervention using default powers, inability to deal with key cases leading to long term latent environmental damage.						
Any Comments	Recruitment remains an issue, however retention appears to be less of a risk.						
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>	Nick Long - Head of Public Health & Protection	Appropriate Work Allocation Among Staff in Post Budget Car Loan Scheme Computerised Notice Generation Contractual Arrangements for Staff to Provide a Car for Work Digital evidence copying facility Multiple Authorisations for Some Notices Sound Deputisation Arrangements for Head of Service Training		15	15	15
Any Comments	This remains a risk, although recent operational experience has shown we are managing it effectively.						
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</p>	Nick Long - Head of Public Health & Protection			20	20	20

	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 nuisance for members of the public. There is a smaller risk of ombudsman challenge							
Any Comments	Given childcare and other responsibilities it remains a challenge to monitor noise nuisance notices outside of the operation reprise arrangements.							
PH 29	<p>Public Health - failure to deliver an 'Operation Reprise' shift</p> <p>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.</p>	Nick Long - Head of Public Health & Protection	<p>Operation Reprise - MoU with Herts Police</p> <p>Operation Reprise - Back up arrangements in place</p> <p>Operation Reprise: Rota drawn up well in advance and confirmed</p>	Use of street warden team	15	15	15	
Any Comments	We have managed to deliver all the necessary shifts to date.							