

HERTFORDSHIRE COUNTY COUNCIL

**AUDIT COMMITTEE
FRIDAY 1 DECEMBER 2017 10.00 AM**

RISK MANAGEMENT UPDATE REPORT

Agenda item
no:

6

Report of the Director of Resources

Author: Fiona Timms, Risk and Insurance Manager (Tel: 01438 843565)

1. Purpose of Report

1.1. This report is a regular item on Risk Management activity since the last meeting. The Audit Committee's Terms of Reference state it is to "advise the Executive on relevant audit matters, including: (a) the risk management system and risk related issues".

2. Summary

2.1. The following items are included in this report:

- A summary of corporate risk movements/new risks
- A 'Heat Map' and summary table of the 33 Corporate Risks. This displays amendments since the September 2017 Audit Committee meeting.
- A linked icon to the full version of the Corporate Risk Register.

2.2. Appendices accompanying this report:

- A risk movement report at Appendix A details risks escalated to the Corporate Risk Register since the last meeting.
- A risk status report at Appendix B summarises the latest risk scores and those reported at each of the previous 3 Audit Committee meetings.

3. Recommendations

- i. That the Risk Management Update report be noted.
- ii. That the Committee identify a risk (or risks) to be the subject of a risk focus report to be presented at the next meeting of the Committee in March 2018.

4. Corporate Risk Register

- 4.1. The latest review of the Corporate Risk Register took place during October 2017. Please see Section 7 for an icon that links to a copy of the full Corporate Risk Register.

The table below shows the risk movements broken down by risk classification. The movements detailed are those that have occurred since the previous report that was presented to the Committee in September 2017.

	Change in assessment from previous quarter
Red	13 (+2)
Amber	19 (-1)
Yellow	1
Green	0
Total	33
Difference +/-	+1

- 4.2. There are now 33 Risks on the Corporate Risk Register, one more than previously reported. The variations and changes to risk categories are indications of the continued active management and scrutiny of risks and controls. These movements also include newly identified risks which is a further indication of the continued activity around identifying future areas of risk and uncertainty.

5. Actions from Audit Committee meeting of 11 September 2017

- 5.1. In view of the more extensive scope and application of the General Data Protection Regulations (GDPR) scheduled for 25 May 2018, as part of the controls officers agreed to make Members aware of their obligations for compliance under the new regulations through training/guidance. In response, officers are developing appropriate information.
- 5.2. During further debate on the high level of risk associated with CP01/HFRS0007 and associated potential underfunding of Hertfordshire Fire and Rescue Services and hence overreliance on national support for fire cover during unplanned incidents of terrorist activity etc., members expressed satisfaction that resilience was provided by support from neighbouring authorities. Officers agreed to check the target score and whether the risk required rewording to encompass resilience. In response, the risk owner with the Chief Fire Officer have considered the comments and re-worded the risk slightly to better capture the focus. However, the conclusion was to leave the risk scores as they are and review this with all Community Protection risks at the Senior Leadership meeting next quarter.

6. Heat Map of Corporate Risk Register

6.1. This provides an overview and summary of the risk landscape for the organisation currently and an opportunity for the Audit Committee to consider risks across the Authority and across Services. Key changes from the position reported to the September 2017 Audit Committee are shown.

Each corporate risk has been allocated a simple risk number prefixed by appropriate letters to denote the Department owning the risk.

AC = Adult Care Services E = Environment
 CS = Children's Services PH = Public Health
 CP = Community Protection R = Resources

Heat Map (Matrix) of Corporate Risks (33 risks)

Probability	Almost Certain		E01	AC01		
	Likely		R08	AC04 AC08 CP07 ^{esc} E02	E05 R01 R02 R12	
	Possible		R15 R18 R19 ^{de-esc}	CS02 CP02 CP03 R05	R07 R13 R17 R21	CP01
	Unlikely			E04 CP06 R09	AC03 AC10 ^{esc} CS01	
	Rare			E03	CP04 CP05	PH01 R03
	Negligible	Low	Medium	High	Very High	
	Impact					

Key/Notes

- *de-esc* Risk that has been de-escalated from the Corporate Risk Register (shown to display a change from September 2017)
- *esc* Risk escalated from the Service Risk Register

6.2. Corporate Risk Register – brief risk descriptions

The following are brief descriptions for the risks in the matrix together with dates when risk focus reports were considered, or are to be considered:

No. and Score	Brief Risk Description	Risk Owner	Target score	Risk Ref	Date of Risk Focus Report
CP01 48	Unplanned incidents	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	32	HFRS0007	22/11/2012 23/03/2016
AC01 40	Homecare workforce - Care Act 2014 non- compliance	Frances Heathcote Assistant Director, Adult Care Commissioning	8	HCS0010	23/09/2016 01/12/2017
CP07 32 escalated	HFRS transfer to PCC	John Wood Chief Executive & Director of Environment	24	CP0005	
CS01 32	A child or young person could die	Jenny Coles Director of Children's Services	32 at target	CSF0055	30/06/2011 27/03/2014
E02 32	Residual Waste Treatment Programme	Simon Aries Assistant Director - Transport, Waste & Environmental Management	8	ENV0104	
E05 32	Croxley Rail Link cancellation	Rob Smith Deputy Director Environment	16	ENV0148	
AC08 32	Insufficient budget for adult care, Better Care Fund	Helen Maneuf ACS Assistant Director, Planning & Resources	16	HCS0016	
AC03 32	Failure of care providers - Inadequate care	Frances Heathcote Assistant Director, Adult Care Commissioning	32 at target	HCSCP0001	29/09/2011
AC10 32 escalated	Safeguarding Vulnerable Adults	Sue Darker Operations Director, Learning Disabilities and Mental Health	32 at target	HCSLD0005	

No. and Score	Brief Risk Description	Risk Owner	Target score	Risk Ref	Date of Risk Focus Report
AC04 32	DOLS - Deprivation of Liberty Safeguards	Sue Darker Operations Director, Learning Disabilities and Mental Health	8	HCSMH0002	16/09/2014
R01 32	Failure to retain, attract and recruit the right people and right skills	Sally Hopper Assistant Director, Human Resources	16	HR0021	21/11/2013
R02 32	Insufficient money to support infrastructure needs derived from new housing developments etc. (CIL/S106)	Trevor Mose Interim Assistant Director - Property	12	PROP0022	20/11/2014 01/03/2017
R12 32	Cyber-attack on HCC's ICT	Dave Mansfield Head of Technology	16	TEC0004	07/07/2017
CP02 24	Radicalisation - Prevent	Guy Pratt Deputy Director of Community Protection	16	CP0004	11/09/2017
CP03 24	Extreme Weather	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	12	CPRES0009	
CS02 24	School's expansion programme costs	Simon Newland Assistant Director (Education Provision & Access)	16	CSF0070	25/11/2015
R17 24	Failure to develop sufficient timely proposals to deal with the ongoing reductions in funding/resources and subsequent impact on services/reserves.	Steven Pilsworth Assistant Director Finance	16	CSHF0016	
R07 24	Failure to train employees to required standards	Sally Hopper Assistant Director, Human Resources	16	HR0018	
R13 24	Loss/inappropriate acquisition/disclosure of sensitive personal or commercial data	Stuart Bannerman Campbell Assistant Director	16	IMP0001	

No. and Score	Brief Risk Description	Risk Owner	Target score	Risk Ref	Date of Risk Focus Report
		- Improvement and Technology			
R05 24	Insufficient skills in commissioning / contract management and competencies	Stuart Bannerman Campbell Assistant Director - Improvement and Technology	8	IMP0002	
R21 24	Capital receipts, asset disposals and strategic joint venture arrangements	Trevor Mose Interim Assistant Director - Property	8	PROP0023	
E01 20	Tree Health	Simon Aries Assistant Director - Transport, Waste & Environmental Management	20 at target	ENV0142	30/11/2016
R08 16	The Council experiences significant fraud	Terry Barnett Head of Assurance	16 at target	AUDIT0001	20/06/2012
CP04 16	Failure of Local Resilience Forum - LRF - inadequate inter agency plans	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	16 at target	CPRES0001	24/11/2011 23/09/2015
CP05 16	HCC business continuity plans - BCP	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	16 at target	CPRES0002	24/11/2011 23/09/2015
R03 16	HCC's pension fund level may not improve sufficiently to cover accrued pension costs	Steven Pilsworth Assistant Director Finance	16 at target	CSHF0002	
E04 16	Road maintenance investment	Rob Smith Deputy Director Environment	8	ENV0033	
CP06 16	HFRS meeting national training requirements	Chris Bigland Deputy Chief Fire Officer	16 at target	HFRS0004	
R09 16	Failure to comply with Safe Staffing legislation	Sally Hopper Assistant Director, Human Resources	16 at target	HR0022	
PH01 16	Health Protection emergency	Joel Bonnet Deputy Director of Public Health	16 at target	PHD0014	21/06/2016

No. and Score	Brief Risk Description	Risk Owner	Target score	Risk Ref	Date of Risk Focus Report
R19 12 De-escalated	Misuse of social media	Andrew Hadfield Head of Communications	12 at target	COMS0002	
R18 12	Risk of not offsetting the Apprenticeship Levy	Sally Hopper Assistant Director, Human Resources	8	HR0023	
R15 12	Land owned by the Council and no longer required for the purpose for which it was bought may not have an active management regime in place	Trevor Mose Interim Assistant Director - Property	8	PROP0018	
E03 8	Condition of our roads	Rob Smith Deputy Director Environment	8 at target	ENV0030	20/09/2013

7. Corporate Risk Register

7.1. The full register is embedded here.



7.2. Escalated risks since September 2017 Audit Committee

7.2.1. Risk CP07 (Ref. CP0005, Appendix A, Page 12) – “The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together and enables police and crime commissioners to take on responsibility for fire and rescue services. In the event that the Secretary of State determines that the governance of the Hertfordshire Fire & Rescue Service (HFRS) is to be transferred to the Hertfordshire Police and Crime Commissioner (PCC) as recommended in their business case, there is a risk that such a transfer may significantly and negatively impact on service delivery, particularly in relation to the support provided to vulnerable people and the County Council’s prevention agenda. In addition it may create significant uncertainty, leading to staff unrest; short term damage to key relationships and budgetary impacts”.

HCC responded in good time to the PCC’s consultation articulating concerns around the robustness of the business case. The PCC has considered all responses and has now submitted a proposal to the Home Secretary seeking transfer of governance of Hertfordshire FRS from HCC. This proposal will be the

subject of an independent review with associated advice to the Home Secretary prior to her making a decision on the future governance of the Service. It is likely that a decision will be taken within this calendar year.

Following the submission of the proposal by the PCC this risk has been escalated to the Corporate Risk Register. The current risk score is red 32 (severe).

- 7.2.2. Risk AC10 (Ref. HCSLD0005, Appendix A, Page 13) – “In the event of inadequate safeguarding arrangements, a vulnerable person at risk of harm is not identified and protected appropriately”.

Following a number of changes to ACS corporate risks in recent months, this risk has been managed in the ACS service risk register. However, on reflection, ACS believes it belongs in the Corporate Risk Register and should ‘mirror’ the Children’s Services risk of safeguarding children.

The current risk score is red 32 (severe).

7.3. **De-escalated risks since September 2017 Audit Committee**

- 7.3.1. Risk R19 (Ref. COMS0002) – “As a result of the increased number of HCC staff and members directly communicating with the public through social media, and of the increased number of residents using social media, there is a risk that the organisation's reputation could be damaged through an inappropriate communication”.

Positive feedback has been received from internal audit following checks on how well social media protocols are embedded across the Council. Training and awareness-raising continues and at the request of the Chief Executive, Communications are now auditing all social media accounts. The current risk score has reached its target score and following the independent assurance received, the risk owner has decided to de-escalate this risk to the Service level.

The current risk score is amber 12 (significant).

8. **Risks at Target – Accepted / Tolerated**

- 8.1. There has been discussion both at Policy & Resources Officer Group (PROG) and Audit Committee regarding the risks that have met their “target” score
- 8.2. Note the criteria for corporate risks at Annex A.
- 8.3. Our definition for ‘Target Score’ – “the score you desire and believe the risk will be once all relevant controls are in place and have taken effect. The target score should be realistic with regard to the nature of the risk and the resources that can be used to manage it. This is then the score you feel would be acceptable / tolerable. Target scores should be reviewed and considered at regular reviews of the risk, to capture any changes and assess how realistic and achievable the score still is, in the light of external factors, in the short to medium term. It should be noted that external factors and resource constraints may change, which could

then have a further effect (positive or negative), on the risk and its current score after it has reached the target score.”

- 8.4. Officer discussion has begun in relation to potentially splitting the Corporate Risk Register and showing two sets of risks for future review. It is suggested to differentiate between those risks that will always pose a potential risk to the council regardless of how many controls are in place, to continue to be called “Corporate Risks”. Those that relate to key projects and / or may well be of strategic importance to the council, to be called “Strategic Risks”. (For example, these may include the risk of the potential transfer of the Fire and Rescue Service and risks for Herts Living Ltd.). The definitions of “Corporate” and “Strategic” risks are to be considered over the next few months, and the Audit Committee will be updated on progress.

9. Next Steps

- 9.1. Challenges and recommendations from Audit Committee will be considered by the relevant risk owners/Services. Action taken as a result will update the Corporate Risk Register and be reported to the appropriate cycle of risk review meetings.

TEST TO APPLY TO IDENTIFY CORPORATE LEVEL RISKS ARISING FROM DEPARTMENTAL RISK REGISTERS –

Note:

1. Chief Officers may identify any risk to be reported to SMB in the performance monitor.
2. Although Red risks are likely to be the risks reported to SMB this is not necessarily the case.
3. To help decide which risks to identify as “corporate” on the Risk Management Information System i.e. those to be reported to SMB (prior to moderation by PROG) a set of criteria has been developed. If you answer **Yes** to at **least 3** of the criteria below it is likely to be regarded as a “corporate risk”
4. This test will be referred to at the PROG meeting to assist in the moderation of the risks to be reported to SMB.

Apply the following challenge or question to each risk:

If the risk were realised, would it

1. Result in **significant** attention from outside the council (e.g. general public/ Media/ Government agencies etc) and so maintain the potential to cause considerable damage to the Council's reputation?
2. **Significantly** impact upon the key resources of the Council (e.g. financial resources, human resources and other key assets etc)?
3. Result in **significant** disruption to a number of the **critical** services provided by the council?
4. **Significantly** impact upon the Councils strategic direction and/or ability to meet key targets and achieve key commitments?

ALSO ASK

5. Is this risk being identified as a significant operational risk by many of the Council's business units and as such the **cumulative effect** has the real potential to result in one or more of the outcomes described in 1 to 4 above?
6. If this risk has been assessed by the business unit as a ‘severe’ risk **after** the application of current controls (a red risk), is it considered that this risk should be ‘adopted’ onto the Corporate Risk Register (because of the potential for it to result in one or more of the outcomes described in 1 to 4)? Would the resources needed to manage the risk and deal with the potential impact be beyond the capability of the relevant business unit?
7. Is the risk related to activities that could be considered to be very new or different to the Council's previous experience, functions or operating parameters?

Risk Matrix – The following chart shows where, and what category/colour the risk will fall in dependent on the scores. Red being the most severe and green being the least.

The scores within the chart are multiples of the likelihood and impact, e.g. (*Likelihood of*) 4 x (*Impact of*) 8 = (*Risk Score of*) 32

Assessing Impacts

Impact Score	Impact Title	Example description
1	Negligible	Annoyance but does not disrupt service: Minor injury to an individual; Financial loss under £50k; Isolated service user complaints contained within unit/section; Litigation claim or fine less than £50k; Failure to achieve a core team plan objective
2	Low	Minor impact on service; Minor injuries to several people; Financial losses between £50k-100k, Isolated service user complaints contained within department; Litigation claim or fine between £50k -100k; Failure to achieve several team plan objectives including a core objective
4	Medium	Service disruption; Major injury to an individual; Financial losses between £100k-1 Million; Adverse local media coverage. Lots of service user complaints; Litigation claims or fine between £100k - £1Million; Failure to achieve one or more strategic plan objective
8	High	Significant service disruption; major/disabling injury to employee, service user or other stakeholder; financial losses between £1Million-£5Million; adverse national media coverage; litigation claim or fine between £1Million-£5Million; Failure to achieve one or more strategic objective
16	Very High	Total service loss for a significant period; fatality to employee, service user or other stakeholder; financial loss in excess of £5 Million; National publicity more than 3 days. Possible resignation of leading member or chief officer; Multiple civil or criminal suits. Litigation claim or fine above £5 Million; Failure to achieve a major corporate objective in the Corporate Plan

Severe	The Board feels most concerned about carrying this risk. The consequences will have a severe impact on the delivery of a key priority and comprehensive management action is required immediately.
Significant	The Board feels concerned about carrying this risk. The consequences of the risk materialising would be significant, but not severe. Some immediate action is required plus the development of an appropriate action plan.
Material	The Board is uneasy about carrying this risk. Consequences of the risk are not significant and can be managed through contingency plans. Action plans can be developed later to address the risk.
Manageable	The Board is content to carry this risk. Consequences of the risk are considered relatively unimportant. The status of the risk should be reviewed periodically.

Assessing Likelihood

Scale	Description	Likelihood of Occurrence
1	Rare	<ul style="list-style-type: none"> Extremely unlikely or virtually impossible Less than 5% chance of happening Unlikely to occur in a 50 year period
2	Unlikely	<ul style="list-style-type: none"> Could occur at some point 6% to 20% chance of happening Unlikely to occur within a 10 year period
3	Possible	<ul style="list-style-type: none"> Fairly likely to occur 21% to 50% chance of happening Likely to occur once within a 10 year period
4	Likely	<ul style="list-style-type: none"> Will probably occur in most circumstances 51% to 80% chance of happening Likely to occur once within a one year period
5	Almost certain	<ul style="list-style-type: none"> Expected to occur in most circumstances More than 80% chance of happening Likely to occur within 3 months

Impacts

Likelihood

	Negligible (1)	Low (2)	Medium (4)	High (8)	Very High (16)
Almost certain (5)	5	10	20	40	80
Likely (4)	4	8	16	32	64
Possible (3)	3	6	12	24	48
Unlikely (2)	2	4	8	16	32
Rare (1)	1	2	4	8	16

Appendix A - Corporate Risk Register key changes in quarterly movement report for December 2017

Report Date: 25/10/2017

Date filtered on: 08/08/2017



Notes: References highlighted **Purple** have been added since the 08/08/2017.

Old Category is shown when there has been a change of category.

Previous Risk Score shows rating, profile, probability and impact prior to the Current Risk Score

Risk Ref Risk Description Corporate Priority Category	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
<p>CP07 / CP0005 <i>Opportunity to be Healthy and Safe</i> Old Category: Service Current Category: <i>Corporate</i></p> <p>The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together and enables police and crime commissioners to take on responsibility for fire and rescue services. In the event that the Secretary of State determines that the governance of the Hertfordshire Fire & Rescue Service (HFRS) is to be transferred to the Hertfordshire Police and Crime Commissioner (PCC) as recommended in their business case, there is a risk that such a transfer may significantly and negatively impact on service delivery, particularly in relation to the support provided to vulnerable people and the County Council's prevention agenda. In addition it may create significant uncertainty, leading to staff unrest; short term damage to key relationships and budgetary impacts.</p>	<p>John Wood</p> <p>Chief Executive and Director of Environment</p>	<p>HCC responded in good time to the PCC's consultation articulating concerns around the robustness of the business case. The PCC has considered all responses and has now submitted a proposal to the Home Secretary seeking transfer of governance of Hertfordshire FRS from HCC. This proposal will be the subject of an independent review with associated advice to the Home Secretary prior to her making a decision on the future governance of the Service. It is likely that a decision will be taken within this calendar year. This risk has now been escalated from the Service Risk Register to the Corporate Risk Register. Reviewed On: 05/10/2017</p>	<p>12/10/2017 Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>		<p>Severe 32</p> <p>Probability Likely 4</p> <p>Impact High 8</p>	<p>Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>
						12

Appendix A - Corporate Risk Register key changes in quarterly movement report for December 2017

Report Date: 25/10/2017

Date filtered on: 08/08/2017



Notes: References highlighted **Purple** have been added since the 08/08/2017.

Old Category is shown when there has been a change of category.

Previous Risk Score shows rating, profile, probability and impact prior to the Current Risk Score

Risk Ref Risk Description Corporate Priority Category	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
Controls:	<u>Ref</u>	<u>Control Description</u>			<u>Status</u>	<u>Owner</u>
	CP0005/002	Support Community Protection staff through effective engagement to ensure they are kept informed on any progress in this matter			In Progress / Taking Effect	Darryl Keen
	CP0005/004	Provide any support required for an independent review and develop plans for options/scenarios			In Progress / Taking Effect	Guy Pratt
	CP0005/001	Report to cabinet on PCC proposals and agree HCC actions in response			Complete	Darryl Keen
	CP0005/003	Respond to the PCC proposals			Complete	Darryl Keen
AC10 / HCSLD0005 <i>Opportunity to be Healthy and Safe</i> Old Category: Service Current Category: <i>Corporate</i> In the event of inadequate safeguarding arrangements, a vulnerable person at risk of harm is not identified and protected appropriately.	Sue Darker Operations Director, Adult Disability Service	Risk reviewed by Risk Owner. This risk has now been identified as a Corporate risk and moved to the Corporate Risk Register. The risk scores now mirror those of the Children's Services safeguarding corporate risk. No further changes to risk required Reviewed On: 02/10/2017	12/10/2017 Significant 16 Probability Unlikely 2 Impact High 8		Severe 32 Probability Unlikely 2 Impact Very High 16	Severe 32 Probability Unlikely 2 Impact Very High 16

Appendix A - Corporate Risk Register key changes in quarterly movement report for December 2017

Report Date: 25/10/2017

Date filtered on: 08/08/2017



Notes: References highlighted **Purple** have been added since the 08/08/2017.

Old Category is shown when there has been a change of category.

Previous Risk Score shows rating, profile, probability and impact prior to the Current Risk Score

Risk Ref Risk Description Corporate Priority Category	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
Controls:	<u>Ref</u>	<u>Control Description</u>		<u>Status</u>	<u>Owner</u>	
	HCSLD0005/001	Hertfordshire Safeguarding Adults Board (HSAB) governance arrangements		In Place / Embedded	Sue Darker	
	HCSLD0005/003	Independent file audits of safeguarding cases in all care groups		In Place / Embedded	Sue Darker	
	HCSLD0005/005	Management oversight of safeguarding procedures		In Place / Embedded	Sue Darker	
	HCSLD0005/006	Quarterly performance report to ACS Management Board		In Place / Embedded	Frances Heathcote	
	HCSLD0005/007	Strategic Partners all involved with Safeguarding		In Place / Embedded	Sue Darker	
	HCSLD0005/004	Competency based learning and development activity associated with the HSAB (Accredited by Bournemouth University)		In Progress / Taking Effect	Sue Darker	
	HCSLD0005/008	Practice Governance Board overseeing action plan to ensure high standards of safeguarding		In Progress / Taking Effect	Sue Darker	

Appendix B – Corporate Risk Register summary risk status report

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			02/17	06/17	08/17	10/17	Score
CP01 / HFRS0007	Community Protection Hertfordshire Fire & Rescue	During unplanned incidents, such as terrorist activity, civil disturbance, large scale wide area flooding, or periods of industrial action, there is a risk that HFRS may be over reliant on existing regional or national resources which may lead to reduced fire cover.	48	48	48	48	32
AC01 / HCS0010	Adult Care Services	If there is a continuing inability to attract the required number of Homecare work force in line with the Adult Care Services Workforce Strategy, there is an increasing risk of non-compliance and a reduction in the ability to provide safe and appropriate care in users own homes which may lead to impacts on their health and wellbeing.	32	32	40	40	8
CP07 / CP0005	Community Protection	The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together and enables police and crime commissioners to take on responsibility for fire and rescue services. In the event that the Secretary of State determines that the governance of the Hertfordshire Fire & Rescue Service (HFRS) is to be transferred to the Hertfordshire Police and Crime Commissioner (PCC) as recommended in their business case, there is a risk that such a transfer may significantly and negatively impact on service delivery, particularly in relation to the support provided to vulnerable people and the County Council's prevention agenda. In addition it may create significant uncertainty, leading to staff unrest; short term damage to key relationships and budgetary impacts.	n/i	24	24	32	24
CS01 / CSF0055	Children's Services	In the event of inappropriate care or attention there is a risk that a child or young person could die or become seriously injured.	32	32	32	32	32
E02 / ENV0104	Environment	In the event of the Residual Waste Treatment Programme being impacted by one of the following scenarios: - The ERF at Rye House does not proceed or is delayed - Unable to secure suitable, cost effective, alternatives for waste disposal should the contract with VES be terminated. It may result in: - Increased costs to HCC	32	32	32	32	8
E05 / ENV0148	Environment	As a result of political changes and escalating costs there is a risk that the Croxley Rail Link scheme is cancelled, which may result in claims to the Council (liability is capped at £3m), difficulties in re-claiming HCC investment sunk into the scheme and reputational loss. This will also have a significant impact on future growth in the area.	n/i	32	32	32	16

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			02/17	06/17	08/17	10/17	Score
AC08 / HCS0016	Adult Care Services	In the event of significant unforeseen demand on health and social care services and a risk of budget overspend and ongoing uncertainty about how these will be addressed nationally, there is a risk of insufficient budget to meet future demands of services. [supersedes risks HCS0011 & HCS0012]	n/i	32	32	32	16
AC03 / HCSCP0001	Adult Care Services Commissioning For People	In the event of a Hertfordshire Care Provider becoming inadequate or failing, there is a risk that this may result in poor care to clients or a safeguarding issue.	32	32	32	32	32
AC10 / HCSLD0005	Adult Care Services Learning Disabilities	In the event of inadequate safeguarding arrangements, a vulnerable person at risk of harm is not identified and protected appropriately.	16	16	16	32	32
AC04 / HCSMH0002	Adult Care Services Mental Health	As a result of the 2014 Supreme Court ruling around Deprivation of Liberty Safeguards (DOLS) there is a risk that an inability to conduct best interest assessments within legal timeframes could lead to unlawful detention of people and potential legal and compensation challenges to HCC.	32	32	32	32	8
R01 / HR0021	Resources Human Resources	If we fail to retain, attract and recruit the right people (managers, officers and volunteers) and right skills and maintain engagement at all levels, there may be a significant impact on service delivery and major cost implications. [Formerly CSCE0007]	32	32	32	32	16
R02 / PROP0022	Resources Property	As a result of the restrictions introduced in 2015 on the use of S106 for the pooling of developer contributions towards new infrastructure together with the introduction of the Community Infrastructure Levy (CIL), there is a risk that the uptake of CIL, which is the Government's preferred method for pooling contributions, remains slow, and due to the limited influence HCC can bring to bear over the districts on the spending priorities of CIL revenue as a non CIL charging Authority, this may result in there being insufficient money to support infrastructure needs derived from new housing. [Formerly CSCE0023]	32	32	32	32	12
R12 / TEC0004	Resources Technology	In the event of failing to maintain and ensure the use of our security systems, technical protocols and change management processes, there is a risk of a cyber attack (virus, penetration or malicious internal action) on HCC's ICT environments causing significant service disruption and possible data loss	32	32	32	32	16
CP02 / CP0004	Community Protection	As a result of disruptive factors influencing the lives of people in Hertfordshire, there is a risk that residents or staff become radicalised or drawn into terrorism, which could cause harm to themselves or the wider public and reduce community / social cohesion.	24	24	24	24	16
CP03 / CPRES0009	Community Protection Resilience	If there is insufficient preparation for increased frequency of extreme weather events resulting from climate change, then there might be negative impacts on service delivery, user access to service provision and to the reputation of the Council.	24	24	24	24	12

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			02/17	06/17	08/17	10/17	Score
CS02 / CSF0070	Children's Services	In the event of inadequate capital being made available from a number of funding streams, part of the costs of delivering the secondary expansion programme and/or schools required to meet demand in new housing developments may need to be met from the council's own resources having exhausted all other eventualities.	24	24	24	24	16
R17 / CSHF0016	Resources Finance	In the event that the Authority does not develop sufficient and timely proposals to deal with the ongoing or further reductions in funding/resources, there is a risk that the need to close the funding gap may result in identifying measures for unplanned reductions in service spend leading to deterioration or interruption of front line service delivery. [Formerly CSHF0005 and CSHF0015]	24	24	24	24	16
R07 / HR0018	Resources Human Resources	In the event of a failure to train employees to required standards, there is a risk that staff are not fully competent in their roles, which could lead to the death, serious injury or harm to service users, members of the public or staff themselves e.g. front facing staff like QSWs and staff with access to vulnerable adults and children	24	24	24	24	16
R13 / IMP0001	Resources Improvement And Technology	There is a risk - of the loss/inappropriate acquisition/disclosure of sensitive personal or commercial data contrary to the requirements of the new General Data Protection Regulation (GDPR) which comes into force from 25 May 2018 - that we may breach the rights of data subjects; which could lead to harm to clients, impact on HCC's reputation, incur legal action and have severe financial consequences (despite applying best practice there is always the possibility of human error). [Formerly CSCE0013]	12	12	24	24	16
R05 / IMP0002	Resources Improvement And Technology	A significant proportion of the Council's expenditure is accounted for by externally commissioned services. In the event of insufficient skills in commissioning / contract management and competencies along with a lack of application of effective monitoring, governance and contract management rigour, there is a risk of poor value, inadequate service provision and data security and/or failure of externally delivered services, which could lead to disruption of service delivery. [Formerly CSCE0019]	24	24	24	24	8
R21 / PROP0023	Resources Property	HCC has undertaken a review of how it disposes of its surplus land and property assets to establish how best to optimise capital receipts in a difficult market. As a result of the decision to develop these sites and assets through a new Strategic Joint Venture (SJV) Arrangement, there is a risk that this policy change may slow the delivery of the current £20m per annum receipt value in the current Integrated Plan. (Replaces former risks PROP0020 and PROP0021)	n/i	24	24	24	8

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			02/17	06/17	08/17	10/17	Score
E01 / ENV0142	Environment	Due to the threat of an increasing number of tree pests and diseases, in particular the imminent threat from Ash Dieback, there is a risk of a significant number of trees being affected which may result in significant unplanned costs, potential dangers to the public and/or service users, impacts on the landscape and loss of biodiversity.	20	20	20	20	20
R08 / AUDIT0001	Resources Audit (SIAS)	There is a risk that the Council experiences significant fraud	16	16	16	16	16
CP04 / CPRES0001	Community Protection Resilience	In the event of a failure of the Local Resilience forum (LRF) to provide adequate inter-agency plans which correctly identify the capabilities required to deal with a major emergency in Hertfordshire there is a risk that Hertfordshire's multi-agency response may not be fully effective (formerly SERMU0001)	16	16	16	16	16
CP05 / CPRES0002	Community Protection Resilience	In the event of a failure to prepare adequate Corporate and departmental generic BCP plans, there is a risk that, should a major incident take place (to building, technology & people), there may be insufficient back up arrangements in place, which could result in a higher level of disruption than anticipated causing increased disruption to key resources. (Formerly SERMU0002)	16	16	16	16	16
R03 / CSHF0002	Resources Finance	There is a risk that HCC's pension fund level may not improve sufficiently to cover accrued pension costs because of economic conditions, poor investment or ineffective governance	16	16	16	16	16
E04 / ENV0033	Environment	In the event of under investment there is a risk that road maintenance levels can not be maintained and general deterioration occurs, which may lead to increased number of accidents, loss of reputation and customer dissatisfaction.	16	16	16	16	8
CP06 / HFRS0004	Community Protection Hertfordshire Fire & Rescue	In the event of a failure to meet national training requirements, poor operational performance from personnel who are not fully trained and competent in their role could lead to the death or serious injury of a firefighter.	16	16	16	16	16
R09 / HR0022	Resources Human Resources	If we fail to comply with safe staffing legislation and agreed HCC policy and practice there is a risk this could lead to a lack of protection for HCC service users (e.g. children and vulnerable adults) [Formerly CSCE0009]	16	16	16	16	16
PH01 / PHD0014	Public Health	In the event of a Health Protection emergency such as a communicable disease epidemic, radiological, chemical or biological agent exposure, or extreme weather conditions, there is a risk that the authority may be unable to meet its statutory duty to adequately assure multi-agency health protection arrangements and as a result there are high rates of morbidity or mortality of Hertfordshire residents	16	16	16	16	16

Risk Ref	Business Unit	Details	Current Risk Rating				Target	
			02/17	06/17	08/17	10/17	Score	
R18 / HR0023	Resources Human Resources	As a result of new legislation establishing an Apprenticeship Levy, there is a risk that should the County Council not take appropriate action to offset the levy and provide apprenticeship opportunities there may be financial and reputational consequences.	12	12	12	12	8	
R15 / PROP0018	Resources Property	There is a risk that land owned by the Council and no longer required for the purpose for which it was bought may not have an active management regime in place. As a result there is a risk of an H&S incident to persons or property which could give rise to H&SE action and a liability claim.	12	8	12	12	8	
E03 / ENV0030	Environment	In the event of a failure in road inspection and / or fault reporting procedures, there is a risk that the condition of our roads falls below expected standards, which results in injury to citizens and / or successful claims against HCC.	8	8	8	8	8	
			33	656	764	788	812	524