

RISK MANAGEMENT QUARTERLY UPDATE & ANNUAL SUMMARY 2017/18

Report of the Head of Assurance

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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". In addition, it includes an annual summary of the risk management activity throughout 2017/18.

2. Summary

2.1. The following items are included in this report:

- The current Corporate Risk Register position
- Details of key risk movements since the last report to Audit Committee

2.2. Corporate risk appendices accompany this report:

- A risk movement report at Appendix A details the risks with changes since the last report to Audit Committee.
- A risk status report at Appendix B summarises the latest risk scores and risk scores at each of the last 3 Audit Committee meetings.
- The organisational risk matrix is included in Annex A to this paper.
- A summary of key corporate risk movements over the last year is included as Appendix C

3. Recommendations

- That the changes in the Corporate Risks since the last report to the Committee are noted
- That the Risk Management summary report be noted.
- That the Committee identifies a risk (or risks) to be reviewed at its meeting in July 2018.

4. **Corporate Risk Register**

- 4.1. The latest review of the corporate risk register took place during January 2018 and significant changes were subsequently reported to the Strategic Management Board (SMB) within the Performance Dashboard and were similarly reported to the Public Health, Prevention and Performance Cabinet Panel on 12 March 2018.
- 4.2 The following table summarises the changes in risks since the last report to the Committee

	As at December 2017 Audit Committee	Latest position (Feb -2018)
Red	13	13
Amber	19	20 (+1)
Yellow	1	1
Green		
Total	33	34
Difference +/-		+1

5. **Heat maps (matrices) of corporate and strategic risks**

- 5.1. These have been differentiated to show those risks considered 'Strategic' and those that should be considered 'Corporate'. The Corporate Risk Register will therefore be comprised of both these sets of risks. These provide an overview and summary of the risk landscape for the organisation currently and an opportunity for Audit Committee to consider risks across Services.
- 5.2. Strategic and Corporate Risks
- As mentioned in the last report to the Committee, work has been undertaken to divide the risks into "Strategic" and "Corporate" categories
- 5.3. Criteria used:
- 5.3.1. Both classifications of risk will still be reported in the Corporate Risk Register and so they will be subject to the current criteria for corporate risks.
- 5.3.2. These risks are threats to the overall success of council objectives, the vitality and viability of the organisation and:
- May significantly impact upon the key resources of the Council (e.g. financial resources, human resources and other key assets).
 - May result in significant disruption to a number of the critical services provided by the council.
 - May be a significant threat of serious harm or death to service users, officers/members and/or members of the public.

- iv. The resources needed to manage the risk and deal with the potential impacts could be beyond the capability of the relevant service.
- v. May 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

5.3.3. However, although there will be an element of judgement, the following may be used to differentiate between Strategic and Corporate risks:

5.3.4. Strategic risks

- i. Represent, particularly, threats to current strategic drivers for the organisation, e.g. Prevention, Housing, Growth/Infrastructure, the SMART programme
- ii. Relate to new / innovative approaches and / or changing environmental factors, e.g. legislation, so that our responses and outcomes are less clear
- iii. Are more time-impacted, relating to a shorter and potentially known timeframe
- iv. Are likely to reflect more volatility in terms of increases and decreases in the risk in a short to medium timeframe
- v. May therefore relate to key programmes / projects

5.3.5. Corporate risks

- i. Relate to long term, ongoing service delivery
- ii. Are usually (but do not have to be) at their 'target score' and if so are being accepted or tolerated at that level of risk
- iii. Most controls will be 'in place / embedded'
- iv. Are usually (but do not have to be) related to enabling activities and services, i.e. services or activities that enable front-line service activity, and/or the smooth running of the organisation.

5.4. Strategic and Corporate Risk - Examples:

Strategic Risk – SR21 (PROP0023), Establishment of Herts Living Ltd to maximise returns on land and assets.

- ✓ A threat to current strategic drivers for the organisation
- ✓ Relates to new approaches and / or changing environmental factors; responses and outcomes are less clear
- ✓ Relates to a key programme.

5.4.1. Corporate Risk – R01 (HR0021), Attract, recruit and retain staff.

- ✓ Relates to long term, ongoing service delivery
- ✓ Most controls are 'in place / embedded'
- ✓ Relates to enabling activities and services, i.e. services or activities that enable front-line service activity, and/or the smooth running of the organisation.

5.4.2. The result of applying these criteria shows the 34 risks in the Corporate Risk Register broken down as outlined in the heat maps (matrices):

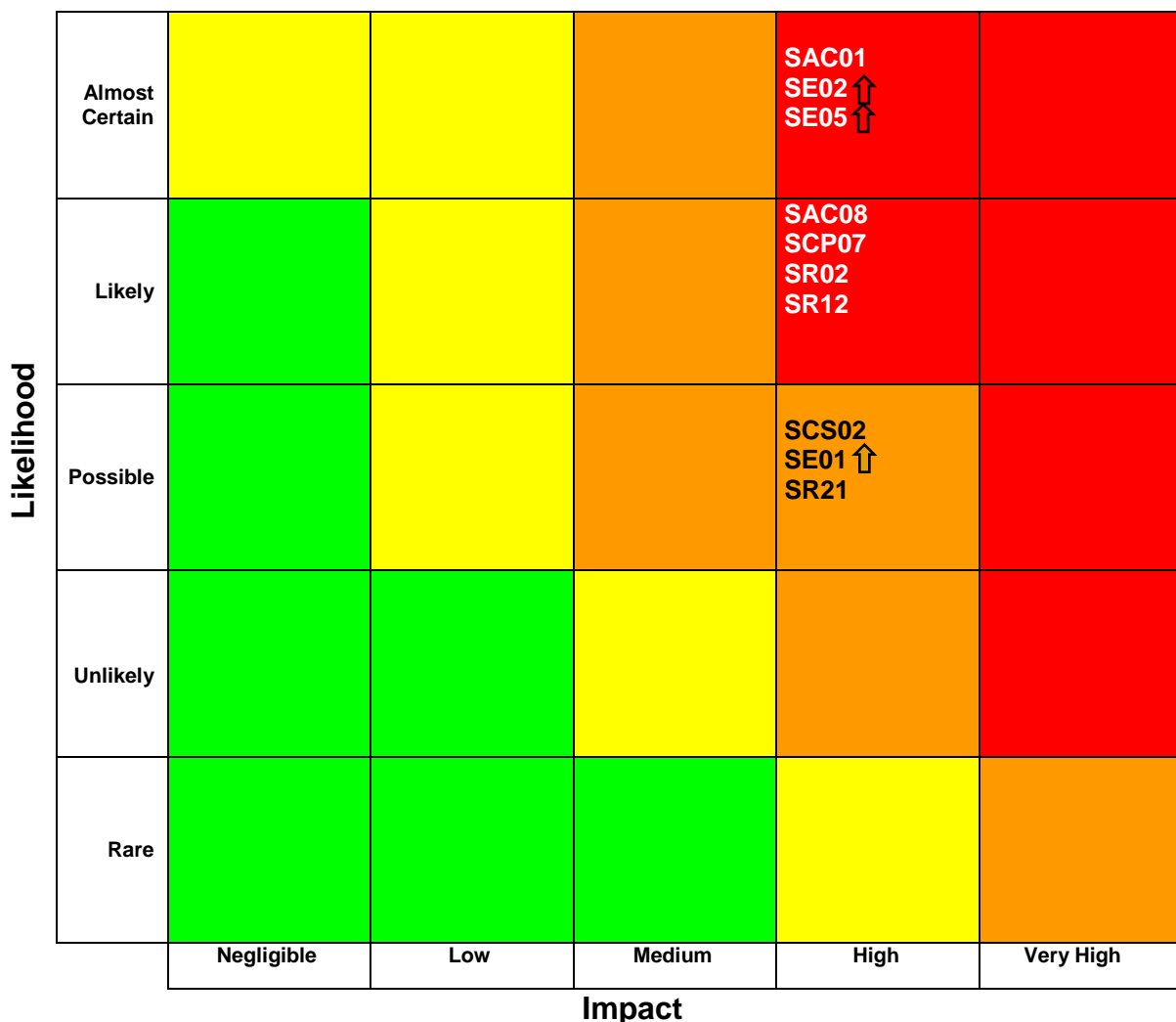
6. Heat Maps of Corporate Risk Register – March 2018

These provide an overview and summary of the risk landscape for the organisation currently and an opportunity for Audit Committee to consider risks across the Authority and across Services. Key changes from the position reported to the December 2017 Audit Committee meeting are shown.

Each corporate risk has been allocated a simple risk number prefixed by appropriate letters to denote the Department owning the risk. In addition a prefix starting with an S denotes a ‘Strategic’ risk.

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

6.1. Heat map of Strategic Risks (10) – March 2018

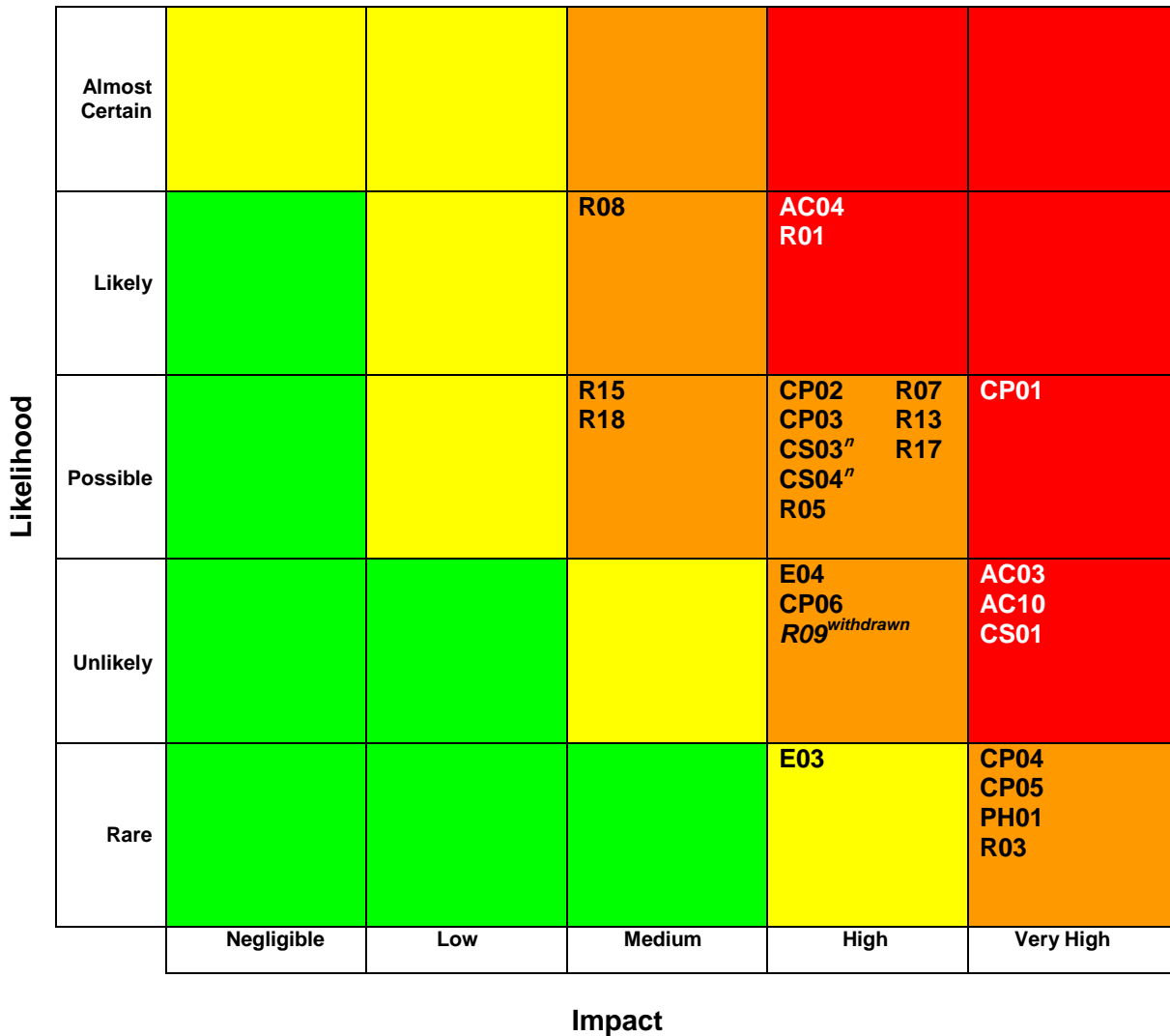


Brief risk descriptions

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	Risk Ref	Date of Risk Focus Report
SE02 40 ↑	Residual Waste Treatment Programme	Simon Aries Assistant Director - Transport, Waste & Environmental Management	Strategic ENV0104	
SE05 40 ↑	Croxley Rail Link (MLX) cancellation	Rob Smith Deputy Director Environment	Strategic ENV0148	
SAC01 40	Homecare workforce - Care Act 2014 non-compliance	Frances Heathcote Assistant Director, Adult Care Commissioning	Strategic HCS0010	23/09/2016 01/12/2017
SCP07 32	HFRS transfer to PCC	John Wood Chief Executive & Director of Environment	Strategic CP0005	
SAC08 32	Insufficient budget for adult care, Better Care Fund	Helen Maneuf ACS Assistant Director, Planning & Resources	Strategic HCS0016	
SR02 32	Insufficient money to support infrastructure needs derived from new housing developments etc. (CIL/S106)	Trevor Mose Interim Assistant Director - Property	Strategic PROP0022	20/11/2014 01/03/2017
SR12 32	Cyber-attack on HCC's ICT	Dave Mansfield Head of Technology	Strategic TEC0004	07/07/2017
SCS02 24	Funding to deliver School's expansion programme and housing demand	Simon Newland Assistant Director (Education Provision & Access)	Strategic CSF0070	25/11/2015
SE01 24 ↑	Tree Health	Simon Aries Assistant Director - Transport, Waste & Environmental Management	Strategic ENV0142	30/11/2016
SR21 24	Establishment of HLL to maximise returns on land and assets	Mike Evans Director – Herts Living Ltd	Strategic PROP0023	

6.2. Heat map of Corporate Risks (24) – March 2018



Key/Notes

- ^{withdrawn} Risk that has been withdrawn from the Corporate Risk Register (*shown to display a change from December 2017*)
- ⁿ New risk raised to the Corporate Risk Register

Brief risk descriptions (Corporate risks)

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	Risk Ref	Date of Risk Focus Report
CP01 48	Unplanned incidents	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	Corporate HFRS0007	22/11/2012 23/03/2016

No. and Score	Brief Risk Description	Risk Owner	Risk Ref	Date of Risk Focus Report
CS01 32	Possible death of a child or young person.	Jenny Coles Director of Children's Services	Corporate CSF0055	30/06/2011 27/03/2014
AC03 32	Failure of care providers - Inadequate care	Frances Heathcote Assistant Director, Adult Care Commissioning	Corporate HCSCP0001	29/09/2011
AC10 32	Safeguarding Vulnerable Adults	Sue Darker Operations Director, Learning Disabilities and Mental Health	Corporate HCSLD0005	
AC04 32	DOLS - Deprivation of Liberty Safeguards	Sue Darker Operations Director, Learning Disabilities and Mental Health	Corporate HCSMH0002	16/09/2014
R01 32	Failure to retain, attract and recruit the right people and right skills	Sally Hopper Assistant Director, Human Resources	Corporate HR0021	21/11/2013 26/03/2018
CP02 24	Radicalisation - Prevent	Guy Pratt Deputy Director of Community Protection	Corporate CP0004	11/09/2017
CP03 24	Extreme Weather	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	Corporate CPRES0009	
CS03 24 new	Partnership funding for Children's Services	Jenny Coles Director of Children's Services	Corporate CSF0082	
CS04 24 new	Welfare, reform and immigration arrangements	Sue Williams Director of Family Safeguarding	Corporate CSF0083	
R17 24	Failure to develop sufficient timely proposals to deal with the ongoing reductions in funding/resources	Steven Pilsworth Assistant Director Finance	Corporate CSHF0016	

No. and Score	Brief Risk Description	Risk Owner	Risk Ref	Date of Risk Focus Report
	and subsequent impact on services/reserves.			
R07 24	Failure to educate / train employees	Sally Hopper Assistant Director, Human Resources	Corporate HR0018	
R13 24	Loss/inappropriate acquisition/ disclosure of sensitive personal or commercial data	Stuart Bannerman Campbell Assistant Director - Improvement and Technology	Corporate IMP0001	
R05 24	Insufficient skills in commissioning / contract management and competencies	Steven Pilsworth Assistant Director Finance	Corporate SP0005	
R08 16	The Council experiences significant fraud	Terry Barnett Head of Assurance	Corporate 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	Corporate CPRES0001	24/11/2011 23/09/2015
CP05 16	HCC business continuity plans - BCP	Ian Parkhouse Assistant Chief Fire Officer - Response and Resilience	Corporate 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	Corporate CSHF0002	
E04 16	Road maintenance investment	Rob Smith Deputy Director Environment	Corporate ENV0033	
CP06 16	HFRS meeting national training requirements	Steve Tant Assistant Chief Fire Officer	Corporate HFRS0004	

No. and Score	Brief Risk Description	Risk Owner	Risk Ref	Date of Risk Focus Report
R09 16 withdrawn	Failure to comply with Safe Staffing legislation	Sally Hopper Assistant Director, Human Resources	Corporate HR0022	
PH01 16	Health Protection emergency	Joel Bonnet Deputy Director of Public Health	Corporate PHD0014	21/06/2016
R18 12	Risk of not offsetting the Apprenticeship Levy	Sally Hopper Assistant Director, Human Resources	Corporate 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	Mike Evans Head of Estate and Asset Management	Corporate PROP0018	
E03 8	Failure of road inspection procedures impacting on the condition of our roads	Rob Smith Deputy Director Environment	Corporate ENV0030	20/09/2013

7. Update on Audit Committee Actions December 2017

7.1. The Audit Committee raised the following points:

- Target assessments (scores) were endorsed and should be considered as part of all risk reviews. The need to consider and compare other risk scores to improve consistency throughout the Risk Register was highlighted, as is the need for clarity in risk wording.
- The differentiation of Corporate risks between 'Strategic' and 'Corporate' was welcomed
- The Committee requested more advanced training in risk scoring and risk management to better understand risks across the organisation

7.2. The Corporate Risk Register has been re-cast to show the risks in the 'Strategic' and 'Corporate' categories. (See sections 5 and 6).

7.3. In addition, officers will be providing further relevant training (proposed for the May 2018 meeting) and are investigating the possibility of providing access to the Risk Management Information System to members of the Committee.

8. Full Corporate Risk Register – Movement report since December 2017 Audit Committee

The full register is embedded here.



9. Corporate Risk Register changes since the report to December 2017 Audit Committee

- 9.1. The new risks and changed risks are included in full in Appendix A. The following summarises the new and changed risks
- 9.2. There are two New Risks
- 9.2.1. CS03 (Ref. CSF0082, Appendix A, Page 16) – “As a result of national and local efficiencies, there is a risk that partnership funding may be withdrawn or withheld”.
- 9.2.2. CS04 (Ref. CSF0083, Appendix A, Page 16) – “As a result of the new welfare, reform and immigration arrangements, there is a risk of an increase in families becoming homeless and/or requiring support from Children’s Services (and other services)”.
- 9.3. There are three changes to Current Risk Scores
- 9.3.1. SE02 (Ref. ENV0104, Appendix A, Page 13) – “In the event of the Residual Waste Treatment Programme being impacted by one of the following scenarios:
- The Energy Recovery Facility (ERF) at Rye House does not proceed or is delayed
 - Unable to secure suitable, cost effective, alternatives for waste disposal should the contract with Veolia (VES) be terminated.
- It may result in:
- Increased costs to HCC”.
- 9.3.2. SE05 (Ref. ENV0148, Appendix A, Page 15) – “As a result of the likely cancellation of the Metropolitan Line Extension (Croxley Rail Link scheme), there is a risk of 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”.
- 9.3.3. SE01 (Ref. ENV0142, Appendix A, Page 17) – “Hertfordshire is facing an increasing threat from tree pests and diseases, including ash dieback and Oak Processionary Moth. In this context, there is a risk that current systems and resources for tree management will not be fit for purpose. Failure to manage tree risk may result in significant unplanned costs (including liability claims), danger to the public and or/service users, and impact on landscape and ecosystem services”.
- 9.4. One Withdrawn Risk

9.4.1. R09 (Ref. HR0022) - "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)".

9.5. Other Risk Developments

9.5.1. Risk Focus

The following risk will be the subject of a risk focus report at Audit Committee, 26 March 2018.

R01 (Ref. HR0021) - "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". The risk is currently scored as red 32 (severe).

10. **Next Steps**

10.1. 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.

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

	Negligible (1)	Low (2)	Medium (4)	High (8)	Very High (16)	
Likelihood	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 – Risk Changes

Report Date: 01/03/2018

Date of Previous Risk Score: 26/10/2017



Notes: References highlighted **Purple** have been added since the 26/10/2017.

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>ENV0104 <i>Delivering our Vision</i> Old Category: <i>Corporate</i> Current Category: <i>Strategic</i></p> <p>In the event of the Residual Waste Treatment Programme being impacted by one of the following scenarios:</p> <ul style="list-style-type: none"> - The Energy Recovery Facility (ERF) at Rye House does not proceed or is delayed - Unable to secure suitable, cost effective, alternatives for waste disposal should the contract with Veolia (VES) be terminated. <p>It may result in:</p> <ul style="list-style-type: none"> - Increased costs to HCC 	<p>Simon Aries</p> <p>Assistant Director, Transport, Waste & Environmental Management</p>	<p>Following the unsuccessful planning application for the Recycling and Energy Recovery facility at New Barnfield, the County Council requested a Revised Project Plan (RPP) in accordance with the contract. The RPP submitted by VES was for an Energy Recovery Facility (ERF) at Rye House Hoddesdon; following the acceptance of the RPP at Cabinet on 14th March 2016 and conclusion of the necessary legal drafting, Veolia submitted a planning application for the ERF to the waste planning authority in late December 2016. A letter was received from DCLG on the 12th December 2017 restricting the granting of planning permission whilst the Secretary of State decides whether the application should be called in. The Development Control Committee, on 20th December 2017, resolved that they were minded to grant planning permission. A</p>	<p>08/02/2018</p> <p>Severe 32</p> <p>Probability Likely 4</p> <p>Impact High 8</p>		<p>Severe 40</p> <p>Probability Almost Certain</p> <p>Impact High 8</p>	<p>Material 8</p> <p>Probability Rare 1</p> <p>Impact High 8</p>

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Risk Ref Risk Description Corporate Priority Category	Risk Owner	Progress Update	Previous Risk Score	Movement Direction	Current Risk Score	Target Risk Score
		letter was received on the 1st February 2018 informing the Waste Planning Authority that the Secretary of State had called in the planning application. A date for the public inquiry has not yet been set, VES are currently considering their options. The risk score probability has now increased to "Almost Certain". Reviewed On: 08/02/2018				
Controls:	Ref	Control Description			Status	Owner
	ENV0104/001	Scenario planning			In Place / Embedded	Simon Aries
	ENV0104/002	Legal & financial advice			In Place / Embedded	Simon Aries
	ENV0104/003	Liaison with contractor			In Place / Embedded	Simon Aries
	ENV0104/004	Management of Political Processes			In Place / Embedded	Simon Aries

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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
ENV0148 <i>Delivering our Vision</i> Old Category: <i>Corporate</i> Current Category: <i>Strategic</i> As a result of the likely cancellation of the Metropolitan Line Extension (Croxley Rail Link scheme), there is a risk of 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.	Rob Smith Deputy Director Environment	It seems likely that, as a result of no agreement between DfT and TfL on a funding package, the scheme will be cancelled. As a result the probability has been raised to almost certain which raises the risk score to 40. Reviewed On: 23/02/2018	23/02/2018 Severe 32 Probability Likely 4 Impact High 8		Severe 40 Probability Almost Certain Impact High 8	Significant 16 Probability Unlikely 2 Impact High 8
Controls:	Ref		Control Description		Status	Owner
	ENV0148/005		Seek repayment of local funding if scheme fails		Proposed	Rob Smith
	ENV0148/001		Briefing senior local and national politicians		In Progress / Taking Effect	Rob Smith
	ENV0148/002		Lobbying the London Mayor and Government		In Progress / Taking Effect	Rob Smith
	ENV0148/004		Monitor Success of the HIF bid to bridge the funding gap		In Progress / Taking Effect	Rob Smith

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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>CSF0082 Created Date: 22/12/2017</p> <p><i>Opportunity to be Healthy and Safe</i></p> <p>Current Category: Corporate</p> <p>As a result of national and local efficiencies, there is a risk that partnership funding may be withdrawn or withheld.</p>	Jenny Coles Director of Children's Services	Working with both CCGs to align children's commissioning more effectively. The Assistant Director for East and North Hertfordshire Clinical Commissioning Group on secondment to children's commissioning team; De-delegation of DSG (Dedicated Schools Grant) agreed by schools forum for 2018/19 Reviewed On :06/03/2018	<p>22/12/2017 Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>	↔	<p>Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>	<p>Significant 12</p> <p>Probability Possible 3</p> <p>Impact Medium 4</p>
Controls:	Ref	Control Description	Status	Owner		
	CSF0082/001	Maintain effective joint working relationships and joint planning	In Progress / Taking Effect	Jenny Coles		
<p>CSF0083 Created Date: 22/12/2017</p> <p><i>Opportunity to Thrive</i></p> <p>Current Category: Corporate</p> <p>As a result of the new welfare, reform and immigration arrangements, there is a risk of an increase in families becoming homeless and/or requiring support from Children's Services (and other services).</p>	Sue Williams Director of Family Safeguarding	Expected increase in LA costs has been realised. There has been a good working relationship set up with district councils and we are developing proposals for a joint targeted team to prevent homelessness and move families as quickly as possible to affordable accommodation where prevention is not achievable Reviewed On: 06/03/2018	<p>22/12/2017 Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>	↔	<p>Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>	<p>Significant 12</p> <p>Probability Possible 3</p> <p>Impact Medium 4</p>
Controls:	Ref	Control Description	Status	Owner		
	CSF0083/001	Maintain close working relationships with district councils and Registered Social Landlords	In Progress / Taking Effect	Sue Williams 16		

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Date of Previous Risk Score: 26/10/2017



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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>ENV0142 <i>Opportunity to be Healthy and Safe</i> Old Category: <i>Corporate</i> Current Category: <i>Strategic</i></p> <p>Hertfordshire is facing an increasing threat from tree pests and diseases, including ash dieback and Oak Processionary Moth. In this context, there is a risk that current systems and resources for tree management will not be fit for purpose. Failure to manage tree risk may result in significant unplanned costs (including liability claims), danger to the public and or/service users, and impact on landscape and ecosystem services.</p>	<p>Simon Aries</p> <p>Assistant Director - Transport, Waste & Environmental Management</p>	<p>The wording of the Corporate Risk has been amended to emphasis a shift in focus towards reviewing systems for tree inspection and management, incorporating best practice from other Local Authorities and national bodies (where appropriate), to enable an effective (and defendable) response to the increasing tree health threat. As a result, the scoring of the risk has been reviewed and increased from 20 to 24, although remains Significant. Reviewed On :22/12/2017</p>	<p>18/12/2017 Significant 20</p> <p>Probability Almost Certain</p> <p>Impact Medium 4</p>	<p style="text-align: center;">➔</p>	<p>Significant 24</p> <p>Probability Possible 3</p> <p>Impact High 8</p>	<p>Significant 16</p> <p>Probability Unlikely 2</p> <p>Impact High 8</p>

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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>	
	ENV0142/001	Raising awareness of the issues incl Tree Health pages on website; articles in relevant publications; engagement with partners		In Progress / Taking Effect	Tony Bradford	
	ENV0142/002	Establishing extent and potential liability of ash tree population on Highways HCC is responsible to manage		In Progress / Taking Effect	Mike Younghusband	
	ENV0142/003	Monitoring of the national and local tree health situation and specialist advice to feed into plans and actions		In Progress / Taking Effect	Tony Bradford	
	ENV0142/004	Developing a framework for sharing best practice including the county council's internal Tree Health Network		In Progress / Taking Effect	Tony Bradford	
	ENV0142/005	Lobbying the government for support and assistance in responding to the tree health issue in the county		In Progress / Taking Effect	Simon Aries	
	ENV0142/007	Assess extent and potential liability of tree population on non-Highway HCC land incl Property HCC is responsible to manage		In Progress / Taking Effect	Trevor Mose	
	ENV0142/008	Facilitate a coordinated approach across Hertfordshire to deliver a cost effective, proportionate, efficient response		In Progress / Taking Effect	Simon Aries	
	ENV0142/009	Appropriate tree inspection regimes on highway land; summer inspections; staff trained to identify symptoms of relevant diseases		In Progress / Taking Effect	Mike Younghusband	
	ENV0142/010	Appropriate tree inspection regimes - HCC land; staff trained to identify disease		In Progress / Taking Effect	Trevor Mose	

APPENDIX A – Risk Changes

Report Date: 01/03/2018

Date of Previous Risk Score: 26/10/2017



Notes: References highlighted **Purple** have been added since the 26/10/2017.

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
	ENV0142/011	Raise awareness and share best practice amongst public, staff, schools (Schools Grid), incl employ a 2 year Tree Health Officer.		In Progress / Taking Effect		Tony Bradford
	ENV0142/012	Ensure all relevant departments in the county council have appropriate tree risk policies and procedures in place		In Progress / Taking Effect		Simon Aries
	ENV0142/013	Development of a plant procurement protocol for HCC		In Progress / Taking Effect		Patrick Stiles
	ENV0142/014	Work with partners to plan for restoration of the post-ash dieback landscape		In Progress / Taking Effect		Tony Bradford
	ENV0142/006	Monitor the financial pressures and secure resources through the Integrated Planning Process where appropriate		Complete		Simon Aries

Appendix B – Corporate Risk Register summary risk status report

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			06/17	08/17	10/17	02/18	Score
CP01 / HFRS007	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
SE02 / ENV0104	Environment	In the event of the Residual Waste Treatment Programme being impacted by one of the following scenarios: - The Energy Recovery Facility (ERF) at Rye House does not proceed or is delayed - Unable to secure suitable, cost effective, alternatives for waste disposal should the contract with Veolia (VES) be terminated. It may result in: - Increased costs to HCC	32	32	32	40	8
SE05 / ENV0148	Environment	As a result of the likely cancellation of the Metropolitan Line Extension (Croxley Rail Link scheme), there is a risk of 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.	32	32	32	40	16
SCP07 / 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.	24	24	32	32	24
SAC01 / 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	40	40	40	8
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

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			06/17	08/17	10/17	02/18	Score
SAC08 / 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]	32	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	32	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
SR02 / 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
SR12 / 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
			06/17	08/17	10/17	02/18	Score
SCS02 / 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
CS03 / CSF0082	Children's Services	As a result of national and local efficiencies, there is a risk that partnership funding may be withdrawn or withheld.	n/i	n/i	n/i	24	12
CS04 / CSF0083	Children's Services	As a result of the new welfare, reform and immigration arrangements, there is a risk of an increase in families becoming homeless and/or requiring support from Children's Services (and other services).	n/i	n/i	n/i	24	12
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
SE01 / ENV0142	Environment	Hertfordshire is facing an increasing threat from tree pests and diseases, including ash dieback and Oak Processionary Moth. In this context, there is a risk that current systems and resources for tree management will not be fit for purpose. Failure to manage tree risk may result in significant unplanned costs (including liability claims), danger to the public and or/service users, and impact on landscape and ecosystem services.	20	20	20	24	16
R07 / HR0018	Resources Human Resources	If the Council fails to educate, train and provide tools and processes for employees to effectively fulfil their roles (Including compliance with data protection, health and safety, safe staffing legislation, and role specific training) there is a risk that staff are not fully competent or productive. This could lead to service failures such as serious injury or harm, particularly to vulnerable service users (and the public) fines and/or prosecutions, and inefficiency in how work is delivered.	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	24	24	24	16
							22

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			06/17	08/17	10/17	02/18	Score
SR21 / PROP0023	Resources Property	HCC has established Herts Living Limited to collaborate with a Joint Venture partner to maximise returns on its land and assets. If these arrangements do not perform as anticipated, there is a risk that the financial returns do not deliver the £20m per annum receipt value in the current Integrated Plan. In addition, there may be reputational impacts to HCC (Replaces PROP0020 and PROP0021).	24	24	24	24	16
R05 / SP0005	Resources Strategic Procurement Group	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 IMP0002/CSCE0019]	24	24	24	24	16
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

Appendix B

Corporate Risk Register summary risk status report

Risk Ref	Business Unit	Details	Current Risk Rating				Target
			06/17	08/17	10/17	02/18	Score
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 so may not be able to escalate and take corrective action which may result in higher rates of morbidity or mortality of Hertfordshire residents.	16	16	16	16	16
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.	8	12	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

Hertfordshire County Council

Annual Summary of Risk Management Activity

2017 to 2018

1. Purpose of Appendix C

- 1.1. This report appendix is an annual item to outline the key risk management activity undertaken since the last annual report presented in March 2017.

2. Corporate Risk Register

- 2.1. The table below shows the risk movements broken down by risk classification. The movements shown are a continuation from the previous Risk Management Annual Report dated March 2017.

	2016/17 March 2017	2017/18 March 2018*
Red	12	13 (+1)
Amber	22	20 (-2)
Yellow	1	1
Green		
Total	35	34
Difference +/-		-1

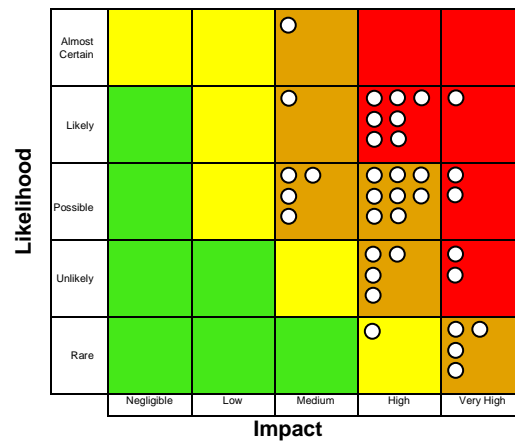
* The final column (highlighted in grey) provides risk numbers for the March 2018 report and details movements to date. No change in absolute numbers may hide movement in and out. These will be outlined in the following sections.

As shown, there are now 34 Risks on the Corporate Risk Register. However, 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.

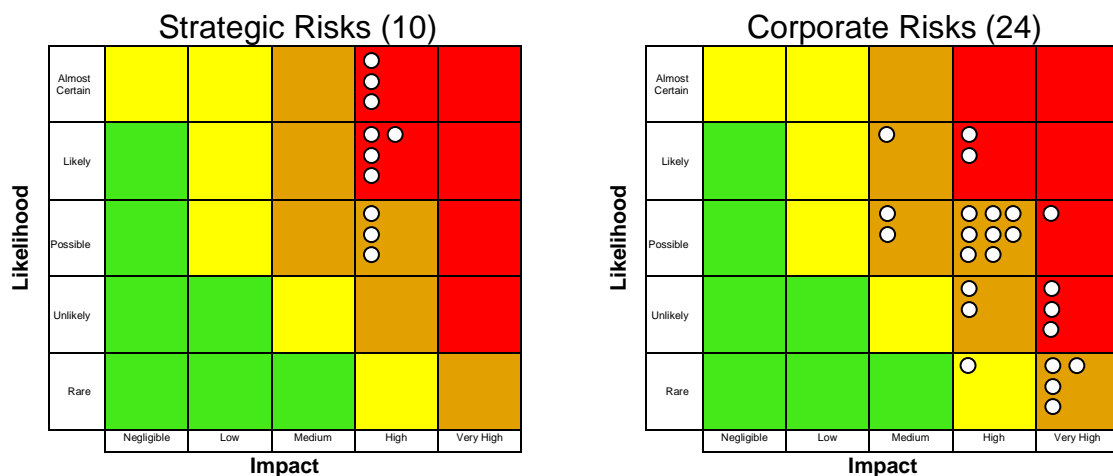
3. Corporate Risk Register changes since March 2017 Audit Committee

- 3.1. The following risk matrices show the number of risks and their position on the risk matrices/heat maps as at March 2017 compared to March 2018

3.2. March 2017 Audit Committee. Corporate Risk Register – 35 risks



3.3. March 2018 Audit Committee. Corporate Risk Register – 34 risks



In addition to risks going in and out of the Corporate Risk Register, risk owners have reflected the impact of controls (mitigations) and the changing environment and/or organisational circumstances on the risk scores and there have been a significant number of changes to the current and target risk scores over the year. At times risks may change, e.g. increase and decrease, within the same quarterly period.

During the year, the wording of a number of risks has been amended to reflect either the changing nature of the risks or to better articulate the risk focus. Where this change has not been significant, there has not been an adjustment to the current or target scores.

3.4. New risks developed in 2017/18

There are six risks that have emerged / been identified and developed in the Corporate Risk Register. These are summarised in the following paragraphs.

- 3.4.1. SAC08 (Ref. HCS0016) - “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”.

The risk was raised to replace and update previous risks regarding NHS commissioning and the Better Care Fund (see section 3.7 below). The current risk score is red 32 ('Severe').

- 3.4.2. AC09 (Ref. HCSOPD0011) – “In the event of: - commercial / contractual failure of care providers; inability to attract an increased number of care workers. There is a risk of being unable to provide sufficient and safe care for clients leading to a person continuing to live in an environment which is inappropriate, delays in discharging from hospital and the authority not fulfilling its statutory responsibility”.

This risk was raised to replace previous risks regarding Delayed Discharges and Failure of Care Providers (see section 3.7 below). This risk sought to set out the risk cause and effect chain more clearly.

This risk was created and then withdrawn during 2017/18.

- 3.4.3. SE05 (Ref. ENV0148) – “As a result of the likely cancellation of the Metropolitan Line Extension (Croxley Rail Link scheme), there is a risk of claims to the Council (liability is capped at £3m), difficulties in re-claiming Hertfordshire County Council investment sunk into the scheme and reputational loss. This will also have a significant impact on future growth in the area”.

The risk was raised as a result of London Underground Limited (LUL) informing Hertfordshire County Council that It cannot: -

- Deliver the scheme for the agreed funding package
- LUL will not honour their commitment to cover and costs overruns
- That the scheme cannot open by the agreed target data of Dec-2020.

The current risk score is red 40 ('Severe').

- 3.4.4. SR21 (Ref. PROP0023) – “HCC has established Herts Living Limited to collaborate with a Joint Venture partner to maximise returns on its land and assets. If these arrangements do not perform as anticipated, there is a risk that the financial returns do not deliver the £20m per annum receipt value in the current Integrated Plan. In addition, there may be reputational impacts to HCC (Replaces PROP0020 and PROP0021)”.

This risk was raised to replace previous risks in respect to market conditions and the proposals regarding joint venture arrangements (see section 3.7 below) and now highlights the agreed strategy to optimise capital receipts in the current market. The current risk score is amber 24 ('Significant')

- 3.4.5. CS03 (Ref. CSF0082, Appendix A, Page 15) – “As a result of national and local efficiencies, there is a risk that partnership funding may be withdrawn or withheld”. The current risk score is amber 24 ('Significant').
- 3.4.6. CS04 (Ref. CSF0083, Appendix A, Page 15) – “As a result of the new welfare, reform and immigration arrangements, there is a risk of an increase in families

becoming homeless and/or requiring support from Children’s Services (and other services)”. The current risk score is amber 24 (‘Significant’).

3.5. Escalated risks in 2017/18

The following are the risks moved up from a Service Risk Register to the Corporate Risk Register

- 3.5.1. AC10 (Ref. HCSLD0005) - “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 early 2017, this risk had been managed in the ACS service risk register. However, on reflection, ACS believed it belongs in the Corporate Risk Register and should ‘mirror’ the Children’s Services risk of safeguarding children. It was therefore escalated to the Corporate Risk Register. The current risk score is red 32 (‘Severe’).

- 3.5.2. SCP07 (Ref. CP0005) – “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”

The proposal submitted by the PCC has undergone an independent review by CIPFA, which a number of Hertfordshire County Council officers assisted with. Hertfordshire County Council officers have sought to ensure that all necessary evidence has been submitted to support a balanced analysis of the PCC’s business case with Hertfordshire County Council and HFRS officers providing a range of professional advice and opinion. The Independent Assessment by CIPFA has been submitted to the Secretary of State (Home Secretary) and a decision is expected sometime in March 2018.

Following the submission of the proposal by the PCC this risk was escalated to the Corporate Risk Register. The current risk score is red 32 (‘Severe’).

3.6. De-escalated risks in 2017/18

One risk moved down from the Corporate Risk Register to a Service Risk Register.

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

Positive feedback had 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 were auditing all social media accounts. The current risk score had reached its target score and following the independent assurance received, the risk owner decided to de-escalate this risk to the Service level. The current risk score is amber 12 ('Significant').

3.7. Withdrawn risks in 2017/18

A total of eight risks are no longer deemed a threat to Hertfordshire County Council or have been replaced by existing / new risks.

- 3.7.1. AC02 (Ref. HCS0012) - "Due to national NHS commissioning changes from May 2015 there may be structural changes to NHS commissioning, leading to financial uncertainty for jointly commissioned projects including the Better Care Fund within Hertfordshire County Council".

This risk together with risk AC06 (HCS0011), were both withdrawn and replaced by SAC08 (HCS0016), see section 3.4 above.

- 3.7.2. AC06 (Ref. HCS0011) – "In the event of significant, increasing demand on health and social care services, there is a risk that the Better Care Fund pooled budget may not be sufficient to meet future demand for services".

As above

- 3.7.3. AC07 (Ref. HCSOPD0006) – "In the event of commercial or contractual failure of private or independent care providers, this may lead to disruption to care provision and impact on service users and carers".

This risk together with risk AC05 (HCSOPD0001), were both withdrawn and replaced by AC09 (HCSOPD0011), see section 3.4 above.

- 3.7.4. AC05 (Ref. HCSOPD0001) – "Due to increased demands from the NHS for assistance discharging patients from hospital, (this includes new groups of patients not previously referred to social care and admission avoidance), there is a risk of delays in discharging some patients requiring HCC input, which may result in financial and reputational consequences".

As above

- 3.7.5. R11 (Ref. PROP0020) – "As a result of changes in the UK and Local economic climate, which dictates the sale value of assets for disposal, there is a risk that the sale of assets may not provide the level of capital receipts to meet the target".

This risk together with R16 (PROP0021), were both withdrawn and replaced by risk SR21 (PROP0023), see section 3.4 above.

- 3.7.6. R16 (Ref. PROP0021) – "In the event that the review of how HCC disposes of its surplus land and property assets determines that HCC should develop these

sites and assets itself or through joint venture arrangements, there is a risk that such a change to the disposal policy may slow the delivery of the current £20m per annum receipt value in the current Integrated Plan”.

As above

- 3.7.7. R09 (Ref. HR0022) – “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”.

Following discussion, failure to comply with safe staffing legislation has now been incorporated into the re-worded corporate risk of general training (R07/HR0018), so this risk has been withdrawn.

- 3.7.8. AC09 (Ref. HCSOPD0011) – “In the event of: - commercial / contractual failure of care providers; inability to attract an increased number of care workers. There is a risk of being unable to provide sufficient and safe care for clients leading to a person continuing to live in an environment which is inappropriate, delays in discharging from hospital and the authority not fulfilling its statutory responsibility”.

This risk was withdrawn following a review of all Corporate level risks by ACS in June/July, 2017. The re-worded and refocused risk AC03 (HCSCP0001) now covers failure of care providers

4. **Significant Actions Planned for 2018/19**

- 4.1. The Risk Management and Insurance Team aims to deliver the following key actions in 2018/19.

Description of Action	Deadline
To provide Members of the Audit Committee with further training on risk management as requested in the December 2017 meeting.	2018 dates to be agreed
To review and implement the upgrades to the risk management software (JCAD CORE) that augment the risk management framework.	April 2018
To provide Members with access to JCAD CORE	March 2018
To review and update the Risk Management Policy and Strategy	April 2018

5. **Conclusion**

- 5.1. The Council has maintained its risk management practices throughout 2017/18. The outcome from the Council’s risk management framework is to have a better understanding of the risks it faces and how they can be best managed or

exploited. Employing these techniques ensures the Council is risk aware rather than risk averse.

- 5.2. The Annual Governance Statement 2016/17 found, “The Council has a well-developed risk management strategy and embedded risk monitoring processes, which operate at the highest levels of the organisation, and are overseen by the Council’s Audit Committee. The risks associated with meeting budget targets are also considered as part of the integrated planning process, and then monitored in quarterly reports to Cabinet.”