

# Strategic Risk Register 2010/11 - January to April 2011



| Code     | Title  | Description   | Risk Factors  | Current Risk Matrix | Impact | Likelihood | Managed By     | Latest Note  |
|----------|--|---|---|---------------------|--------|------------|----------------|--|
| 10 - SR1 | Risk that Pathfinder Group fail to deliver required levels of efficiency across Hertfordshire. | The Council is involved in a Pathfinder Group to deliver and demonstrate efficiency across Hertfordshire, meaning this will need to be evidenced across eleven separate Authorities (two tier) rather than one Unitary by 2011. There is a reliance on all partners being able to demonstrate / evidence, but there is concern currently about whether all partners will deliver. | Potential unitary status imposed. Reduction in settlement. Financial strength threatened. Missed opportunities. People capacity impacted. Damage to relationships with other Authorities and mistrust in future partnership working. Reputation / political credibility damage. |                     | 0      | 0          | Anne Freimanis | January to April 2011: Pathfinder terminated by agreement of all 11 authorities. For EHC successful shared service already achieved with deliver comparable benefits |

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| 10 - SR2 | Unable to consistently apply and embed performance improvement. | Performance improvement is a key part of ensuring the Authority has sufficient capacity and ability to change moving forward. This will require clear and consistent approaches in a number of key areas, including ensuring the organisation has a clear understanding of the skills | Impact on performance. Detract from other roles. Drain on resources. Affect potential and hunger to improve. Employment issues. Prevent service improvement. |                     | 2      | 3          | Anne Freimanis | January to April 2011: Continuing monitoring of performance and undertaking improvement measures as required. PDRs being undertaken. Planned mitigating actions - continued development of HR policies; review of performance measures in line with new |

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|  |  | mix, capability and culture currently and in future. This must be linked to consistently applied and embedded approaches to workforce planning and performance management. |  |  |  |  |  | requirements. Continued delivery of the Council's Training Plan. |
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| 10 - SR3 | Unable to evidence and demonstrate performance consistently within current approaches. | The Council needs to understand and comply with external inspection on an ongoing basis and this needs to be done on a consistent basis across the organisation. There are also difficulties in understanding and complying with certain areas, particularly around engaging public and staff around new agendas. The ability to evidence and demonstrate performance consistently needs to be built into service planning and ongoing management of the organisation so there is a consistent, integrated approach to responding to external challenge. | Possible legal challenge. Self-perpetuating. Repeat inspection. Drain on resources. Staff morale. Damage Member / Officer relationships. Wider impacts. Reputation damaged and criticism attracted. |                     | 2      | 2          | Anne Freimanis | January to April 2011: Reduction in external inspections achieved. Implementation of Audit recommendations; annual revision of PI reporting; updating of Council policies; review by CMT and Executive of service planning objectives and achievement thereof. Planned mitigating actions -subject to approval, implement Review of community engagement. Analysis and implementation of changing national government requirements |

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| 10 - SR4 | Unable to performance manage and deliver added value outcomes from key strategic partnerships. | There are a number of key strategic partnerships to deliver against key targets and priorities, as outlined in the LAA and Community Strategy, to meet inspection requirements and enable improvement to be made. There is a risk of perceived lack of clarity about what some Partnerships are trying to achieve with difficulty identifying deliverables over and above what an independent organisation could achieve, despite the time, resources and finances put into partnerships. We need to demonstrate added value in working together rather than alone, through robust performance management processes and clarity on objectives. | Poor service delivery. Partner relationships deteriorate. Blame culture. Reduced access to resources. Policy change. Reputation damage. |                     | 3      | 2          | Anne Freimanis | January to April 2011: Review of resource allocation now underway. Rolling return of terms of reference and memberships of partnerships as required. Active involvement with new County partnerships (LEP and Health and Wellbeing Board). |

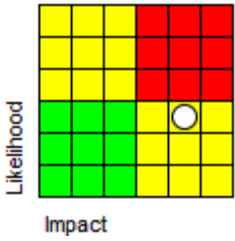
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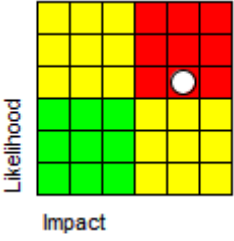
| Code     | Title  | Description  | Risk Factors  | Current Risk Matrix | Impact | Likelihood | Managed By                                   | Latest Note  |
|----------|--|--|---|---------------------|--------|------------|--|--|
| 10 - SR5 | Risk of one of the Statutory Officers (Head of Paid Service, Section 151 Officer and Monitoring Officer) being unable to carry out their duties. | Risk of one of the Statutory Officers (Head of Paid Service, Section 151 Officer and Monitoring Officer) being unable to carry out their duties. | Statutory duties may not be carried out, affecting the governance of the Council. |                     | 3      | 2          | Simon Drinkwater; Anne Freimanis; Alan Madin | January to April 2011: Each Statutory Officer appoints a Deputy Statutory Officer. The Deputy Statutory Officer will take responsibility when required. Planned mitigating actions - Continue to maintain. |

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| 10 - SR6 | Risk that Local Development Framework is not approved, or is challenged. | The Local Development Framework will shape the future of East Herts to 2021 from a planning perspective and will be the basis for making key decisions about the direction of growth and development in the local area. Key challenges within this are around pressures on land use, the housing target and location of 12,000 new homes by 2021, and the need for infrastructure investment and jobs required to sustain growth. The Council is about to submit a revised plan to Government, | Could be flooded by planning applications. Resources implications if have to revise / re-submit. Could miss out on investment, especially related to infrastructure. Fund challenge. Timetable pressures. |                     | 4      | 1          | Simon Drinkwater | January to April 2011: Planned mitigating actions - The LDF process is proceeding in accordance with the approved programme. The core strategy consultation is complete. There will be a report to the LDF Panel in July 2011. |

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|  |  | including a timetable, which will need to be approved and agreed. |  |  |  |  |  |  |
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| 10 - SR7 | Changing the way we work (C3W) - Failure to deliver savings and improvements by July 2011. | Changing the way we work (C3W) is a programme intended to positively transform the organisation through delivering a programme of improvements and savings by July 2011. If successful, it will enable the Council to improve customer service and management, particularly through culture change, resolve accommodation issues, and also achieve savings, which contribute to Gershon / efficiencies and value for money. | Insufficient return on investment; Reputation / morale / relationships with staff, Members and public; Stagnation; Service may deteriorate; Adversely affect Corporate Priorities; Political fallout; Deliver the benefits of programme; Positive regeneration of Bishop's Stortford. |  | 4      | 2          | Neil Sloper | January to April 2011: C3W Buildings project costs reviewed and within contingency budget. Buildings Project meetings confirm work progressing in line with programme. Review of pre and post move surveys highlight high levels of staff support and good satisfaction levels. BPI programme reconfigured to progress priority projects within service areas to deliver individual benefits profiles linked to defined projects. |

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| 10 - SR8 | Unable to meet and reprioritise changing demands from Public. | The Council has a financial plan based on predicted levels of demand and need, which is reviewed and revised on an annual basis. The | Fail to provide or demonstrate community leadership. Fail to meet statutory obligations. Damaged reputation / adverse publicity. |  | 4      | 3          | Alan Madin | January to April 2011: The Council at its February meeting adopted a 4 year MTFP which is |

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|  |  | <p>Council is committed to achieving a significant amount of efficiency savings over a 3 year period. There are significant pressures on the financial targets in the plan due to the current economic downturn, and there may also be increased demand on a number of services such as homelessness and benefit claims. Vulnerable members of the community are dependent upon Council services, particularly in difficult economic times. The Council will need to ensure it provides services to vulnerable, but there could be issues due to the magnitude of what is needed at that time.</p> |  |  |  |  |  | <p>fully funded. The Council retained a good level of reserves to respond to short term volatility.</p> |
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|----------|---|---|--|---------------------|--------|------------|------------|--|
| 10 - SR9 | Significant variance from financial plan. | The Council has a financial plan based on predicted levels of demand and need, which is reviewed and revised on an annual basis. The Council is | Impact on income. Council tax capped. Dip into assets / reserves which will affect future income. Reprioritise services. |                     | 2      | 3          | Alan Madin | January to April 2011: In reporting the provisional outturn to February Council a judgemental adjustment was made to improve the overall |

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|--|--|---|--|--|--|--|--|---|
|  |  | <p>committed to achieving a significant amount of efficiency savings over a 3 year period. There are significant pressures on the financial targets in the plan due to the current economic downturn, including reduced income from investments and from services such as Land Charges, Parking and Development Control. There may also be increased demand on services such as homelessness and benefit claims. A pension fund review is potentially scheduled for 2010.</p> | <p>Potential cuts in services. Workforce issues. Damaged reputation / adverse publicity.</p> |  |  |  |  | <p>forecast. The Council has placed £10m in a structured deposit with a floor rate of 3.7% to under pin investment income forecasts. The pension fund review allowed contribution rates to be stabilised and took into account the change of indexation of benefits to cpi. Purchase of land used for car parks has removed a risk of rental increases. The revenues and benefits joint working was progressed with approval to be sought to a 50:50 sharing of benefits.</p> |
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