

# Appendix A

Generated on: 03 May 2016



<b>Risk Code</b>	TR58	<b>Risk Title</b>	Development of Careline
<b>Risk Owner</b>	Andy Godman	<b>Updated By</b>	Andy Godman; David Martins-Hesp
<b>Year Identified</b>	2014	<b>Corporate Priority</b>	Responsive and Efficient
<b>Risk Description</b>	<p>Work is underway to "grow" the Careline business base. This is a key project in the Corporate Plan 16/17.</p> <p>As a result of:</p> <ul style="list-style-type: none"> <li>- competitive pressure from other providers (particularly other Hertfordshire based organisations)</li> <li>- failing to follow up other areas of potential development such as with the police for victims of domestic violence, dementia location services, domestic CCTV etc.</li> <li>- loss of key staff working with HILS/HCC/other providers</li> <li>- insufficient resources to handle new business</li> <li>- lack of funding from HCC/NHDC</li> <li>- acquiring additional business too quickly</li> <li>- not utilising all of the facilities in the new CRM software</li> <li>- failing to engage with partners (HCC and HILS)</li> <li>- failing to comply with procurement rules</li> </ul> <p>There is a risk that there is a:</p> <ul style="list-style-type: none"> <li>- loss of opportunity to be the sole funded provider of community alarms for Hertfordshire</li> <li>- loss of opportunity to develop other areas of potential business</li> <li>- failure to have the right model to cope with demand</li> <li>- failure to deliver appropriate telecare solutions</li> <li>- lack of sufficient trained staff to cope with increased calls</li> <li>- failure to attract new business</li> <li>- failure to get best value through procurement or being challenged on a procurement</li> <li>- disruption to the day to day business of Careline and/or the regulatory duties of the Head of Housing &amp; Public Protection Services through the delivery of these project streams</li> </ul>		
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- To develop the business of Careline to become the main community alarms provider for Hertfordshire and generate income for NHDC</li> <li>- To support independent living for local residents</li> </ul>		
<b>Consequences</b>	<p>The consequences of failing to manage these risks include:</p> <ul style="list-style-type: none"> <li>- Loss of potential significant revenue income for NHDC</li> <li>- Loss of reputation for NHDC/Careline/HCC</li> <li>- Careline loses the business relationship with HCC</li> <li>- HILS choose to work with an alternative assistive technology provider</li> <li>- Careline fails to attract additional business resulting in it failing to cover its legitimate costs</li> <li>- Calls failing to be monitored, potentially leading to loss of life</li> <li>- Loss of existing clients</li> </ul>		
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>-- Agreement in place with HCC</li> <li>- HCC has committed up to £950,000 pa to the Herts Careline project</li> <li>- NHDC has committed Capital funding to enable equipment and business to be bought from other providers</li> <li>- Careline has a supply of Bank staff</li> <li>- Good relationship and communications with HILS and Officers at HCC</li> <li>- Staffing structure review undertaken</li> <li>- MSU providing flexible support for Careline</li> <li>- Internal audit completed that gave a substantial assurance rating providing reassurance to both parties that the HCC relationship is being well managed</li> </ul>		

	- Worked in period prior to taking on responsibility for Hertfordshire Equipment Services Telecare to ensure Careline was ready for the new clients		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- To undergo zero budgeting exercise and then review staffing structures (including marketing post) in Autumn 2015</li> <li>- Fall back response service to be reviewed</li> <li>- To continue to develop relationships with others (such as Police for domestic violence and CCGs)</li> <li>- To procure support for alarm installation</li> <li>- Marketing Consultant to review opportunities</li> <li>- HCC remain committed to funding Careline</li> </ul>		
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	2
<b>Current Risk Matrix</b>			
<b>Date Reviewed</b>	15-Apr-2016	<b>Next Review Date</b>	31-Dec-2016
	FINANCIAL		
	INFORMATION		
	OPERATIONAL		
	PEOPLE		
	REGULATORY		
	REPUTATION		
	STRATEGIC		