

Appendix A

Generated on: 03 May 2016



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

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