

Public Document Pack

NORTH HERTFORDSHIRE DISTRICT COUNCIL

CABINET

TUESDAY, 26TH MARCH, 2019

SUPPLEMENTARY AGENDA

Please find attached supplementary papers relating to the above meeting, as follows:

Agenda No Item

- a) ITEM REFERRED FROM OVERVIEW AND SCRUTINY COMMITTEE: 19 MARCH 2019 2019 - NEW YEAR PERFORMANCE INDICATORS TO BE MONITORED (Pages 3 - 8)

- b) ITEM REFERRED FROM FINANCE, AUDIT AND RISK COMMITTEE: 21 MARCH 2019 - THIRD QUARTER REVENUE MONITORING 2018/19

This Referral will be published on 25 March 2019

- c) ITEM REFERRED FROM FINANCE, AUDIT AND RISK COMMITTEE: 21 MARCH 2019 - THIRD QUARTER CAPITAL MONITORING 2018/19

This Referral will be published on 25 March 2019

- d) ITEM REFERRED FROM FINANCE, AUDIT AND RISK COMMITTEE: 21 MARCH 2019 - TREASURY MANAGEMENT THIRD QUARTER

This Referral will be Published on 25 March 2019

- e) ITEM REFERRED FROM FINANCE, AUDIT AND RISK COMMITTEE: 21 MARCH 2019 2019 - RISK AND OPPORTUNITIES MANAGEMENT UPDATE (Pages 9 - 22)

This referral will be published on 25 March 2019. The Report and Associated papers are attached

This page is intentionally left blank

**CABINET
26 MARCH 2019**

PART 1 – PUBLIC DOCUMENT

**TITLE OF REPORT: ITEM REFERRED FROM OVERVIEW AND SCRUTINY COMMITTEE:
19 MARCH 2019 2019 - NEW YEAR PERFORMANCE INDICATORS TO BE MONITORED**

Extract from the draft Minutes of the Overview and Scrutiny Committee meeting held on 19 March 2019

NEW YEAR PERFORMANCE INDICATORS TO BE MONITORED

The Controls, Risk and Performance Manager presented the report entitled New Year Performance Indicators to Be Monitored and drew attention to the following:

Target Setting

Targets were set by Officers and Executive Members and approved by Cabinet following consideration by this Committee.

Targets were SMART rather than aspirational.

NI 191 - Kg residual waste per Household & NI 192 - Percentage of household waste sent for reuse, recycling and composting

Members recognised that targets should be achievable, but felt that the proposed targets were not ambitious enough.

The Controls, Risk and Performance Manager advised that targets in previous years had rarely been met and they had been identified as amber each year.

Following detailed discussion, Members requested that, prior to the Cabinet meeting, the Controls, Risk and Performance Manager identify the outturn figure for the last 3 years and that:

- If the trend was downwards then the Committee recommended a target for NI 192 that was in the middle of the last three years outturn figures or
- If the trend was upwards the the Committee recommended a target for NI 192 that was one percent above the highest outturn figure.

LI035a - Number of households living in temporary accommodation

REG1 Rate of homelessness prevention N/A – Data

REG2 Rate of homelessness relief

Members were advised that Homelessness data had been collected in a different way since April and there was potential that benchmarking data could be available by the end of the year.

BV9 - Percentage of council tax collected in year

Members debated this indicator in some depth. They noted that collection rates had historically been high although were concerned about the potential impact of Universal Credit on collection rates.

They were informed that a policy was being drawn up regarding debt collection and asked that this Committee have sight of this document at an early stage.

They also requested a report regarding the impact of Universal Credit, the Council Tax Reduction Scheme and other benefits.

They agreed that the target should be reviewed mid year in order to take into account the effect of Universal Credit on collection rates.

RESOLVED:

- (1) That, prior to the Cabinet meeting, the Controls, Risk and Performance Manager be requested to identify the outturn figure for the last 3 years.
- (2) That the Service Director – Customers be requested to present the planned policy on debt collection to this Committee at an early stage of development.
- (3) That the Service Director - Customers be requested to present a report regarding the impact of Universal Credit, the Council Tax Reduction Scheme and other benefits to this Committee

RECOMMENDED TO CABINET:

- (1) That, in respect of NI 192, based on the figures identified from resolution (1) above:
 - If the trend was downwards then the Committee recommends a target for NI 192 that is in the middle of the last three years outturn figures or
 - If the trend was upwards then the Committee recommends a target for NI 192 that is one percent above the highest outturn figure;



NB: Following the meeting outturn figures regarding NI 192 for years 2015/16, 2016/17 and 2017/18. These figures are attached to the referral to Cabinet.

- (2) That, in respect of LI035a, REG1 and REG2, Cabinet be requested to set targets as soon as data is available;
- (3) That, in respect of BV9, the target be reviewed mid year in order to take into account the effect of Universal Credit on collection rates.



REASON FOR DECISIONS: To enable the Overview and Scrutiny Committee to consider the report entitled New Year Performance Indicators to be Monitored prior to consideration by Cabinet.

NB to be considered with Item 10 - Performance Management Measures for 19/20



2017/2018 Q4 Final position for Waste Indicators

Executive Member for Waste Management, Recycling and Environment																			
25	NI 191	Kg residual waste per household	March 2018	371kg	360kg		<p style="text-align: center;">↓ Mar 17 355kg</p> <p>LG Inform Benchmarking Data: Latest Quarter - Three-Month Period Sample - Participating English district local authorities</p> <table border="0"> <tr> <td>Period</td> <td>NHDC</td> <td>Top</td> </tr> <tr> <td>Quartile</td> <td></td> <td></td> </tr> <tr> <td>Q3 2017/18</td> <td>95.62kg</td> <td>62.90kg to</td> </tr> <tr> <td></td> <td>98.39kg</td> <td></td> </tr> </table> <p>NHDC ranked 9th out of 42 (Top Quartile)</p>	Period	NHDC	Top	Quartile			Q3 2017/18	95.62kg	62.90kg to		98.39kg	
Period	NHDC	Top																	
Quartile																			
Q3 2017/18	95.62kg	62.90kg to																	
	98.39kg																		
26	NI 192	Percentage of household waste sent for reuse, recycling and composting	March 2018	57.09%	60%		<p style="text-align: center;">↓ Mar 17 59.03%</p> <p>LG Inform Benchmarking Data: Latest Quarter - Three-Month Period Sample - Participating English district local authorities</p> <table border="0"> <tr> <td>Period</td> <td>NHDC</td> <td>Top</td> </tr> <tr> <td>Quartile</td> <td></td> <td></td> </tr> <tr> <td>Q3 2017/18</td> <td>55.50%</td> <td>52.78% to</td> </tr> <tr> <td></td> <td>60.37%</td> <td></td> </tr> </table> <p>NHDC ranked 7th out of 51 (Top Quartile)</p>	Period	NHDC	Top	Quartile			Q3 2017/18	55.50%	52.78% to		60.37%	
Period	NHDC	Top																	
Quartile																			
Q3 2017/18	55.50%	52.78% to																	
	60.37%																		





2016/2017 Q4 Final Position for Waste Indicators

Executive Member for Waste Management, Recycling and Environment																				
14	NI 191	Kg residual waste per household	March 2017	355kg	360kg		 March 16 367kg	LG Inform Benchmarking Data: Latest Quarter - Three-Month Period Sample - Participating English district local authorities <table border="0"> <tr> <td>Period</td> <td>NHDC</td> <td>Top</td> </tr> <tr> <td>Quartile</td> <td></td> <td></td> </tr> <tr> <td>Q3 2016/17</td> <td>90.08kg</td> <td>67.48kg to</td> </tr> <tr> <td></td> <td>104.81kg</td> <td></td> </tr> </table> NHDC ranked 4th out of 48	Period	NHDC	Top	Quartile			Q3 2016/17	90.08kg	67.48kg to		104.81kg	
Period	NHDC	Top																		
Quartile																				
Q3 2016/17	90.08kg	67.48kg to																		
	104.81kg																			

Page 6

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary									
Executive Member for Waste Management, Recycling and Environment																	
15	NI 192	Percentage of household waste sent for reuse, recycling and composting	March 2017	59.02%	60%		 March 16 57.83%	LG Inform Benchmarking Data: Latest Quarter - Three-Month Period Sample - Participating English district local authorities <table border="0"> <tr> <td>Period</td> <td>NHDC</td> <td>Top Quartile</td> </tr> <tr> <td>Q3 2016/17</td> <td>57.16%</td> <td>53.78% to</td> </tr> <tr> <td></td> <td></td> <td>60.82%</td> </tr> </table> NHDC ranked 6th out of 51	Period	NHDC	Top Quartile	Q3 2016/17	57.16%	53.78% to			60.82%
Period	NHDC	Top Quartile															
Q3 2016/17	57.16%	53.78% to															
		60.82%															

2015/2016 Final Position reported for Waste Indicators

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary												
Executive Member for Waste Management, Recycling and Environment																				
15	NI 191	Kg residual waste per household	March 2016	367kg	350kg		 March 15 358kg	LG Inform Benchmarking Data: Latest Full Year Sample - All English district local authorities <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Top Quartile</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>358kg</td> <td>274.05kg to 424.85kg</td> </tr> </tbody> </table> NHDC ranked 11th out of 194 Latest Quarter - Three-Month Period Sample - Participating English district local authorities <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Top Quartile</th> </tr> </thead> <tbody> <tr> <td>Q4 2015/16</td> <td>91.89kg</td> <td>84.64kg to 107.00kg</td> </tr> </tbody> </table>	Period	NHDC	Top Quartile	2014/15	358kg	274.05kg to 424.85kg	Period	NHDC	Top Quartile	Q4 2015/16	91.89kg	84.64kg to 107.00kg
Period	NHDC	Top Quartile																		
2014/15	358kg	274.05kg to 424.85kg																		
Period	NHDC	Top Quartile																		
Q4 2015/16	91.89kg	84.64kg to 107.00kg																		
16	NI 192	Percentage of household waste sent for reuse, recycling and composting	March 2016	57.83%	61%		 March 15 58.59%	LG Inform Benchmarking Data: Latest Full Year Sample - All English district local authorities <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Top Quartile</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>58.59%</td> <td>50.73% to 67.32%</td> </tr> </tbody> </table> NHDC ranked 9th out of 194 Latest Quarter - Three-Month Period Sample - Participating English district local authorities <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Top Quartile</th> </tr> </thead> <tbody> <tr> <td>Q4 2015/16</td> <td>53.43%</td> <td>48.64% to 60.90%</td> </tr> </tbody> </table>	Period	NHDC	Top Quartile	2014/15	58.59%	50.73% to 67.32%	Period	NHDC	Top Quartile	Q4 2015/16	53.43%	48.64% to 60.90%
Period	NHDC	Top Quartile																		
2014/15	58.59%	50.73% to 67.32%																		
Period	NHDC	Top Quartile																		
Q4 2015/16	53.43%	48.64% to 60.90%																		

This page is intentionally left blank

**CABINET
26 MARCH 2019**

PART 1 – PUBLIC DOCUMENT

**TITLE OF REPORT: ITEM REFERRED FROM FINANCE, AUDIT AND RISK COMMITTEE:
21 MARCH 2019 2019 - RISK AND OPPORTUNITIES MANAGEMENT UPDATE**

This Referral will be published on 25 march 2019

This page is intentionally left blank

Report Considered by Finance, Audit and Risk Committee on 21 March 2019

TITLE OF REPORT: RISK MANAGEMENT UPDATE

REPORT OF: THE SERVICE DIRECTOR: RESOURCES

EXECUTIVE MEMBER: COUNCILLOR JULIAN CUNNINGHAM

COUNCIL PRIORITY: PROSPER AND PROTECT / RESPONSIVE AND EFFICIENT

1. EXECUTIVE SUMMARY

To provide the Committee with an update on the Corporate risks ,and the proposed changes to these risks.

2. RECOMMENDATIONS

2.1 That the Committee notes the changes to the Corporate risks for the Quarter, namely

° North Hertfordshire Museum and Hitchin Town Hall Project to be reduced from a 9 to a 3 on the risk matrix.

° New Brexit Corporate risk to be introduced with a score of 9 on the risk matrix.

3. REASONS FOR RECOMMENDATIONS

3.1 The responsibility for ensuring the management of the risks is that of Cabinet.

3.2 This Committee has responsibility to monitor the effective development and operation of risk management.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 There are no alternative options that are applicable

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

5.1 Consultation has been undertaken with SMT and the Risk Management Group (this includes the Executive Member for Finance and IT as Risk Management Member 'champion') and these recommendations were supported. Lead Officers discuss these risks with the relevant Executive Member.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1 At the December meeting of the Finance, Audit and Risk Committee, the Committee noted that there were no changes to the Corporate risks and the report was approved and referred on to Cabinet. The report was subsequently approved by Cabinet.

8. RELEVANT CONSIDERATIONS

8.1 Corporate Risks

- 8.1.1 The Corporate risks summarised in Table 1 have been reviewed and agreed by SMT. Members are able to view the current risk descriptions on Pentana, the Council's performance and risk management software. Table 1 shows the last date that each Corporate risk was reviewed by the risk owner.
- 8.1.2 The North Hertfordshire Museum and Hitchin Town Hall Project risk was discussed at the Risk Management Group and a revised summary of the risk is provided at Appendix A. It is proposed that the risk score is reduced from a 9 to a 3. This is to reflect the completion of the purchase of 14 and 15 Brand Street and the fact that the rest of the project is now under full NHDC control.
- 8.1.3 A new Service risk was proposed for Brexit and this was discussed at the Risk Management Group. A summary of this new risk is provided at Appendix B. After discussion, it was proposed that this risk should be classified as a Corporate risk rather than a Service risk, due to its far reaching implications. The proposed risk score of 9 was discussed at length and it was agreed that the risk score should remain high to reflect the current level of uncertainty.

Table 1: Risk and Opportunities Matrix –Proposed Changes

Likelihood	3 High	4	7 <ul style="list-style-type: none"> • Income Generation (13.11.18) • Sustainable Development (10.10.18) 	9 <ul style="list-style-type: none"> • Local Plan (10.10.18) • Managing the Council's Finances (21.12.18) ↔ • Waste Management, Recycling and Street Cleansing (15.11.18) • Brexit (11.02.19) NEW
	2 Medium	2	5 <ul style="list-style-type: none"> • Increased Homelessness (27.12.18) ↔ • Workforce Planning (25.09.18) 	8 <ul style="list-style-type: none"> • Cyber Risks (27.09.18)
	1 Low	1	3 <ul style="list-style-type: none"> • North Hertfordshire Museum and Hitchin Town Hall Project (07.02.19) ↓ (from a 9) 	6
		1 Low	2 Medium	3 High
		Impact		

9. LEGAL IMPLICATIONS

- 9.1 The Committee's Terms of Reference include "to monitor the effective development and operation of risk management and corporate governance, agree actions (where appropriate) and make recommendations to Cabinet." This report gives the Committee the opportunity to review and comment on the high level Risks and how they are proposed to be managed.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications from this report.

11. RISK IMPLICATIONS

- 11.1 The Risk & Opportunities Management Strategy requires the Finance Audit & Risk Committee to consider regular reports on the Council's Corporate risks. Failure to provide the Committee with regular updates would be in conflict with the agreed Strategy and would mean that this Committee could not provide assurances to Cabinet that the Council's identified Corporate Risks are being managed.

12. EQUALITIES IMPLICATIONS

- 12.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 Reporting on the management of risk provides a means to monitor whether the council are meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriate services to the community to meet different people's needs. The risks of NHDC failing in its Public Sector Equality Duty are recorded on the Risk Register. The Council's risk management approach is holistic, taking account of commercial and physical risks. It should also consider the risks of not delivering a service in an equitable, accessible manner, and especially to its most vulnerable residents such as those who are homeless

13. SOCIAL VALUE IMPLICATIONS

- 13.1 The Social Value Act and "go local" policy do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There are no direct Human Resource implications arising from this report, but it should be noted that there is a separate Corporate Risk relating to Workforce Planning.

15. APPENDICES

- 15.1 Appendix A- Summary of changed North Hertfordshire Museum and Hitchin Town Hall Project risk.
- 15.2 Appendix B – Summary of proposed new Brexit risk

16. CONTACT OFFICERS

Rachel Cooper
Controls, Risk & Performance Manager
rachel.cooper@north-herts.gov.uk
01462 474606

Ian Couper
Service Director- Resources
ian.couper@north-herts.gov.uk
01462 474243

17. BACKGROUND PAPERS

- 17.1 The risks held on Pentana the Council's Performance and Risk Management IT system.

This page is intentionally left blank


North Hertfordshire Museum and Hitchin Town Hall Project



Generated on: 15 February 2019

Risk Code	CR39	Risk Title	North Hertfordshire Museum and Hitchin Town Hall Project
Risk Owner	Anthony Roche	Updated By	Steve Crowley
Year Identified	2008	Corporate Priority	Prosper and Protect
Risk Description	<p>To implement plans for one gallery, museum and community venue in a town centre location. The Council is converting Hitchin Town Hall to a joint community facility and as the location for the district museum.</p> <p>Although the Council attempted to comply with DDA, the existing museum buildings and collections were not fully accessible to all.</p> <p>The remaining risks associated with the project are:</p> <ul style="list-style-type: none"> - Delays in completing the project and opening the new museum fully - A further delay in opening the museum might result in reputational damage, e.g. the public will continue to be unable to access the museum and exhibits fully - Additional financial costs associated with project issues or delays in opening, e.g. not opening within the agreed Heritage Lottery Fund extension period - Relationship and effectiveness of the fit out contractors - Failure of contractors to deliver the fit out of the museum to the required quality and within budget - The continued financial stability of the fit out contractors - Reputational risk if the design and finish of the new museum falls short of expectations <p>The risks to the Museum Service are:</p> <ul style="list-style-type: none"> - Financial risks associated with the operation of the new facility or the achievement of the anticipated operating surplus - Operational risks associated with an inability to market effectively or book visiting exhibitions - Failure to appoint required staff to operate the cafe and museum 		
Opportunities	<ul style="list-style-type: none"> - Provide a fully accessible new museum - Achieve revenue savings - Safeguard important community facility for public use - Opportunity for the Council to generate income from the newly refurbished Town Hall, cafe and museum 		
Consequences	<ul style="list-style-type: none"> - Quality of facilities remains poor (negative impact on quality of service) - Services become unsustainable (financial, quality and HLF grant issues) - Poor value for money - Any time delays will have a significant negative financial impact on NHDC regarding income generation 		
Work Completed	<ul style="list-style-type: none"> • Council has authorised the project • The Council and Hitchin Town Hall Ltd have signed the development agreement • Project being managed under PRINCE2 and Project Board including representation from all parties established • Key organisations are represented on specific projects • Arts, Museums and Heritage Forum meets regularly/receives regular newsletters • Object assessment for the new museum carried out and draft themes for exhibition areas in the museum have been completed • Link between Asset Management Group and Project Board for museums in place • Business plan in place with Hitchin Town Hall Ltd • HLF bids Phase 1 and 2 successfully achieved • Audience development consultant appointed; consultation with range of user/non-user groups took place, report written • Listed Building Consent for services agreed • Building work has been completed 		

North Hertfordshire Museum and Hitchin Town Hall Project

	<ul style="list-style-type: none"> • Awarded Museum Fit Out and Audio Visual contractors • Museum showcases have been installed • Tendered out the cafe and kitchen contract • Purchased all Capital items for the Town Hall • The majority of the museum staff have moved office and they are now based in the new museum • Obtained all licences that are appropriate for the Town Hall at the moment • Digitised key collections for publishing on the web • Cafe and kitchen fit out completed • Required Town Hall staff resources in place • Key Financial Risks identified for 2017/18 • Fit out of the main museum building (parts not affected by the land previously known as 14 and 15 Brand Street) are substantially complete • Evaluated viable alternative options regarding 14 and 15 Brand Street • Health and Safety issues relating to the roof highlighted in a report from the Health and Safety advisor to the project • Key Financial Risks identified for 2018/19 • Report to Cabinet - 23 January 2018 • Undertook the snagging process relating to the fit out of the main museum building (parts not affected by the land previously known as 14 and 15 Brand Street) • Guided "behind the scenes" tours of the new museum for Members and the public • Response received from lead project consultant regarding the issues with the roof and the suggested improvements • Exhibition gallery on the ground floor open to the public (Tuesday to Saturday) • Recent exhibitions include F L Griggs: Visions of England and Shell Heritage Art Collection • Investigated and evaluated alternative options • Reports presented to Cabinet on 19 June 2018 and 25 September 2018 • Renegotiated with HTHL regarding the acquisition of 14 and 15 Brand Street • Agreed final extension period with the Heritage Lottery Fund • Report presented to Cabinet on 20 November 2018. Cabinet: <ul style="list-style-type: none"> - Approved the purchase of 14/15 Brand Street for £550,000 - Confirmed that the Council should enter into the Settlement Agreement - Noted the timeline for the full opening of the North Hertfordshire Museum (June 2019) • Purchase of 14/15 Brand Street completed on 30 January 2019 • Joint press release issued confirming sale • 2019/20 Financial Risk - "Further delay to the opening of the North Herts Museum and Cafe due to unanticipated incidents hinders the achievement of the operating surplus anticipated from the Community facility." (Medium Risk/£100K) 		
Ongoing Work	<ul style="list-style-type: none"> • Museum Service communication via social media outlets • Information Notes circulated via Area Committees and MIS • Project plan created to deliver remaining tasks within required timescales • Project Risk Log monitored • Mitigating measures to control NHDC costs and deliver the project as envisaged • Further recruitment of museum staff planned • Monitoring of contractors' credit score ratings • Payment to contractors only made following completion of relevant works 		
Current Impact Score	2	Current Likelihood Score	1
Overall Risk Score	3	Current Risk Matrix	
Date Reviewed	07-Feb-2019	Next Review Date	07-May-2019
Residual Risk	<ul style="list-style-type: none"> - Health and Safety issues identified relating to roof access/egress and the safety of contractors/senior museum staff working on the roof, e.g. maintaining plant equipment 		


Latest Note	07-Feb-2019 Steve Crowley reviewed the risk entry on 7 February 2019. Risk Description, Work Completed and Ongoing Work updated in view of the recent purchase of 14/15 Brand Street. Delivery of the final project stages is now under the full control of NHDC and is ongoing. In view of the progress made, the Impact score was reduced to 2-Medium and the Likelihood score was reduced to 1-Low.
--------------------	--

This page is intentionally left blank



Risk Code	RR562	Risk Title	Brexit
Risk Owner	Anthony Roche; David Scholes	Updated By	Reuben Ayavoo
Year Identified	2018	Corporate Priority	Responsive and Efficient
Risk Description	<p>Because of the UK withdrawal from the European Union (EU), which is set for 29 March 2019, the Council could face the following risks:</p> <ul style="list-style-type: none"> - There is a change in the demand for services, e.g. due to lower living standards - The price of essential equipment/goods required to deliver services increases and/or the items become more difficult to obtain - There is a reduction in income and funding due to a decline in the demand for new housing - The Council or contractors lose employees from EU27 countries - Contractors fail to maintain the required level of service provision, e.g. due to the reduced availability of labour and/or equipment - There is a reduction in income and an increase in bad debts due to a downturn in the economy - Access to current EU funding programmes is lost - Returns from investments reduce, although this could also mean a reduction in the rates for borrow to invest opportunities - The electoral roll becomes inaccurate - Workload increases to prepare for and deal with any issues, although this also provides an opportunity to identify areas of good practice and improve partnership working - The price received for recyclable materials or the ability to dispose of the materials is reduced 		
Opportunities	<ul style="list-style-type: none"> - Potential investment opportunities, e.g. linked to lower interest rates or property prices - Preparations identify areas of good practice and improve partnership working - The Council becomes generally more resilient, not just in relation to Brexit 		
Consequences	<ul style="list-style-type: none"> - Quality of service provision deteriorates - Projects fail to be delivered - Failure to respond effectively to an increased demand for services, which negatively affects residents - Damage to reputation - Increased pressure on staff 		
Work Completed	<ul style="list-style-type: none"> - Senior Policy Officer developed an Impact Log to chart potential impacts of Brexit to North Hertfordshire - Impact Log reported to SMT in December 2018 - Hertfordshire Local Resilience Forum implemented a Strategic Co-ordinating Group for Brexit - Ministry of Housing, Communities and Local Government (MHCLG) put in place intelligence gathering arrangements to collate the regional impact and preparations for Brexit 		
Ongoing Work	<ul style="list-style-type: none"> - Careline stockpiling some essential equipment - Working with strategically important contractors to understand the risks they will potentially face and to ensure plans are being taken to mitigate those risks if possible - Contribute to countywide preparations for managing potential emergency incidents associated with Brexit - Senior Policy Officer monitoring the latest Brexit developments and providing regular updates to SMT (latest update presented on 5 February 2019 included the possible allocation of MHCLG Brexit contingency planning funding) - Senior Policy Officer updating the Impact Log (latest additions are the potential of civil disorder and food resilience) 		

New Risks - RMG

Current Impact Score	3	Current Likelihood Score	3
Overall Risk Score	9	Current Risk Matrix	
Date Reviewed	11-Feb-2019	Next Review Date	11-Apr-2019
Notes	11-Feb-2019 Risk reviewed by Reuben Ayavoo on 11 February 2019, in order to ensure the risk entry reflected the latest developments prior to being reported to the Risk Management Group on 20 February 2019.		
	13-Dec-2018 Reuben Ayavoo confirmed that he was happy with the contents of the risk entry and Anthony Roche confirmed the ownership details. RR562 made live on Pentana.		
	11-Dec-2018 Following a meeting with Reuben Ayavoo and Kei-Retta Farrell, draft risk entry created to reflect the risks highlighted in the Brexit Impact Log and recent papers to SMT.		