

Risk	Prob	Imp	Risk type	Impact descriptor	Risk Register Mitigation	Contingency	Comm
Poor inspection outcome from Audit Commission/HMIC	1(2)	2	O, R	Clearly a negative outcome for HPA would be embarrassing and have some public confidence knock on.	Inspection report now received. The Authority were graded "performing well" and also received a positive 3 grade for value for money.		Full
Restructuring changes to achieve the 2010 programme substantially disrupt force performance	2 (3)	4	O	The move from three policing areas to a single policing command requires the re-organisation of a number of key support and operational services. These services will need to have minimal disruption if performance results are not to be adversely affected.	Performance across the Local Policing Command remains strong. This risk is now likely to develop as the LPC structure will need to make staff savings to met the reducing budget. Members are invited to consider adjusting this risk to incorporate wider performance issues in the face of budget reductions.		Scrut, HR
<b>Financial risks</b>							
Financial gap of up to £40 million over the next 4 years will adversely affect force performance	4	4	F,O	Significantly reduced resources will need to translate into officer and staff losses. Whilst some limited efficiencies are still available to achieved the scale of the projected shortfall is likely to have a major impact on staffing numbers. This impact is very likely to adversely affect force performance.	The Authority has continued to lobby for the removal of the "floors and ceilings" mechanism that currently deprives the Authority of £4.1m per annum. The certainty of reduced Government funding is now greatly increased. £2m of funds has been withdrawn from the 2010-11 allocation, unallocated Performance Reward Grant has also been withdrawn. The expectation is that the funding gap will be at the upper end of expectations. The Government has confirmed that it will honour the final year of the police officer pay agreement that will add up to £4m of spending pressure. The CSR will report on 20 October. It is unlikely that the precise implications for the police will be known until nearer the end of the year. The Constabulary have increased their estimate of the likely budget gap in line with the consensus of other forces in the region.	Work continues on collaboration projects with Bedfordshire to drive greater efficiencies in key business areas. A forward programme of candidate projects is agreed and the Authority will continue to drive the scope of this. The Authority and the Chief Constable continue to seek additional collaboration projects across the Eastern Region and beyond. In addition, a number of arrangements with local partners within the county are being discussed particularly focused around the use of shared premises.	Res, Full
Limited return of funds from Heritable Bank investment	5	3	O,F,R	It is now expected that we shall receive the majority of invested funds although this will not happen for at least another 12 months.	It has now been confirmed to a high level of certainty that 84% of funds will be repaid in stages concluding by September 2012. this will amount to a £400,000 loss for the Authority.	There is a little further that can be done regarding this loss and it can now be planned into future financial forecasts. The Authority will keep the repayments schedule under review.	Res
Loss of Government funding for PCSOs	3	4	O, F	PCSOs currently cost almost £8m with the Authority making a contribution of £950,000. The future of this funding is in severe doubt as the new Government's position on PCSOs has not been made clear. Government funding is currently ring fenced and Hertfordshire is a larger than average	It is now becoming increasingly likely that Government will remove the ring fence around the PCSO grant. This action, in itself, may reduce general funding to the force by £500,000. On top of this the general funding will be reduced following the CSR round. Partner funding that currently provides £1,8m is also at some risk. Partners are all being reminded of the benefits of PCSOs through a briefing note.		Res
Continuing volatility in financial markets affecting other investments (Hertford/Ware & WGC sale)	4	4	F,O	The interest rate returns on our investments are at an all time low. Property prices have also suffered a steep decline that has affected the sale value of properties that HPA intended to sell. Concerns remain about security of financial institutions and the security of funds invested in them.	The Authority has adopted a more cautious investment strategy allowing a larger amount of funds to be invested in more secure funds than was previously the case.	Discussions continue with the developer of the Hertford and Ware Police Station. The Authority has delegated a small member group to assess any re-negotiation of this contract. No formal strategic decisions have been made about the relative merits of accepting a lower guaranteed sale price against delaying in the hope that the property market will recover to the former expected sale price of the land. The Chief Executive has now met with senior officials for East Herts to ensure that any outstanding officer concerns are addressed within any final submission to the East Herts planning committee. Planning now rests on one outstanding element of the submission. It is hoped that this can be addressed. It is agreed that no contract discussions should take place until the panning status has been resolved.	Res

**Risk Types**

F = Financial  
O =Operational  
R = Reputational

**REMOVED RISKS**

**Risk score probability**

5 - Almost certainty  
3 - In balance  
1 - Very unlikely

**Risk score impact**

5 - Very high impact with significant implications across a wide range of issues  
1 - Very low impact contained to a single business area with limited financial, financial or reputational damage