

# STRATEGIC RISK REGISTER

December 2014



C1 - Opportunity to exceed current plans for creation of new homes over the next five years					
<b>Category:</b> Corporate	<b>Corporate Priority:</b>		<b>Risk Owner:</b> Mark Gaynor	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
		0			0
Consequences		Current Controls		Assurance	
Sign Off and Comments					
Sign Off Incomplete					

C2 - Opportunity to use the Council's commitment to invest £30m into regeneration as a catalyst for inward investment across the borough					
<b>Category:</b> Corporate	<b>Corporate Priority:</b>		<b>Risk Owner:</b> Mark Gaynor	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
		0			0
Consequences		Current Controls		Assurance	
Sign Off and Comments					
Sign Off Incomplete					

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F1 - Resource base not sufficient to deliver Corporate Plan					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Dacorum Delivers	James Deane	Cllr Nick Tiley	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Dissatisfaction</li> <li>- Political fallout</li> <li>- Reputation damage</li> </ul>		<ul style="list-style-type: none"> <li>- Corporate plan kept under review</li> <li>- MTFS kept under review</li> <li>- Fees &amp; Charges strategy kept under review</li> <li>- Capital Strategy kept under review</li> <li>- Aspirations managed via communication e.g. articles in Dacorum Digest, press releases</li> </ul>		<ul style="list-style-type: none"> <li>Medium Term Financial Strategy uploaded into Corvu</li> <li>Capital Strategy uploaded into Corvu</li> </ul>	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Following approval of the budget by Council in February 2015, work will begin on the revision of the Medium Term Financial Strategy. The new version will benefit from the Council having met the savings target for 2015/16, but will need to be updated for pressures anticipated in 2019/20.</p> <p>Based on recent Government announcements and work undertaken by the Local Government Association, it is anticipated that government funding over the next parliament will reduce by the same proportion as it has since 2010. If this materialises for Dacorum it will mean funding reductions of a further 40%.</p>					

F2 - Lack of effective procurement and contract management					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Dacorum Delivers	Steve Baker	Cllr Neil Harden	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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4 Very Likely	4 Severe	16 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Increased budgets</li> <li>- Reduced service quality</li> <li>- Contractual disputes</li> <li>- Impact on reputation</li> <li>- Decision makers not fully briefed</li> </ul>		<ul style="list-style-type: none"> <li>- Financial Regulations</li> <li>- Corporate Financial System - Agresso</li> <li>- Corporate Procurement Strategy</li> <li>- Procurement Standing Orders - continuously reviewed</li> <li>- Use of Herts Marketplace</li> <li>- Joint Procurement activity</li> <li>- Asset Management Group</li> <li>- Training programme</li> <li>- Corporate Procurement Group, with updated terms of reference</li> <li>- 6 monthly monitoring reports on procurement to Scrutiny Committees and Cabinet</li> </ul> <p>Central Procurement Unit provides advice and support on all major procurements.</p> <p>All major service contracts have a designated contract manager (e.g. Total Asset Management Contract, CSU contract)</p>		<p>The existing controls ensure that the procurement process is kept under close scrutiny.</p> <p>Contract management has also improved and is more effective in relation to the high profile and/or high value contracts.</p> <p>There is still a risk of ineffective contract management in relation to the lower value contracts where there is less likely to be a designated contract manager.</p>	
Sign Off and Comments					
Sign Off Complete					

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## F5 - Risk of extensive damage to property arising from adverse weather conditions and/or unstable ground within the Dacorum area

<b>Category:</b> Financial	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> James Deane	<b>Portfolio Holder:</b> Cllr Nick Tiley	<b>Tolerance:</b> Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>That external funding is not made available for treatment and this gives rise to an expectation that the Council will provide funding for treatment works.</p> <p>That extensive response measures with partner agencies are required, with impact on the Council's capacity to respond, its resources and reputation if these are not well planned and well executed.</p>		<p>Responsibilities exists under the Civil Contingencies Act which are restricted to assessing the danger to the public and taking action to mitigate immediate danger. These responsibilities are shared with other public agencies.</p> <p>The council has received Counsel opinion that its duties are limited to taking reasonable steps to prevent risk to health and safety and do not extend to funding treatment costs.</p> <p>Emergency Plan.</p>			
Sign Off and Comments					
Sign Off Complete					

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## I2 - Failure to effectively manage health and safety

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b>	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<ul style="list-style-type: none"> <li>- Death/Injury</li> <li>- Litigation</li> <li>- Prosecution</li> <li>- Reputation damage</li> <li>- Low staff morale</li> <li>- Increased costs</li> <li>- Criticism by Regulatory bodies</li> <li>- Adverse impact on local environment &amp; community</li> </ul>		<ul style="list-style-type: none"> <li>- Health &amp; Safety Training</li> <li>- HR Service – implementation of policies and procedures</li> <li>- Sickness absence monitoring</li> <li>- Accident monitoring</li> <li>- Workplace Options</li> <li>- Appraisals</li> <li>- Flexible working policies</li> <li>- Quarterly reporting to CMT</li> <li>- Service H&amp;S prioritised risk registers</li> </ul>		<ul style="list-style-type: none"> <li>Audit Committee report 25/4/12</li> <li>Corporate Health &amp; Safety Strategy</li> <li>Health &amp; Safety Coordinator Role</li> </ul>	
<b>Sign Off and Comments</b>					
Sign Off Incomplete					

## M1 - Failure to deliver required regeneration and economic growth

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Regeneration	<b>Risk Owner:</b> Mark Gaynor	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>

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3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<ul style="list-style-type: none"> <li>- Unforeseen changes in levels of demand for services</li> <li>- Political fallout</li> <li>- Failure by Council to meet citizen's needs</li> <li>- Unplanned for financial implications</li> <li>- Regeneration of key areas e.g. Town Centre - does not happen</li> </ul>		<ul style="list-style-type: none"> <li>- Sustainable Community Strategy</li> <li>- Local Development Framework</li> <li>- Dacorum Partnership</li> <li>- Local Investment Plan &amp; partnership working with HCA</li> </ul>		Sustainable Community Strategy uploaded into Corvu	
<b>Sign Off and Comments</b>					
Sign Off Incomplete					

## M2 - Failure to deliver efficiently run services based on the needs of customers

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Tolerating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	4 Severe	16 Red	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<ul style="list-style-type: none"> <li>- Poor external assessment &amp; opinion</li> <li>- Reputation damage</li> <li>- Political fallout</li> <li>- High level of complaints</li> <li>- Potential loss of non statutory services</li> <li>- Decreased customer satisfaction levels</li> </ul>		<ul style="list-style-type: none"> <li>- Customer &amp; Community consultation processes</li> <li>- Reporting the results of the consultation to members</li> <li>- Code of Corporate Governance</li> <li>- View Point Action Plan</li> <li>- Consultation &amp; Communication Strategy</li> <li>- Community Plan Consultation</li> </ul>			

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<ul style="list-style-type: none"> <li>- Provision of inappropriate services</li> <li>- Wasted resources</li> </ul>	<ul style="list-style-type: none"> <li>- Dacorum Delivers Programme</li> <li>- Customer Insight Officer</li> <li>- Consultative outcomes fed into Service Planning process</li> <li>- Neighbourhood Action</li> <li>- Citizens Panel</li> <li>- My Place Survey</li> </ul>	
<b>Sign Off and Comments</b>		
Sign Off Incomplete		

### M3 - Key commercial partnership fails or failure of services provided via a partner/contractor

<b>Category:</b> Marketplace	<b>Corporate Priority:</b>		<b>Risk Owner:</b> Steve Baker	<b>Portfolio Holder:</b>	<b>Tolerance:</b> Treating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>In the case of high value and/or high profile service contracts the consequence to the Council could be-</p> <ul style="list-style-type: none"> <li>-damage to reputation</li> <li>-severe inconvenience to the public</li> <li>-failure to provide an essential service</li> <li>-punitive cost of securing an alternative provider at short notice</li> <li>-severe disruption to service</li> </ul>		<p>There are a number of controls built into the procurement process which mitigates against the risk of failure of a commercial partner, for example -</p> <ul style="list-style-type: none"> <li>-eligibility criteria will include financial standing, capacity to provide the service in terms of requisite resources</li> <li>- the evaluation criteria will require the partner to demonstrate that they will be able to deliver the service in accordance with the specification</li> </ul> <p>Once the contract has been let there will be regular</p>		<p>The existing controls will reduce the risk of a failure in a commercial partner as far as possible. The controls will ensure that the commercial partner has sufficient financial standing and operational capacity to undertake the contract.</p> <p>However, it is not possible to legislate completely against a commercial partner finding itself unable to perform the contract for a variety of reasons. That is always the inherent risk associated with outsourcing.</p>	

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	<p>meetings to monitor performance.</p> <p>The contract will contain an exit strategy which will deal with management of a failure on the part of the partner. The Council can safeguard its position by, for example, retaining ownership of plant and equipment (eg, vehicles, premises) to enable services to continue until a new provider can be found.</p> <p>The provider's staff will transfer back to the Council under TUPE.</p> <p>The contract will provide 'step in rights' in case of partial failure or early termination in the case of a total failure.</p>	
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### Sign Off and Comments

Sign Off Complete

### R3 - Disclosure of personal data in breach of the Data Protection Act

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Steve Baker	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Complaint to the ICO and a fine of up to Â£500,000 in serious cases.		The appointment of an Information Security Team Leader with the role of ensuring that the Council complies with the requirements of the Data Protection		Having a dedicated visible presence and point of contact to provide advice, guidance and support to staff on information security and data protection related	



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<p>Reputational damage (which could be national as well as local).</p>	<p>Act.</p> <p>Existence of a Records Management Policy and other associated policies and procedures including a Retention Schedule Policy which deals with the secure storage and destruction of personal data.</p> <p>The Council have a records disposal policy and documented destruction procedures and a prescribed form to be used by staff when disposing of Council records.</p> <p>Regular review and updating of the policies and procedures referred to above.</p> <p>Information audit and physical storage audit has been carried out to establish the type of personal data being stored (either as paper documents or electronically), where and how the data is being stored and who by.</p> <p>Arrangements are in place for the secure disposal of confidential waste which include the provision of locked bins located around the Civic Centre and special arrangements for the disposal of bulk confidential waste by a specialist contractor.</p> <p>Frequent mandatory training of staff provided and run by the Information Security Team Leader.</p> <p>The Council have a formal incident reporting procedure</p>	<p>matters will help raise the awareness of the importance of handling personal data in accordance with the Council's policies and procedures.</p> <p>The Council's Records Management Policy and other related policies and procedures contain clear guidelines on records scheduling that cover all Council functions and enable staff to make a confident decision on records management and disposal.</p> <p>The information audits are designed to ensure that the management of personal data which is stored in premises away from the Civic Centre is handled in a manner consistent with the Council's policies and procedures. The audit is also designed to ensure that as far as possible personal data is stored centrally in the Civic Centre.</p> <p>Having a closed loop disposal system reduces the risk of personal data being left in a place to which the public have access.</p> <p>By having a series of instructor led training on data protection and information security enables the Information Security Team Leader to inform staff of their responsibilities for handling personal data, make them aware of what constitutes a breach and the implications, what constitutes an offence and the implications and how to report such breach or offences by using the Council's incident reporting</p>
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	for reporting actual and technical security breaches. The procedure includes escalation to the ICO and CMT.	procedure.
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**Sign Off and Comments**

Sign Off Complete

I am satisfied that there are a wide range of robust controls in place which significantly reduce the risk of a serious breach of data protection. I am also satisfied that these controls are regularly reviewed and updated.

**R4 - Failure to respond effectively to a business continuity or disaster recovery event**

<b>Category:</b> Reputational	<b>Corporate Priority:</b>		<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
		0			0
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	

**Sign Off and Comments**

Sign Off Incomplete