Portion damage  Likely  Application damage  Likely  Application damage  Corporate Priority: Dacorum Digest, press releases  Corporate Priority: Dacorum Digest, press releases  Corporate Priority: Dacorum Digest, press releases  Corporate Priority: Dacorum Delivers	Consequences	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
isk Owner: Sally Marshall  Portfolio Holder: Clir Nicholas Tiley - Finance & Resources issatisfaction olitical failout eputation damage  4 - Very Likely Lik	inancial Risks								
issatisfaction clitical fallout eputation damage    4 - Very   Likely   4 - Severe   16 - Red   - Corporate plan kept under review   - Arrifs kept under review   - Capital Strategy kept under review   - Aspirations managed via communication e.g. articles in Dacorum Digest, press releases   Severe   Corporate Priority: Dacorum Delivers	1 - Resource base affected by slo	w recovery from	n recession re	sulting in lack of	f funds to deliver on commitments & policies				
Likely Likely - MTFS kept under review - Capital Strategy kept under review - Capital Strategy kept under review - Aspirations managed via communication e.g. articles in Dacorum Digest, press releases  Corporate Priority: Dacorum Delivers	Risk Owner: Sally Marshall		Port	folio Holder: Cllr	Nicholas Tiley - Finance & Resources				
Risk Owner Comments:    F2 - Lack of effective procurement and contract management   Portfolio Holder: Cllr Neil Harden - Residents & Regulatory Services	Dissatisfaction Political fallout Reputation damage		4 - Severe		- MTFS kept under review - Fees & Charges strategy kept under review - Capital Strategy kept under review - Aspirations managed via communication e.g.	2 - Unlikely	2 - Medium	4 - Green	Medium Term Financial Strategy uploaded into Corvu Capital Strategy uploaded into Corvu
F2 - Lack of effective procurement and contract management  Risk Owner: Sally Marshall  Portfolio Holder: Clir Neil Harden - Residents & Regulatory Services  ncreased budgets Reduced service quality Contractual disputes Impact on reputation Decision makers not fully briefed  Portfolio Holder: Clir Neil Harden - Residents & Regulatory Services  - Financial Regulations - Corporate Financial System - Agresso - Corporate Procurement Strategy - Procurement Standing Orders - continuously reviewed - Use of Herts Marketplace - Joint Procurement Group - Training programme - Corporate Procurement Group - with updated terms of reference - 6 monthly monitioning reports on procurement to Scrutiny Committees and Cabinet  Corporate Priority: Dacorum Delivers	tatus of this risk: Tolerating		Corp	orate Priority: D	acorum Delivers			•	
Increased budgets Reduced service quality Contractual disputes Impact on reputation Decision makers not fully briefed  4 - Very Likely  4 - Severe Likely  4 - Severe Likely  16 - Red  16 - Red  - Financial Regulations - Corporate Financial System - Agresso - Corporate Procurement Strategy - Procurement Standing Orders - continuously reviewed - Use of Herts Marketplace - Joint Procurement activity - Asset Management Group - Training programme - Corporate Procurement Group - with updated terms of reference - 6 monthly monitoring reports on procurement to Scrutiny Committees and Cabinet  Corporate Priority: Dacorum Delivers		and contract ma	_	folio Lloldon Cli	Moil Hardon - Docidonto <sup>9</sup> Doculatory Comisso				
Corporate Financial System - Agresso - Corporate Financial System - Agresso - Corporate Procurement Strategy - Procurement Standing Orders - continuously reviewed - Use of Herts Marketplace - Joint Procurement Group - Training programme - Corporate Procurement Group - with updated terms of reference - 6 monthly monitoring reports on procurement to Scrutiny Committees and Cabinet  Likely  - Corporate Financial System - Agresso - Corporate Priority: Dacorum Delivers	•								
ctatus of this risk: Treating  Corporate Priority: Dacorum Delivers  Risk Owner Comments:	Increased budgets Reduced service quality Contractual disputes Impact on reputation Decision makers not fully briefed		4 - Severe		- Corporate Financial System - Agresso - Corporate Procurement Strategy - Procurement Standing Orders - continuously reviewed - Use of Herts Marketplace - Joint Procurement activity - Asset Management Group - Training programme - Corporate Procurement Group - with updated terms of reference - 6 monthly monitoring reports on procurement	2 - Unlikely	3 - High	6 - Amber	
	tatus of this risk: Treating		Corp		•				
	isk Owner Comments:								

anamage to reputation Criticism from external inspectors  Council Likely  Anoththy budget management - Monthly performance report to Leader of Council Litus of this risk: Tolerating  Corporate Priority: Dacorum Delivers  Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership  Death/Injury Litigation  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership  Corporate Priority: Dacorum Villiams (Leader of the Council) - Community Leadership	onsequences Inhere Probab		nherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
Reactive service changes rather than oactive   Likely   A - Severe   A - Green   A - Gre	achieve identified savings to ens	sure that the budget i	remains balanced					
Death/Injury Litigation Prosecution Prosecution Prosecution Procedure Prosecution Portfolio Holder: Clir Andrew Williams (Leader of the Council) - Community Leadership Death/Injury Litigation Prosecution Reputation damage Low staff morale Increased costs Criticism by Regulatory bodies Adverse impact on local environment community  Likely  - Monthly beudget management - Monthly performance report to Leader of Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Community Leadership - Halth & Safety Training - HR Service - Implementation of policies and procedures - Sickness absence monitoring - Accident monitoring - Monthly performance report to Leader of the Council - Monthly performance report to Leader of the Council - Community Leadership - Halth & Safety Training - HR Service - Implementation of policies and procedures - Sickness absence monitoring - Accident monitoring - Accident monitoring - Appraisals - Flexible working policies - Quarterly reporting to CMT - Service H & S prioritised risk - Registers	sally Marshall	Portfolio	o Holder: Cllr Nicholas Tile	y - Finance & Resources				
Infrastructure Risks  12 - Failure to effectively manage health and safety  Risk Owner: Daniel Zammit  Portfolio Holder: Clir Andrew Williams (Leader of the Council) - Community Leadership  Death/Injury Litigation Prosecution Reputation damage Low staff morale Increased costs Criticism by Regulatory bodies Adverse impact on local environment & community Community  Accident monitoring Workplace Options - Appraisals - Flexible working policies - Quarterly reporting to CMT - Service H & S prioritised risk registers	Likel putation	-	- Monthly bud - 'in year' bud - Monthly perf	get monitoring get management		4 - Severe	4 - Green	
Infrastructure Risks  12 - Failure to effectively manage health and safety  Risk Owner: Daniel Zammit  Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership  Death/Injury Litigation Prosecution Reputation damage Low staff morale Increased costs Criticism by Regulatory bodies Adverse impact on local environment Community  1 - Very - HR Service - implementation of policies and procedures - Sickness absence monitoring - Accident monitoring - Workplace Options - Aprice H& S prioritised risk registers  1 - Very - Unlikely - 4 - Severe - Validit Committee report 2 - Corporate Health & Safety Coordina - Health & Safety Organias - Structure - uploaded into - Service H& S prioritised risk - Registers	sk: Tolerating	Corpora	ate Priority: Dacorum Deliv	ers				
Risk Owner: Daniel Zammit  Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership  Death/Injury Litigation Prosecution Reputation damage Low staff morale Increased costs Criticism by Regulatory bodies Adverse impact on local environment & community Community  Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership  - Health & Safety Training - HR Service – implementation of policies and procedures - Sickness absence monitoring - Accident monitoring - Accident monitoring - Workplace Options - Appraisals - Flexible working policies - Quarterly reporting to CMT - Service H & S prioritised risk registers		afety						
Litigation Prosecution Reputation damage Low staff morale Increased costs Criticism by Regulatory bodies Adverse impact on local environment Comporate Health & Safety Coordina Health & Safety Organisa Structure - uploaded into  Prosecution  - Accident monitoring - Accident monitoring - Workplace Options - Appraisals - Flexible working policies - Quarterly reporting to CMT - Service H & S prioritised risk registers	Daniel Zammit	Portfolio	o Holder: Cllr Andrew Willi	ams (Leader of the Council) - Commu	nity Leadersł	nip		
	mage ale ts egulatory bodies	ely 4 - Severe	- HR Service - procedures - Sickness above - Accident mo - Workplace County - Appraisals - Flexible worl - Quarterly reposed	- implementation of policies and sence monitoring nitoring options king policies corting to CMT		4 - Severe	4 - Green	Audit Committee report 25/4/12 Corporate Health & Safety Strategy Health & Safety Coordinator Role Health & Safety Organisation Structure - uploaded into Corvu
Status of this risk: Corporate Priority: Dacorum Delivers	sk:	Corpora	<u> </u>	ers				
Risk Owner Comments:	 omments:		- -					

Consequences	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
Marketplace Risks								
M1 - Failure to deliver required regene	eration and ed	conomic grow	th					
Risk Owner: Mark Gaynor		Portf	folio Holder: Cllr	Terry Douris - Planning & Regeneration				
Unforeseen changes in levels of lemand for services Political fallout Failure by Council to meet citizen's needs Unplanned for financial implications Regeneration of key areas e.g. Town Centre - does not happen	3 - Likely	4 - Severe	- - -	Sustainable Community Strategy Local Development Framework Dacorum Partnership Local Investment Plan & partnership working vith HCA	3 - Likely	3 - High	9 - Amber	Sustainable Community Strategy uploaded into Corvu
Status of this risk: Treating		Corp	orate Priority: Re	egeneration				
M2 - Failure to shape services based of Risk Owner: Louise Miller	on robust und	_		ds Neil Harden - Service & Performance Improvem	nent			
Poor external assessment & opinion Reputation damage Political fallout High level of complaints Potential loss of non statutory services Decreased customer satisfaction evels Provison of inappropriate services Wasted resources	4 - Very Likely	4 - Severe	16 - Red - p - m	Customer & Community consultation rocesses Reporting the results of the consultation to nembers Code of Corporate Governance View Point Action Plan Consultation & Communication Strategy Community Plan Consultation Dacorum Delivers Programme Customer Insight Officer Consultative outcomes fed into Service Planning process Neighbourhood Action Citizens Panel My Place Survey	2 - Unlikely	2 - Medium	4 - Green	
Status of this risk: Tolerating		Corp		acorum Delivers				
Risk Owner Comments:			<u> </u>					
There have been a number of events o	ver the sumn	ner where cus	stomer feedback	has been sought; the events inlcude the listening	ng days which w	ere held in the	three main tow	ns across the Borough.

	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
Reputational Risks								
R1 - Failure to align political aspiratio	ns for service	delivery with	budget pressu	res				
Risk Owner: Daniel Zammit		Portf	folio Holder: C	Ilr Andrew Williams (Leader of the Council) - Comm	nunity Leadersh	nip		
Failure to deliver on aspirations Financial implications Adverse publicity Political fall out for members	2 - Unlikely	4 - Severe	8 - Amber	<ul> <li>Regular 1 to 1's between Chief Executive &amp; Leader</li> <li>Portfolio Hold COG meetings raises awareness of situation</li> <li>Directors meet with Portfolio Holders</li> <li>Group meetings</li> </ul>	1 - Very Unlikely	3 - High	3 - Green	
Status of this risk: Tolerating		Corp	orate Priority:	Dacorum Delivers				
	unities present	ted by the Loc	calism Bill and	subsequent legislation				
	unities present	-		subsequent legislation Ilr Andrew Williams (Leader of the Council) - Comm	nunity Leadersh	nip		
Risk Owner: Daniel Zammit recision makers not fully briefed olitical fallout reputation Damage re-active strategies rather than the evelopment of pro-active strategies ailure to optimise available	unities present	-			nunity Leadersh 2 - Unlikely	nip 4 - Severe	8 - Amber	
R2 - Failure to respond to the opportunities Risk Owner: Daniel Zammit Recision makers not fully briefed Rollitical fallout Reputation Damage Re-active strategies rather than the Revelopment of pro-active strategies Railure to optimise available Reportunities Retatus of this risk: Treating	•	Portf 4 - Severe	folio Holder: C 12 - Red	Ilr Andrew Williams (Leader of the Council) - Comm - Monitor Officer review of draft legislation & preparation of briefing paper Briefings to Corporate Management Team /Portfolio Holders and Chief Officers.			8 - Amber	