

# Operational Risk Report

## Strategy & Transformation, Community & Organisation

Quarter 1, 2012

Consequences	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
<b>Performance, Improvement &amp; Transformation &gt;&gt; Strategy &amp; Transformation, Community &amp; Organisation - Janice Milsom</b>								
<b>STCO_R01 - Lack of capacity to bring together all of the strands of the information required</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
Library not established and Council services do not have access to information to plan and monitor services.  Members do not have sound information about citizens and the community to base decisions upon.	4 - Very Likely	3 - High	12 - Red	- Customer Insight post established to lead process. Key information systems already in place. - Monthly strategy meetings to monitor achievements and progress.	2 - Unlikely	3 - High	6 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: This is a project area that is being reviewed in the light of data collection - a Knowledge management system is being explored as well as the collection of Equalities data in line with the Council's recently published equalities objectives.								
<b>STCO_R02 - Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
Books do not balance and services are at risk. Negative impact on Council Reputation.	3 - Likely	4 - Severe	12 - Red	CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communications mechanisms.	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Treating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Ongoing identification of service improvement projects is part of the next stages of development of the IDP programme.								
<b>STCO_R03 - Services do not understand or support the need to innovate and improve.</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
Initiatives are designed, but full implementation is not achieved.	3 - Likely	4 - Severe	12 - Red	CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communication mechanisms.	2 - Unlikely	4 - Severe	8 - Amber	

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Status of this risk: Tolerating <span style="float: right;">Corporate Priority: Dacorum Delivers</span>								
Risk Owner Comments: Dacorum Delivers bulletins and communications regularly in place to ensure improvement agenda is visible								
<b>STCO_R04 - Lack of capacity and financial resources to transform services through ICT</b>								
Category of risk: Reputational Risks <span style="float: right;">Portfolio Holder: Cllr Neil Harden - Service &amp; Performance Improvement</span>								
Low levels of customer channel access shift. Lack of realisation of savings from channel shift. Customers are not able to access services in the way they wish.	3 - Likely	4 - Severe	12 - Red	Interim ICT Strategy and Improvement Plan	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Tolerating <span style="float: right;">Corporate Priority: Dacorum Delivers</span>								
Risk Owner Comments: ICT Strategy to be reviewed in light of the revised requirements of the 2016 PSQ rproject. This will be completed in Q2.								
<b>STCO_R05 - Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working</b>								
Category of risk: Reputational Risks <span style="float: right;">Portfolio Holder: Cllr Neil Harden - Service &amp; Performance Improvement</span>								
Progress halted and opportunities for savings and modernisation lost. Council reputation lowers and is seen as 'old-fashioned'.	2 - Unlikely	4 - Severe	8 - Amber	- Dacorum Delivers - internal improvements programme -Service liaison meetins held with service managers and ICT staff	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Treating <span style="float: right;">Corporate Priority: Dacorum Delivers</span>								
Risk Owner Comments: Next stage of culture change programme being scoped, includes ICT and new ways of working and managing.								

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<b>STCO_R06 - Lack of Resources</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
The project will miss timescales and will slip	3 - Likely	2 - Medium	6 - Amber	Project Plan with resources linked	3 - Likely	2 - Medium	6 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: ICT resources are now near limits and need to be reviewed. Overall programme plan linked to PSQ project is being designed which will identify resource requirements going forwards, currently being discussed by Chief Officers.								
<b>STCO_R07 - Other projects need heavy ICT resource</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
The project will be forced to slip or be put on hold	4 - Very Likely	3 - High	12 - Red	- Project Plan with resources linked - High level plan of the Councils critical projects with resources	3 - Likely	3 - High	9 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: ICT resources are near limits in terms of project delivery. The partnership entered into with AVDC will enable us to better plan and manage capacity. Temp ICT resources continue to be deployed to minimise risk.								
<b>STCO_R08 - Lack of Capital or Revenue funding</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
Unable to deliver virtual server part of the project	3 - Likely	4 - Severe	12 - Red	Funding has been made available	2 - Unlikely	3 - High	6 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Funds are being drawn down within CSSG and Cabinet approvals.								

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<b>STCO_R09 - Failure to adopt a service specific best practice approach to managing Health and Safety</b>								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
Death or injury to staff; residents or contractors staff; reputation; litigation and charges of corporate manslaughter.	3 - Likely	4 - Severe	12 - Red	- Service specific H&S Risk Registers produced and monitored quarterly at DMT - Corporate H&S policy under review - Ongoing training for staff in key areas	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Quarterly reviews of Health and Safety arrangements take place at DMT meetings. Corporate Management Team has recently received further Health and Safety training.								