

Strategic Risk Report

Quarter 4, 2012

Consequences	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
Financial Risks								
F1 - Resource base affected by slow recovery from recession resulting in lack of funds to deliver on commitments & policies								
Risk Owner: Sally Marshall			Portfolio Holder: Cllr Nicholas Tiley - Finance & Resources					
- Dissatisfaction - Political fallout - Reputation damage	4 - Very Likely	4 - Severe	16 - Red	- Corporate plan kept under review - MTFS kept under review - Fees & Charges strategy kept under review - Capital Strategy kept under review - Aspirations managed via communication e.g. articles in Dacorum Digest, press releases	2 - Unlikely	2 - Medium	4 - Green	Medium Term Financial Strategy uploaded into Corvu Capital Strategy uploaded into Corvu
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
<p>Risk Owner Comments:</p> <p>A review of the Council's Medium Term Financial Strategy is currently underway. This will take account of the recent impact of the Eurozone economic crisis on the UK economy and future public spending. It will also take account of the new Local Government Financing arrangements which will be implemented from April 2013 as a result of the Local Government Resource Review which is currently under way.</p> <p>The provisional outturn position for 2011/12 has also provided an opportunity for the Council to forward plan for the impact of further reductions in funding, by enabling further contributions to earmarked reserves for one</p>								
F2 - Lack of effective procurement and contract management								
Risk Owner: Sally Marshall			Portfolio Holder: Cllr Neil Harden - Residents & Regulatory Services					
- Increased budgets - Reduced service quality - Contractual disputes - Impact on reputation - Decision makers not fully briefed	4 - Very Likely	4 - Severe	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	2 - Unlikely	3 - High	6 - Amber	
Status of this risk: Treating			Corporate Priority: Dacorum Delivers					
<p>Risk Owner Comments:</p> <p>An independent review of the Council's strategic procurement arrangements has been undertaken during the financial year. An action plan has been approved by Cabinet. The plan will enable a improvements to be made to existing arrangements, an outcome of this will be that a more proactive approach to supporting service managers in effective procurement and contract management arrangements can be adopted by the Corporate procurement team.</p>								
F3 - Failure to achieve identified savings to ensure that the budget remains balanced								
Risk Owner: Sally Marshall			Portfolio Holder: Cllr Nicholas Tiley - Finance & Resources					
- Reactive service changes rather than proactive	4 - Very Likely	4 - Severe	16 - Red	- Budget process - Monthly budget monitoring	1 - Very Unlikely	4 - Severe	4 - Green	

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- Damage to reputation - Criticism from external inspectors				- 'in year' budget management - Monthly performance report to Leader of Council				
Status of this risk: Tolerating Corporate Priority: Dacorum Delivers								
Risk Owner Comments: Monthly budget management tools have been further developed and utilised during the financial year to improve the monitoring of planned savings and planned expenditure. The provisional outturn report indicates that the budget has remained balanced in year.								
F4 - Impact of failure to effectively plan for self financing								
Risk Owner: Sally Marshall Portfolio Holder: Cllr Nicholas Tiley - Finance & Resources								
- External audit criticism - Inability to deliver services - Failure to deliver a balanced budget - Failure to perform within budget	4 - Very Likely	4 - Severe	16 - Red	- Medium Term Financial Strategy 2010/11 - 2014/15 - Budgetary controls - Financial Regulations - Internal and external audit - Service and financial planning - Code of Corporate Governance - Statement of Internal Control - Increased senior capacity - Corporate Director of Housing & Regeneration	1 - Very Unlikely	3 - High	3 - Green	Medium Term Financial Strategy uploaded into Corvu
Status of this risk: Tolerating Corporate Priority: Affordable Housing								
Risk Owner Comments: The HRA self financing transaction was successfully completed on 28th March 2012 in accordance with the Council's action plan. As a result, this risk should be removed from the Strategic Risk Register and an evaluation should be undertaken of future risks to the viability and deliverability of the 30 year HRA business plan under the self financing mechanism.								
Infrastructure Risks								
I2 - 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 - Reduced CPA score - Adverse impact on local environment & community	3 - Likely	4 - Severe	12 - Red	- Health & Safety Training - HR Service – implementation of policies and procedures - Sickness absence monitoring - Accident monitoring - Workplace Options - Appraisals - Flexible working policies - Quarterly reporting to CMT - Service H & S prioritised risk registers	2 - Unlikely	4 - Severe	8 - Amber	Awaiting health and safety action plan for uploading into Corvu

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Status of this risk: Corporate Priority: Dacorum Delivers								
Risk Owner Comments: Recent training of CMT on corporate responsibilities has raised awareness further, thereby mitigating risk beyond current levels.								
Marketplace Risks								
M1 - Failure to plan for change and growth of the Borough and to deliver required regeneration and infrastructure								
Risk Owner: Mark Gaynor Portfolio Holder: Cllr Terry Douris - Planning & Regeneration								
- Unforeseen changes in levels of demand 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	12 - Red	- Sustainable Community Strategy - Local Development Framework - Dacorum Partnership - Local Investment Plan & partnership working with HCA	3 - Likely	3 - High	9 - Amber	Sustainable Community Strategy uploaded into Corvu
Status of this risk: Treating Corporate Priority: Regeneration								
Risk Owner Comments: Progress on Maylands and Hemel Hempstead Town Centre/PSQ has been made. Cabinet have agreed the approach to Maylands and are set to consider a key report on the Gade Zone/PSQ in April								
M2 - Failure to shape services based on robust understanding of customer's needs								
Risk Owner: Louise Miller Portfolio Holder: Cllr Brian Ayling - Policy Development								
- Poor external assessment & opinion - Reputation damage - Political fallout - High level of complaints - Potential loss of non statutory services - Decreased customer satisfaction levels - Provision of inappropriate services - Wasted resources	4 - Very Likely	4 - Severe	16 - Red	- Customer & Community consultation processes - Reporting the results of the consultation to members - 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 Corporate Priority: Dacorum Delivers								

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<p>Risk Owner Comments: Citizen insight continues to be used to share management and cabinet decisions. In addition the first meeting on the reputation project has taken place and officer resource has been identified to support the project moving forward.</p>								
<p>M4 - Failure to achieve efficiencies and improvements through alternative service delivery models</p>								
<p>Risk Owner: Louise Miller</p>			<p>Portfolio Holder: Cllr Brian Ayling - Policy Development</p>					
<p>Creating of additional budget pressures in years 2&3 CSR Impact on external credibility Failure to demonstrate Value for Money for tax Lack of union/staff engagement</p>	<p>4 - Very Likely</p>	<p>3 - High</p>	<p>12 - Red</p>	<p>- Creation of Shared & Outsourced Services Project team including Member roles. - Integrated into the Dacorum Delivers Strategic Change Plan. - Regular reports to CMT & Cabinet as part of the Dacorum Deliver Programme updates. - Regular Dacorum Delivers bulletins to staff. - Regular meetings with Union reps. - Adherence to existing HR policies & procedures. - Receipt of additional support/funding from Improvement East.</p>	<p>2 - Unlikely</p>	<p>3 - High</p>	<p>6 - Amber</p>	<p>Dacorum Delivers bulletin September 2011 uploaded into Corvu</p>
<p>Status of this risk:</p>				<p>Corporate Priority: Dacorum Delivers</p>				
<p>Risk Owner Comments: Regular reporting to Cabinet, Performance Board, and CMT are ensuring that projects are reviewed against milestones and targets. Cabinet recently considered the FM contract with H&S planned for June and CSU early autumn.</p>								
<p>Reputational Risks</p>								
<p>R1 - Failure to align political aspirations for service delivery with budget pressures</p>								
<p>Risk Owner: Daniel Zammit</p>			<p>Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership</p>					
<p>- Failure to deliver on aspirations - Financial implications - Adverse publicity - Political fall out for members</p>	<p>2 - Unlikely</p>	<p>4 - Severe</p>	<p>8 - Amber</p>	<p>- Regular 1 to 1's between Chief Executive & Leader - Portfolio Hold COG meetings raises awareness of situation - Directors meet with Portfolio Holders - Group meetings</p>	<p>1 - Very Unlikely</p>	<p>3 - High</p>	<p>3 - Green</p>	
<p>Status of this risk: Tolerating</p>				<p>Corporate Priority: Dacorum Delivers</p>				
<p>Risk Owner Comments: Political aspirations and the potential for budget pressures to affect service delivery are under constant review by Performance Board.</p>								

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R2 - Failure to respond to the opportunities presented by the Localism Bill and subsequent legislation								
Risk Owner: Daniel Zammit			Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership					
Decision makers not fully briefed Political fallout Reputation Damage Re-active strategies rather than the development of pro-active strategies Failure to optimise available opportunities	3 - Likely	4 - Severe	12 - Red	- Monitor Officer review of draft legislation & preparation of briefing paper. - Briefings to Corporate Management Team /Portfolio Holders and Chief Officers. - Inclusion in Forward Plan.	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Treating			Corporate Priority: Building Community Capacity					
Risk Owner Comments: Work, led by ADs and GMs has started and residual risk score should reduce in the coming months								