

Operational Risk Register

Strategy & Transformation, Community & Organisation

Quarter 3, 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	<b>12 - Red</b>	- 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	<b>6 - Amber</b>	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Post is in place in transformation team to start to bring strands of information together. A corporate approach to information management as part of decision making is planned for 2013.								
<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	<b>12 - Red</b>	CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communications mechanisms.	2 - Unlikely	4 - Severe	<b>8 - Amber</b>	
Status of this risk: Treating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Recent changes to the resourcing of the transformation programme will support these initiatives. Projects will be reported regularly as part of the revised Transformation Programme under the leadership of Shane Flynn.								
<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	<b>12 - Red</b>	CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communication mechanisms.	2 - Unlikely	4 - Severe	<b>8 - Amber</b>	

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Status of this risk: Tolerating Corporate Priority: Dacorum Delivers								
Risk Owner Comments: Progression of Transformation Programme will ensure inclusion of services in programme and project boards.								
<b>STCO_R04 - Lack of capacity and financial resources to transform services through ICT</b>								
Category of risk: Reputational Risks Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement								
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 Corporate Priority: Dacorum Delivers								
Risk Owner Comments: ICT budget for 2013 is currently being completed. Concerns remain over the balancing of everyday service delivery and transformation through ICT. Meetings have recently taken place between ICT and all Group managers to specify and plan service ICT development requirements for 2013/14.								
<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 Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement								
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 meetings held with service managers and ICT staff	2 - Unlikely	4 - Severe	8 - Amber	
Status of this risk: Treating Corporate Priority: Dacorum Delivers								
Risk Owner Comments: Dacorum Anywhere programme continues to successfully support services in new ways of working. Many other projects will be delivered through the Transformation Programme. Beginning in January is the next stage of the Council's change management programme in partnership with t-3.								

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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: Resources are reviewed regularly as part of project management arrangements.								
<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 Council's critical projects with resources	3 - Likely	3 - High	9 - Amber	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Project plans are currently being reviewed. Many of the Council's major transformation projects, e.g. EDRMS will need a significant ICT input. This needs to be mapped across the Council as a whole, rather than just within individual projects and matched to service requirements. This peice of work is currently underway.								
<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: Budgets for 2013 are currently being agreed.								

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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	<b>12 - Red</b>	- 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	<b>8 - Amber</b>	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Service area audits were due to be completed by end of December - 2 are outstanding - but will be completed by end of January.								