

Operational Risk Register

Strategy & Transformation, Community & Organisation

Quarter 2, 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: Information Strategy and use of data towards decision making is now a specific project within the Organisational Transformation Working Group. The project is working alongside data security standards and looks at widening the Council's gathering and use of data across all services working towards a common data set. A report has been made to the Assistant Directors meeting and a simple protocol is now being developed for approval.								
<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: This has been discussed recently at the Leadership Team meeting - all services are currently examining ways of delivering services to generate efficiencies, either cashable or non-cashable. These will be incorporated into budget planning for 2013/14.								
<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 continues to inform staff of current innovations and improvements. The Dacorum Anywhere bulletins are now also being circulated and are a more detailed explanation of flexible and remote working plans. Additionally, one to one meetings have been held with all Group Managers to discuss innovation through the use of ICT and the web.								
<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: Detailed project plans identify all current ICT resource requirements. ICT and finance are working together to propose costs for future major projects, including relocations.								
<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: Regular communications are held at all levels, with more concentration on the Group Manager level. The completion of the chnage programme with t-3 is being evaluated and the next stages of the change programme for all staff is being planned through the Viral Change programme. This includes new ways of learning e.g through e-learning and training for managers on remote working.								

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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 to support large corporate projects remain closely managed by the services and regular weekly meetings held to ensure projects are correctly resourced.								
<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: We continue to work to the current ICT project plan, based on one to one meetings held with Group Managers. The main driver now is to deliver the corporate projects that support the new ways of working for the PSQ, as day to day service stability has greatly improved. The ICT partnership with AVDC will improve capacity within the service.								
<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: Cabinet have recently approved the draw down of funds for the next stages of flexible and remote working, bringing ahead the next stage of the desktop equipment refresh which will enable the service to meet deadlines. Funding of the Data Hosting Centre has now been approved by the CSSG.								

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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: All timescales have been met in the action plan for the service.								