

# Strategic Risk Register

Quarter 2, 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					
Risk Owner Comments:								
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					
Risk Owner Comments:								

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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 - Damage to reputation - Criticism from external inspectors	4 - Very Likely	4 - Severe	16 - Red	- Budget process - Monthly budget monitoring - 'in year' budget management - Monthly performance report to Leader of Council	1 - Very Unlikely	4 - Severe	4 - Green	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments:								
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 - 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	1 - Very Unlikely	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					
Risk Owner Comments:								

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Marketplace Risks								
M1 - Failure to deliver required regeneration and economic growth								
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:								
M2 - Failure to shape services based on robust understanding of customer's needs								
Risk Owner: Louise Miller			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					
- Poor external assessment & opinion - Reputation damage - Political fallout - High level of complaints - Potential loss of non statutory services - Decreased customer satisfaction levels - Provison 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					
Risk Owner Comments:								
There have been a number of events over the summer where customer feedback has been sought; the events inlcude the listening days which were held in the three main towns across the Borough.								

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Reputational Risks								
R1 - Failure to align political aspirations for service delivery with budget pressures								
Risk Owner: Daniel Zammit			Portfolio Holder: Cllr Andrew Williams (Leader of the Council) - Community Leadership					
- Failure to deliver on aspirations - Financial implications - Adverse publicity - Political fall out for members	2 - Unlikely	4 - Severe	8 - Amber	- Regular 1 to 1's between Chief Executive & Leader - Portfolio Hold COG meetings raises awareness of situation - Directors meet with Portfolio Holders - Group meetings	1 - Very Unlikely	3 - High	3 - Green	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments:								
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:								