

# STRATEGIC RISK REGISTER

June 2013



F1 - Resource base affected by slow recovery from recession resulting in lack of funds to deliver on commitments & policies					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Nick Tiley	<b>Tolerance:</b> Tolerating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Dissatisfaction</li> <li>- Political fallout</li> <li>- Reputation damage</li> </ul>		<ul style="list-style-type: none"> <li>- Corporate plan kept under review</li> <li>- MTFS kept under review</li> <li>- Fees &amp; Charges strategy kept under review</li> <li>- Capital Strategy kept under review</li> <li>- Aspirations managed via communication e.g. articles in Dacorum Digest, press releases</li> </ul>		Medium Term Financial Strategy uploaded into Corvu Capital Strategy uploaded into Corvu	
Sign Off and Comments					
Sign Off Complete					
The MTFS has been reviewed to take account of the current economic situation.					

F2 - Lack of effective procurement and contract management					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	

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<ul style="list-style-type: none"> <li>- Increased budgets</li> <li>- Reduced service quality</li> <li>- Contractual disputes</li> <li>- Impact on reputation</li> <li>- Decision makers not fully briefed</li> </ul>	<ul style="list-style-type: none"> <li>- Financial Regulations</li> <li>- Corporate Financial System - Agresso</li> <li>- Corporate Procurement Strategy</li> <li>- Procurement Standing Orders - continuously reviewed</li> <li>- Use of Herts Marketplace</li> <li>- Joint Procurement activity</li> <li>- Asset Management Group</li> <li>- Training programme</li> <li>- Corporate Procurement Group, with updated terms of reference</li> <li>- 6 monthly monitoring reports on procurement to Scrutiny Committees and Cabinet</li> </ul>	
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**Sign Off and Comments**

Sign Off Complete

Additional resources have been approved to support the procurement and client management process. An interim has been appointed to the client management role and the substantive post is currently being advertised. Once the final appointment is made this risk will be mitigated further.

**F3 - Failure to achieve identified savings to ensure that the budget remains balanced**

<b>Category:</b>	<b>Corporate Priority:</b>	<b>Risk Owner:</b>	<b>Portfolio Holder:</b>	<b>Tolerance:</b>	
Financial	Dacorum Delivers	Sally Marshall	Cllr Nick Tiley	Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Reactive service changes rather than proactive</li> <li>- Damage to reputation</li> <li>- Criticism from external inspectors</li> </ul>		<ul style="list-style-type: none"> <li>- Budget process</li> <li>- Monthly budget monitoring</li> <li>- 'in year' budget management</li> </ul>			

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- Monthly performance report to Leader of Council
<b>Sign Off and Comments</b>
Sign Off Complete
This risk is currently being mitigated and managed through budget management arrangements in place

<b>F4 - Funding agreement with the Homes &amp; Communities Agency is insufficient to cover the entire cost of the Highbarns chalk mine treatment works</b>					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Regeneration	Steve Baker		Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Unless additional funding can be secured alternative sources of funding will have to be found. If alternative funding cannot be found the Highbarns area will continue to be affected by blight.</p> <p>If the Council decides to fund the shortfall itself from the general fund that will have a severe impact on the ability of the Council to fund other priority projects, including regeneration projects.</p>		<p>The Council has entered into a funding agreement with the HCA dated 7/11/11 under which the Council receives grant assistance of approx £2.5m.</p> <p>However, the total costs of the project are now estimated to be in excess of £5m.</p> <p>An application was submitted to the HCA in May 2013 for additional funding to meet the shortfall. In July the responsible Government Minister announced that approval had been given for additional grant to enable the Highbarns chalk mine works to be completed.</p> <p>The award of additional funding has not been confirmed in writing and there still remains a risk that there will be</p>			

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a shortfall.
<b>Sign Off and Comments</b>
Sign Off Complete

## I2 - Failure to effectively manage health and safety

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b>	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<ul style="list-style-type: none"> <li>- Death/Injury</li> <li>- Litigation</li> <li>- Prosecution</li> <li>- Reputation damage</li> <li>- Low staff morale</li> <li>- Increased costs</li> <li>- Criticism by Regulatory bodies</li> <li>- Adverse impact on local environment &amp; community</li> </ul>		<ul style="list-style-type: none"> <li>- Health &amp; Safety Training</li> <li>- HR Service – implementation of policies and procedures</li> <li>- Sickness absence monitoring</li> <li>- Accident monitoring</li> <li>- Workplace Options</li> <li>- Appraisals</li> <li>- Flexible working policies</li> <li>- Quarterly reporting to CMT</li> <li>- Service H&amp;S prioritised risk registers</li> </ul>		<ul style="list-style-type: none"> <li>Audit Committee report 25/4/12</li> <li>Corporate Health &amp; Safety Strategy</li> <li>Health &amp; Safety Coordinator Role</li> <li>Health &amp; Safety Organisation Structure - uploaded into Corvu</li> </ul>	
<b>Sign Off and Comments</b>					
Sign Off Complete					

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## M1 - Failure to deliver required regeneration and economic growth

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Regeneration	<b>Risk Owner:</b> Mark Gaynor	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Unforeseen changes in levels of demand for services</li> <li>- Political fallout</li> <li>- Failure by Council to meet citizen's needs</li> <li>- Unplanned for financial implications</li> <li>- Regeneration of key areas e.g. Town Centre - does not happen</li> </ul>		<ul style="list-style-type: none"> <li>- Sustainable Community Strategy</li> <li>- Local Development Framework</li> <li>- Dacorum Partnership</li> <li>- Local Investment Plan &amp; partnership working with HCA</li> </ul>		Sustainable Community Strategy uploaded into Corvu	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>In existing controls please add:                      Implementation of agreed HHTC Masterplan                      Dacorum Development programme                      Development and operation of CIL                      Delivery of Town Centre regeneration projects kept under review                      Overview maintained bt Corporate Regeneration Group</p>					

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## M2 - Failure to shape services based on robust understanding of customer's needs

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> <li>- Poor external assessment &amp; opinion</li> <li>- Reputation damage</li> <li>- Political fallout</li> <li>- High level of complaints</li> <li>- Potential loss of non statutory services</li> <li>- Decreased customer satisfaction levels</li> <li>- Provison of inappropriate services</li> <li>- Wasted resources</li> </ul>		<ul style="list-style-type: none"> <li>- Customer &amp; Community consultation processes</li> <li>- Reporting the results of the consultation to members</li> <li>- Code of Corporate Governance</li> <li>- View Point Action Plan</li> <li>- Consultation &amp; Communication Strategy</li> <li>- Community Plan Consultation</li> <li>- Dacorum Delivers Programme</li> <li>- Customer Insight Officer</li> <li>- Consultative outcomes fed into Service Planning process</li> <li>- Neighbourhood Action</li> <li>- Citizens Panel</li> <li>- My Place Survey</li> </ul>			
Sign Off and Comments					
<p>Sign Off Complete</p> <p>The officer restructure due to be fully implemented with effect from 1st November, includes the appointment of a Group Manager People. The remit of this post and their service area will provide additional focus to data analysis of the customer needs by making use of available data to enable the organisation to undertake evidenced based decision making.</p>					

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## R1 - Failure to align political aspirations for service delivery with budget pressures

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b> Tolerating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	3 High	3 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<ul style="list-style-type: none"> <li>- Failure to deliver on aspirations</li> <li>- Financial implications</li> <li>- Adverse publicity</li> <li>- Political fall out for members</li> </ul>		<ul style="list-style-type: none"> <li>- Regular 1 to 1's between Chief Executive &amp; Leader</li> <li>- Portfolio Hold COG meetings raises awareness of situation</li> <li>- Directors meet with Portfolio Holders</li> <li>- Group meetings</li> </ul>			
<b>Sign Off and Comments</b>					
Sign Off Complete					

## R2 - Failure to respond to the opportunities presented by the Localism Bill and subsequent legislation

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Building Community Capacity	<b>Risk Owner:</b> Sally Marshall	<b>Portfolio Holder:</b> Cllr Andrew Williams	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Decision makers not fully briefed		- Monitor Officer review of draft legislation &			

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Political fallout  
Reputation Damage  
Re-active strategies rather than the development of pro-active strategies  
Failure to optimise available opportunities

preparation of briefing paper  
- Briefings to Corporate Management Team /Portfolio Holders and Chief Officers  
- Inclusion in Forward Plan

## Sign Off and Comments

Sign Off Complete

Signed off