

Operational Risk Register

Quarter 4, 2013

Consequences	Inherent Probability	Inherent Impact	Inherent Risk Score	Controls	Residual Probability	Residual Impact	Residual Risk Score	Assurance
Performance, Improvement & Transformation >> Strategy & Transformation, Community & Organisation - Janice Milsom								
STCO_R01 - Lack of capacity to bring together all of the strands of the information required								
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: This project has stalled and will now be part of the new CSC Gateway contract. Significant progress is expected in 2013 towards evidence based decision making.								
STCO_R02 - Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda								
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: Transformation Programme is now well-developed and projects monitored to ensure delivery. Assistance from specialists V4 is contributing to delivery.								

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STCO_R03 - Services do not understand or support the need to innovate and improve.								
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	
Status of this risk: Tolerating			Corporate Priority: Dacorum Delivers					
Risk Owner Comments: Recent Staff Conference and regular Dacorum Delivers bulletins continue to inform and engage staff in improvements.								
STCO_R04 - Lack of capacity and financial resources to transform services through ICT								
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: Specialist ICT resources are currently being procured to manage the technical delivery side of corporate projects								
STCO_R05 - Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working								
Category of risk: Reputational Risks			Portfolio Holder: Cllr Neil Harden - Service & Performance Improvement					

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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: Additonally, corporate behavioural Change project is underway which involves a wide cross-section of staff and will cover innovation and culture change in services.								
STCO_R06 - Lack of Resources								
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: Part of the remit of V4 programme specialists is to ensure that all projects are correctly resourced from the outset. V4 is making regular reports to the Council's monthly Performance Board.								
STCO_R07 - Other projects need heavy ICT resource								
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						

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Risk Owner Comments: Additional ICT project resources are currently being procured to mitigate this risk. Projects such as Decant and PSQ will need substantial ICT resource.								
STCO_R08 - Lack of Capital or Revenue funding								
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:								
STCO_R09 - Failure to adopt a service specific best practice approach to managing Health and Safety								
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					

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Risk Owner Comments: Regular monitoring meetings taking place.								