

Strategic Risk Register

Quarter 4, 2013

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: This risk will be kept under review and a further assessment of the risk score will be undertaken following the announcement of the Spending Review in Summer 2013								
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: Procurement activity is kept under close review at Portfolio Holder and management meetings. Additional capacity within the Procurement Unit has been approved and the contract for this support is currently being finalised.								

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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: Identified savings were achieved during the financial year.									
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: This data has not yet been approved.									

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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					
<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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: The Council continues to be proactive in facilitating regeneration (e.g. PSQ and Gade Zone), marketing the area and implementing Community Infrastructure Levy.								
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					
<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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: Work continues in all the key areas to ensure that customer needs lead service changes. Currently a project developing a more robust approach to evidence based decision making is being undertaken.								

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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:			This data has not yet been approved.					
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:			This data has not yet been approved.					