OPERATIONAL RISK REGISTER

June 2013

Strategy & Transformation, Community & Organisation - Shane Flynn

STCO_R01 Lack of capacity to bring together all of the strands of the information required

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	2 Unlikely	3 High	6 Amber

Consequences	Current Controls	Assurance
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.	- Customer Insight post established to lead process. Key information systems already in place. - Monthly strategy meetings to monitor achievements and progress.	

Sign Off and Comments
Sign Off Complete This project is included in the service requested as part of the CSCG contract arrangements and will be scoped later this year.

STCO_R02 Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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3 Likely	4 Severe	**12 Red**	2 Unlikely	4 Severe	**8 Amber**
Consequences		**Current Controls**		**Assurance**	
Books do not balance and services are at risk. Negative impact on Council Reputation.		CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communications mechanisms.			
Sign Off and Comments					
Sign Off Complete					
Improved Project management methodology introduced by V4 will add to ensuring that projects are correctly governed and delivered according to plan.					

STCO_R03 Services do not understand or support the need to innovate and improve.

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating
Inherent Probability	**Inherent Impact**	**Inherent Risk Score**	**Residual Probability**	**Residual Impact**	**Residual Risk Score**
3 Likely	4 Severe	**12 Red**	2 Unlikely	4 Severe	**8 Amber**
Consequences		**Current Controls**		**Assurance**	
Initiatives are designed, but full implementation is not achieved.		CMT - support Dacorum Delivers improvement Programme - including corporate governance and 2 way communication mechanisms.			
Sign Off and Comments					
Sign Off Complete					
Regular reporting continues at monthly Performance Board meetings.					

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STCO_R04 Lack of capacity and financial resources to transform services through ICT

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber

Consequences	Current Controls	Assurance
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.	Interim ICT Strategy and Improvement Plan	

Sign Off and Comments

Sign Off Complete

Revised ICT Strategy will be produced by the end of Q3 - baseline information has been gathered. ICT resources are under considerable pressure to deliver to service demands on time.

STCO_R05 Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	2 Unlikely	4 Severe	8 Amber

Consequences	Current Controls	Assurance
Progress halted and opportunities for savings and	- Dacorum Delivers - internal improvements programme	

modernisation lost. Council reputation lowers and is seen as 'old-fashioned'.	-Service liaison meetings held with service managers and ICT staff	

Sign Off and Comments

Sign Off Complete

T3 programme will support existing controls.

STCO_R06 Lack of Resources

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	3 Likely	2 Medium	6 Amber

Consequences	Current Controls		Assurance	
The project will miss timescales and will slip	Project Plan with resources linked			

Sign Off and Comments

Sign Off Complete

Monthly budget management meetings with accountant underway. ICT budget will need a major review in October, based on future strategy.

STCO_R07 Other projects need heavy ICT resource

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber

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Consequences	Current Controls	Assurance
The project will be forced to slip or be put on hold	- Project Plan with resources linked - High level plan of the Council's critical projects with resources	

Sign Off and Comments
Sign Off Complete
Resources remain stretched.

STCO_R08 Lack of Capital or Revenue funding

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Shane Flynn	Cllr Neil Harden	Tolerating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber

Consequences	Current Controls	Assurance
Unable to deliver virtual server part of the project	Funding has been made available	

Sign Off and Comments
Sign Off Complete
Project outcomes completing according to plan. Extra work has been caused by a number of pieces of 'historic' software that services have purchased , outside of corporate ICT, that have needed to be fixed or deleted in order to complete the migration.