

# STRATEGIC RISK REGISTER

December 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> Martin Hone	<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
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<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					

F2 - Lack of effective procurement and contract management					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> Martin Hone	<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
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	

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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>	
<b>Sign Off and Comments</b>		
Sign Off Complete		

<b>F3 - Failure to achieve identified savings to ensure that the budget remains balanced</b>					
Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Dacorum Delivers		Martin Hone	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> <li>- Monthly performance report to Leader of Council</li> </ul>			

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December 2013



Sign Off and Comments					
Sign Off Complete					

F4 - Funding agreement with the Homes & Communities Agency is insufficient to cover the entire cost of the Highbarns chalk mine treatment works					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Regeneration	Martin Hone		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 a shortfall.</p>			

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December 2013



Sign Off and Comments					
Sign Off Complete					

## F5 - Risk of extensive damage to property arising from adverse weather conditions and/or unstable ground within the Dacorum area

<b>Category:</b> Financial	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> Martin Hone	<b>Portfolio Holder:</b> Cllr Nick Tiley	<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	
<p>That external funding is not made available for treatment and this gives rise to an expectation that the Council will provide funding for treatment works.</p> <p>That extensive response measures with partner agencies are required, with impact on the Council's capacity to respond, its resources and reputation if these are not well planned and well executed.</p>		<p>Responsibilities exists under the Civil Contingencies Act which are restricted to assessing the danger to the public and taking action to mitigate immediate danger. These responsibilities are shared with other public agencies.</p> <p>The council has received Counsel opinion that its duties are limited to taking reasonable steps to prevent risk to health and safety and do not extend to funding treatment costs.</p> <p>Emergency Plan.</p>			

Sign Off and Comments					
Sign Off Complete					

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December 2013



Ensure sufficient contingencies to enable Civil Contingencies Act responsibilities can be met.

Additional training for officers in relation to the Emergency Plan.

## 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>	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
<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> </ul>	
Sign Off and Comments					
Sign Off Complete					
A review of the Corporate Health and Safety function is currently being undertaken and this risk score will be kept under review.					

# STRATEGIC RISK REGISTER

December 2013



## 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					
Sign Off Complete					
Many key projects are well underway but with a number reaching critical stages the risk level should remain unchanged for now, though if successful can allow a reduction.					

## 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	

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December 2013



<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>	
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**Sign Off and Comments**

Sign Off Complete

The evidenced based decision making project is currently underway and this risk score will be kept under review to assess the impact of this project on the future risk score.

**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> </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> </ul>			

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December 2013



- Political fall out for members	- Directors meet with Portfolio Holders - Group meetings	
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**Sign Off and Comments**

Sign Off Complete

In addition, during the budget preparation cycle there have been regular meetings of the Budget Review Group and the draft budget proposals have been subject to scrutiny by the Overview and Scrutiny Committees

**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 Political fallout Reputation Damage Re-active strategies rather than the development of pro-active strategies Failure to optimise available opportunities		- Monitor Officer review of draft legislation & 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

The monitoring officer chairs a corporate working group which is responsible for review and implementation of issues relating to the Localism Act