

# OPERATIONAL RISK REGISTER

March 2014



## Performance and Projects - Shane Flynn

### PP\_R01 Lack of capacity to bring together all of the strands of the information required

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<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
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
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.		<ul style="list-style-type: none"> <li>- Customer Insight post established to lead process. Key information systems already in place.</li> <li>- Monthly strategy meetings to monitor achievements and progress.</li> <li>- Evidence Based Decision Making project established.</li> <li>- Citizen Insight function incorporated into CSCG contract with Northgate.</li> </ul>		<ul style="list-style-type: none"> <li>- EBDM PID</li> <li>- TOR of Customer Insight joint working group</li> </ul>	
Sign Off and Comments					
Sign Off Complete No change in risk status					

### PP\_R02 Failure to develop a range of initiatives to contribute to the Council's improvement and efficiencies agenda

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<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
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	

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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. - Programme and project management methodology in place to support continuous improvement. Performance Management cycle implemented to support Corporate Plan and Medium Term Financial Strategy.	- Project methodology guidance document. - Performance Management approach document. - Corporate Plan. - MTFS.
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**Sign Off and Comments**

Sign Off Complete

The Moving On programme has been established but is still in development. Consolidation programme will replace Decant activities to maintain momentum for the change process.

**PP\_R03 Services do not understand or support the need to innovate and improve.**

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<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	3 High	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Initiatives are designed, but full implementation is not achieved.		- CMT support Dacorum Delivers improvement Programme - including corporate governance and 2 way communication mechanisms.		- Performance and Improvement Team service plan 2014/15	

**Sign Off and Comments**

Sign Off Complete

Risk reduced. Moving on Programme and Mgt Team work by T3 is raising the profile of need for change to customer-oriented ways of working.

**PP\_R04 Lack of capacity and financial resources to transform services through ICT**

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<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	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
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.		<ul style="list-style-type: none"> <li>- ICT Strategy and Improvement Plan.</li> <li>- Fully resourced ICT staffing structure (pending appointment of designated Team Leader).</li> <li>- Web architecture within ICT governance.</li> <li>- Web Content Editor in place to support channel shift.</li> <li>- Channel shift project included in CSCG contract and driven by financial incentives for contractor.</li> <li>- Dedicated project support- agreed for specific projects.</li> </ul>		<ul style="list-style-type: none"> <li>- ICT Strategy - Cabinet 21/01/14.</li> <li>- ICT staff structure.</li> <li>- TOR for joint Customer Insight working group.</li> <li>- Web and customer access strategy (Cabinet 13/09/11) being revised.</li> </ul>	
<b>Sign Off and Comments</b>					
Sign Off Complete					
Risk Reduced. New Team Leader appointed in ICT and recruitment exercises underway to increase capacity further. Stronger streamlining of processes in place and performance regime being implemented for ICT services.					

## PP\_R05 Lack of 'buy-in' from services in terms of the culture changes needed to deliver innovative ways of working

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<b>Portfolio Holder:</b> Cllr Neil Harden	<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>
2 Unlikely	4 Severe	8 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Progress halted and opportunities for savings and modernisation lost.		<ul style="list-style-type: none"> <li>- Dacorum Delivers - internal improvements programme</li> <li>- t-3 programme working with a range of staff across the</li> </ul>		<ul style="list-style-type: none"> <li>- Minutes of OT-CWG meetings</li> </ul>	

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Council reputation lowers and is seen as 'old-fashioned'.	organisation in an 'activist' role to positively influence culture change. - Organisational Transformation Working Group acts as co-ordinating body to drive change - Dacorum Anywhere introducing new ways of working during roll out	
<b>Sign Off and Comments</b>		
Sign Off Complete		
Risk reduced due to Moving on Programme, although still in development, increased profile of MTFs and work by T3 to focus on Customer-oriented services		

<b>PP_R06 Lack of Resources</b>					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> Shane Flynn	<b>Portfolio Holder:</b> Cllr Neil Harden	<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>
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
The continuous improvement programme will miss timescales and will slip		<ul style="list-style-type: none"> <li>- Programme Plan with resources linked</li> <li>- Regular cycle of reporting to Performance Board</li> <li>- Regular reconciliation of resources required to resources provided in project reports</li> <li>- Project Management methodology and gateway process in place</li> </ul>		<ul style="list-style-type: none"> <li>- Monthly project reports available on Corvu.</li> <li>- Project Management methodology document</li> </ul>	
<b>Sign Off and Comments</b>					
Sign Off Complete					
No change					

## PP\_R07 Other projects need heavy ICT resource

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<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>
4 Very Likely	3 High	12 Red	1 Very Unlikely	2 Medium	2 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
The continuous improvement programme will be forced to slip or be put on hold		<ul style="list-style-type: none"> <li>- Project Plan with resources linked</li> <li>- High level plan of the Council's critical projects with resources</li> <li>- Dedicated GM, supportive staff structure and ICT project management resources in place.</li> <li>- weekly ICT project updates</li> </ul>		<ul style="list-style-type: none"> <li>- ICT staff structure chart</li> <li>- ICT Strategy (draft)</li> <li>- Project monitoring and control document (updated weekly)</li> </ul>	
<b>Sign Off and Comments</b>					
Sign Off Complete					
Reducing. ICT team resources increasing alongside changes in structures means that the team has the capacity to support the change programme.					

<b>PP_R08 Lack of Capital or Revenue funding</b>					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<b>Portfolio Holder:</b> Cllr Neil Harden	<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	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Unable to deliver significant parts of the transformation programme.		<p>The earmarked Management of Change Reserve and Technology Reserve are available to absorb revenue pressures if required.</p> <p>The Capital programme includes ongoing resources for maintaining the ICT asset base over a five year rolling</p>			

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programme.

## Sign Off and Comments

Sign Off Complete

Reduced. The balance of revenue and capital funding remains the same and significant investment is still required to support transition to PSQ and beyond. However freeing up proposed Decant costs will allow resources to be shifted to PSQ project.

### PP\_R09 Suitable electronic systems for incoming and outgoing post are not established in time for decant

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Terminating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	3 Likely	1 Low	3 Green

Consequences	Current Controls	Assurance
Paper based systems are retained, reducing the capacity for flexible working. Change to new ways of working not achieved. Loss of information due to multiple systems in operation and increased use of mail posting to home addresses	<ul style="list-style-type: none"> <li>- Pilot work for incoming post completed as feasibility study</li> <li>- EDRMS system in place and being rolled out to all departments</li> <li>- Repographics equipment in place but integration software needed for outgoing post</li> </ul>	- Report to CMT 1 October 2013.

## Sign Off and Comments

Sign Off Complete

Decant no longer required - risk closed.

### PP\_R10 Insufficient capacity to support increasing number of formal meetings

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Tolerating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
Meetings are not adequately minuted so that all decisions are recorded appropriately. Reduced support to service departments from Business Support Officers, leading to inefficiencies in business activity		<ul style="list-style-type: none"> <li>- Full staffing complement under new structure in pooled arrangement</li> <li>- Voice recording facility in Mittel software</li> </ul>			
Sign Off and Comments					
Sign Off Complete No change.					

PP_R11 The CSGC contractor focuses attention on meeting speed of response targets and not quality of service					
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	3 High	6 Amber	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Calls are not resolved at first point of contact. Insufficient time is dedicated to callers to ensure that call has been fully resolved in a satisfactory manner. Reputational damage to the Council.		<ul style="list-style-type: none"> <li>- Govmetric surveys each month assess quality</li> <li>- Six monthly customer satisfaction survey</li> <li>- Quarterly quality assessment by Group Managers</li> <li>- Monthly meetings with back officers to assess service delivery and monthly operational Board meetings to escalate issues.</li> </ul>		<ul style="list-style-type: none"> <li>- Monthly performance reports</li> <li>- Minutes of Operational Board meetings</li> </ul>	
Sign Off and Comments					
Sign Off Complete Increased. A range of activities are being introduced to reduce the impact of transition to automated call processes but in the short term the reputational risk to the					

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Council is increasing.

## PP\_R12 During the transformation of the CSCG there is a high level of requirement for DBC staff resource

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<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	3 High	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The Customer Relationship Management and Channel Shift projects cannot be implemented in the timescales resulting in reduced value from the contract or increased resource impact on DBC to maintain the pace.		<ul style="list-style-type: none"> <li>- Service Improvement Plan includes key milestones for engagement</li> <li>- SIP reviewed to identify resource implications for DBC</li> <li>- Joint Customer Insight and channel Shift working group established</li> </ul>		<ul style="list-style-type: none"> <li>- Terms of Reference of Channel Shift and Citizen Insight operational Board.</li> <li>- Project plans for CRM and channel shift implementation.</li> <li>- September 2011 Cabinet report: Web and Customer Access Strategy (currently being revised)</li> </ul>	
Sign Off and Comments					
Sign Off Complete					
No change. Activities to implement CSCG projects continue. A planned 'task force' approach is under consideration.					

## PP\_R13 The introduction of inform 360 and automated self-service options via telephone reduces access and/or satisfaction with contact

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<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
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	



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Increase in customer dissatisfaction with the Council. Potential reduction in contact with customers and missed opportunities for citizen insight	<ul style="list-style-type: none"> <li>- Service Improvement Plan includes key milestones for engagement and tasks to be completed, including communications</li> <li>- Customer Insight and Channel Shift working group established to review progress</li> <li>- Monthly meetings and quarterly audits with GMs to assess quality of customer contacts</li> </ul>	- Minutes of Operational and Partnerhsip Board meetings
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### Sign Off and Comments

Sign Off Complete

Increasing. A range of activities are beng put in place to address this risk but in the short term the risk of impact on the Council's reputation has increased.

## PP\_R14 Integration of CRM systems cannot be accomplished due to technical difficulties or high cost

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Shane Flynn	<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
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The CRM project cannot be completed resulting in failure of the CSCG project and reduced impact of Citizen Insight and Evidence Based Decision Making initiatives. Resource intensive manual operations introduced as work around solutions		<ul style="list-style-type: none"> <li>- Integration requirements included in Service Improvement Plan</li> <li>- Alternative options clause included in contract in the event that integration is untenable</li> <li>- Customer Insight and Channel Shift working group set up to manage progress</li> </ul>			

### Sign Off and Comments

Sign Off Complete

No change. The CRM project continues in line with expectations.

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PP_R15 Redundancy costs of transferred staff borne by DBC in first year of contract					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Dacorum Delivers	Shane Flynn	Cllr Neil Harden	Terminating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	2 Medium	8 Amber	4 Very Likely	1 Low	4 Green
Consequences		Current Controls		Assurance	
Unrecognised costs have an impact on Council reserves and reduce the value of the contract		- Earmarked Redundancy Reserve available to meet impact - Potential redundancy costs factored in to Value for Money assessment at tender stage			
Sign Off and Comments					
Sign Off Complete Risk closed. Redundancy costs in first year of contract were well within the estimate of costs completed during tender evaluations.					