

OPERATIONAL RISK REGISTER

June 2015



1) Neighbourhood Delivery - David Austin

ND_F01 Failure to monitor the variation in projected levels of income for recyclables.

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|---|--|---|--|---|----------------------------|
| Category: Financial | Corporate Priority: Dacorum Delivers | Risk Owner: David Austin | Portfolio Holder: Cllr Janice Marshall | Tolerance: Treating | |
| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
| 4 Very Likely | 3 High | 12 Red | 3 Likely | 2 Medium | 6 Amber |
| Consequences | | Current Controls | | Assurance | |
| <p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p> | | <ul style="list-style-type: none"> - There are regular meetings with the Service Accountant to monitor any changes. - The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute of Waste Management. - There are quarterly reports at Hertfordshire Waste Partnership that tracks trends on market prices as well as quantity of material collected so that trends can be analysed. | | <p>The contract for the processing of recyclables is with one of the larger waste management companies which gives greater reassurance in terms of their market position.</p> | |

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Sign Off and Comments

Sign Off Complete
 Market prices are relatively stable at time of writing but will continue to be monitored in line with above.

ND_F02 Lack of budget to develop services

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| Category: Financial | Corporate Priority: Dacorum Delivers | Risk Owner: David Austin | Portfolio Holder: Cllr Janice Marshall | Tolerance: 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 | |
| There would be issues with service provision leading to more complaints around missed bins, return of containers etc and general dissatisfaction with the service. In addition , there would be issues with the provision of effective recycling services which may impact on recycling performance in the Borough. | | The budget in place is based on significant modelling work carried out as part of the move to the new waste service. This included the use of route optimisation software to ensure that rounds were achievable using the resources provided. | | There are issues with initial overspends in the first quarter which officers are currently analyzing. Including productivity on the rounds. | |

Sign Off and Comments

Sign Off Complete
 The residual risk score remains high as officers further investigate issues on the new service.

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ND_I01 Failure to achieve Headline Service Objectives

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|---|--|---|--|---|----------------------------|
| Category: Infrastructure | Corporate Priority: Dacorum Delivers | Risk Owner: David Austin | Portfolio Holder: Cllr Janice Marshall | Tolerance: Tolerating | |
| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
| 2 Unlikely | 2 Medium | 4 Green | 1 Very Unlikely | 1 Low | 1 Green |
| Consequences | | Current Controls | | Assurance | |
| The headline service objectives link to the Borough's Corporate Plan and any failure to achieve them would lead to reputational damage to the Council and potentially additional costs. | | The Service Plan objectives are monitored closely at a series of forums including appraisals, Corporate Working Group and Departmental Management Team. Any potential issues with delivery are discussed and addressed to ensure delivery. There are also regular updates at Corporate Management Team to ensure that there is cross working when required. Where possible, objectives are also supported by a suite of performance indicators. | | Progress against the objectives is being monitored so assurance details will be advised here later in year. | |
| Sign Off and Comments | | | | | |
| Sign Off Complete No further comments at this stage. | | | | | |

ND_I02 Failure to manage relationships with Service areas across the Council

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| Category: Infrastructure | Corporate Priority: Dacorum Delivers | Risk Owner: David Austin | Portfolio Holder: Cllr Janice Marshall | Tolerance: Tolerating | |
| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |

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|---|-------------|---|---------------|--|------------|
| 3 Likely | 2 Medium | 6 Amber | 2 Unlikely | 2 Medium | 4 Green |
| Consequences | | Current Controls | | Assurance | |
| This could lead to duplication of activities on projects or the required support for a service not being by another part of the Council. This could have a negative impact on either service delivery or the successful completion of projects. | | There are Corporate Working Groups that include staff from a cross section of disciplines across the Council to ensure there is effective communication on a range of areas. These meet on a monthly basis and there is a specific one for this area - the Environment Corporate Working Group. These groups then report to the senior Corporate Management Team an agreed unified approach can be taken. There are also regular Leadership Team events where any key current topics can be discussed. | | There has been good progress on a range of Council projects which demonstrates that effective communication continues to take place. | |
| Sign Off and Comments | | | | | |
| Sign Off Complete No further comments at this stage. | | | | | |

ND_I03 Failure to manage sickness levels and staff retention

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| Category: Infrastructure | Corporate Priority: Dacorum Delivers | Risk Owner: David Austin | Portfolio Holder: Cllr Janice Marshall | Tolerance: Treating | |
| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
| 4 Very Likely | 4 Severe | 16 Red | 3 Likely | 4 Severe | 12 Red |
| Consequences | | Current Controls | | Assurance | |
| If there is an in increase sickness, there are a number of significant impacts on services. Agency staff usage | | There is a robust system to manage sickness and absence with dedicated Human Resource support based | | As more agency staff have therefore been employed this has a 'knock on' effect to service quality and further | |

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| <p>increases which leads to higher revenue costs but also affects service quality. This can lead to further additional costs such as returning for missed bins as well the resource required to deal with additional complaints.</p> | <p>at Cupid Green Depot. A monthly update is circulated for management team including a case review of long term absences to ensure everything is being done to support the employee back into work. There is also a programme of inoculation against diseases to act as a preventative measure.</p> | <p>cost implications. Officers will be carrying out further work in this area during Quarter 1 of 2015/2016 to ascertain whether policy changes are required to improve performance in this area.</p> |
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Sign Off and Comments

Sign Off Complete

Sickness absence levels are broadly on budget but a range of work is being carried out in this area to improve performance.