OPERATIONAL RISK REGISTER

December 2015

Finance & Resources - David Skinner

FR_F02 Delays to Capital programme

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Dacorum Delivers	David Skinner	Cllr Graeme Elliot	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	5	2 Medium	10 Red

Consequences	Current Controls	Assurance
Many of the major projects within the Capital Programme are fundamental to delivery of the Council's corporate objectives. Therefore significant delays can impact on the achievement of the corporate plan. Financial decision-making is negatively affected if the timing of projects in the Capital Programme is wrong. This can result in lost investment income or increased interest costs as the Council moves closer to the point where it will need to borrow. The estimated delivery date is considered as part of the decision to allocate capital funds to one project over another. If estimated timings are not accurate, there is a risk that the allocation of funds is not being decided on appropriately. If inaccurate project management is tolerated, there is a risk that the culture of financial management across the	The controls that have been implemented to mitigate this risk target the robustness of capital bids both at the time they are submitted and throughout the delivery phase of the projects. In particular, scrutiny is focussed on those elements of the capital bid that experience indicates are the primary cause of delays to capital projects. These include Ã¢?Â¢ How robust are the assumptions on the estimated duration of the procurement exercise? Ã¢?Â¢ How realistic is the estimated time taken for contractors to deliver the works? Ã¢?Â¢ How realistic are the assumptions on officer availability to manage the project on time? The rationale behind this approach is that an increased	The 2013/14 Final Outturn showed that the slippage of capital projects was around 30% against the Original Budget approved by Members in February 2013. This is an improvement on previous years where slippage against Original Budget has been around 60%. As at the end of Quarter 2 2014/15 (the mid-point of the year), the capital forecast on the General Fund is broadly on budget, with no material slippage reported at this stage. Slippage on the HRA capital programme is forecast to be well below 5%. The budget position as at Quarter 3 was reported to Cabinet in February 2015. The report showed that forecast net slippage on the General Fund Capital Programme was low at around 3%. Forecast slippage on the HRA Capital Programme has, however, increased significantly since the Quarter 2 forecast, at around 25%.

Council will be negatively affected which will have consequences for wider financial decision-making. Not delivering major projects within the timeframe to which it has committed itself exposes the Council to reputational risk.	culture of challenge will lead to more realistic programming of future capital projects, and therefore a reduced likelihood of slippage. The following controls are in place with a view to developing a culture of scrutiny and challenge for officers to improve the accuracy of future bids: Ã¢?Â¢ Capital Strategy Steering Group (CSSG) comprising senior officers from across the Council required to challenge new bids for robustness ahead of recommendation to Members; Ã¢?Â¢ Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs; Ã¢?Â¢ Corporate Management Team (CMT) receive a monthly report on the progress of capital projects against anticipated timeframes; Ã¢?Â¢ Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects; Ã¢?Â¢ Reports go to Cabinet and all Overview and Scrutiny Committees (OSC) every quarter. These reports have	The Provisional Outturn was reported to Cabinet in may 2015. The report showed that slippage against the full year budget on the General Fund Capital Programme was around 10%. Outturn on the HRA shows slippage of around 24%. These are addressed in more detail in the sign-off notes, below. 2014/15 Confirmed slippage into 2015/16 was Â£10.1m or 10% of the total approved capital programme according to the 2014/15 approved accounts.

	been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members.	

Sign Off and Comments

Sign Off Complete

The Q3 Financial Performance report presented to this Committee details the projected capital outturn as at Q3.
The General Fund net position for 2015/16 is forecasting 19% slippage and 6% underspend. This is an increase in slippage from 2014/15 (10%).

There is no forecast slippage for the HRA as at Q3.

Significant slippage has occurred across a number of large regeneration projects (c£2.8m) and the fleet replacement programme (c£1.7m). The regeneration projects as result of inaccurate inital profiling of cashflows and the fleet replacement programme is still being scoped out.

The underspends (c£1.9m) were a result of specific contingency items and a Cabinet decision in October 2015.

On the basis of this analysis I have increased the residual probability score to 5 as the risk of significant slippage has been crysallised.

Additional actions to address these delays within the capital programme have been included within the 2016/17 budget setting process. The additional measures included scrutiny of delivery schedules, quality assurance of estimates and project challenge were part of the process of officer assurance, the work of the Budget Review Group and the work by members through the Joint Scrutiny process.

FR_F03 Variances in General Fund revenue budget

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Dacorum Delivers	David Skinner	Cllr Graeme Elliot	Treating

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
Accurate, well-controlled budgeting relates directly to the achievement of the Dacorum Delivers corporate objective, and indirectly, through the financial decision-making process, to the achievement of all of the Council's corporate objectives. Inaccurate budgeting negatively affects the Council's ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council. Failure to address the causes of inaccurate budgeting could negatively impact the Council's culture of financial management, which in turn increases the risk of poor financial decision-making.	The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences. It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as inculcating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate budgets. The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year's budget bids from Group Managers. This scrutiny process is augmented by the Budget Review Group (BRG), consisting of Chief Officer Group and representatives from the Portfolio Holder group, which provides early Member-level challenge. There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and	The Council's budgetary controls are assessed each year by Internal Audit. In January 2013, the Council received a 'Full' level of assurance. A further Internal Audit on the Council's budgeting process, undertaken in September 2014, resulted in a 'Substantial' level of assurance. Despite this being a lower mark than the exceptional one achieved in the previous audit, it should be noted that it remains a good result. The recommendations of the Internal Auditor that led to the reduced marking were not systemic in nature, and they do not pose a material threat to the overall control environment of the budget-setting process. Efforts have, however, been redoubled, and the causes of the recommendations have been addressed. An Internal Audit report on the Council's 'Main Accounting' function was presented to Audit Committee in February 2015, in which a 'Full' level of assurance was awarded. This audit covered a range of areas including integrity of transactions, manual adjustments, and year-end procedures. All of these areas contribute to the accuracy of the in-year monitoring reports that the Finance team is able to produce. Consequently, Members can draw assurance from this audit opinion

	considered by Cabinet and Council. Once approved, in-year budget performance is managed through monthly meetings between accountants and budget holders, which underpin monthly reports to CMT and quarterly reports to Cabinet and OSCs. The Council's Financial Regulations provide a guide to all budget-holders and are subject to annual review.	that the chances of this risk crystallising are reduced by the robust financial management procedures the Council has in place. Final confirmed outturn for 2014/15 was within £48k of budget (after contributions to and from reserves) as reported to Audit committee and approved as part of the audited accounts and was consistent with the budget monitoring over the preceding year.

Sign Off and Comments

Sign Off Complete

Fin03 is AMBER and is currently projecting an overspend (£225k) or 1.2% of the controllable budget. The continued work in examining the reasons for overspends has achieved positive results. The action taken within CSG to look at overtime and agency numbers has brought down the overspend alongside the realisation of higher than anticpated income levels from a number of investment properties linked to profit related rents that have been notified. The actions taken by the Benefits team to commence the implementation of Risk Based Verification on claims has also had a positive impact. The work undertaken to examine opportunities to deliver savings as part of the budget setting work has also contributed to identifying in year savings. The overall control environment is still sound and therefore there is no need to change the risk scores as the variance (+1.2%) is within tolerable limits.

FR_I02 Failure to optimise income generated by commercial assets

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
Infrastructure	Dacorum Delivers	David Skinner	Cllr Graeme Elliot	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	3 High	6 Amber

Consequences	Current Controls	Assurance
The council has a significant portfolio of commercially let properties, which provides one of the council's	The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by	The year-end performance figures for 2013/14 demonstrate that occupation rates are above target

largest sources of income. Council officers must attempt to maximise income from these assets whilst avoiding the risk of vacant properties and increasing bad debts, which could arise if rents are set too high, and would jeopardise the council's achievement of its corporate objectives of Regeneration and Dacorum Delivers. The continuing recession and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.	maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occuring reducing from a score of 3, which is shown in the Residual Probability (i.e. after controls implemented) being a 1. Estates officers responsible for negotiating rent reviews hold monthly meetings with the Debtors team to track current bad debtors. This increases their understanding of the economic pressures businesses are facing, and how it can impact on council income. There are currently Corvu performance targets to maintain the number of voids (empty properties) below 5%, and to keep the rent arrears below 10%. Failure to meet either of these targets would prompt further investigation.	(98.8& against a target of 95%), and that the level of arrears is also better than target (at 7.32% against a target of 9.5%). The year-end performance figures for 2014/15 demonstrate an occupation rate of 98.3% against a target of 95%. The level of arrears is at 6.5% against a target of 9.5%. Quarter 1 performance for 2015/16 are above target and demonstrate an occupation rate of 98.66 versus a target of 95%. The level of arrears has increased slightly to 7.3% versus a target of 9%. Q2 occupation levels are holding up well at 98.49% and arrears are being held within acceptable levels at 8.1%. Q3 occupation levels are marginally down at 97.99% and arrears have improved significantly by 1.7% to 6.4%.

Sign Off and Comments

Sign Off Complete

Investment property income has improved and is now being maintained. Work is still continuing to look at income maximisation opportunties and income is now forecast to miss target by 3.3% which is within tolerable limits.

FR_I04 Failure to maintain an effective business continuity plan for all relevant service areas

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:

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Infrastructure	Safe and Clean Environment		David Skinner	Cllr Graeme Elliot	Treating
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
Disruption caused by service failure leading to hardship for individuals, potential loss of business and significant reputational damage	These controls are implemented to ensure that the Council is adequately prepared and able to continue providing key services in the event of an emergency situation. Through this control, the probaility of the Council being unable to respond to such an emergency is reduced. - Annual review process. - Corporate business continuity process and procedures set out in emergency response toolkit.	

Sign Off and Comments
Sign Off Complete A review of business continuity procedures is being arranged and will be factored into service planning.

FR_R01 Council Tax and Business Rates collections rates drop below budget

Category:	**Corporate Priority:**		**Risk Owner:**	**Portfolio Holder:**	**Tolerance:**
Reputational	Dacorum Delivers		David Skinner	Cllr Graeme Elliot	Treating
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

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Consequences	Current Controls	Assurance
Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year. Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures. Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.	The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection. Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible. Direct debit payment is recommended for all customers – a pre-filled instruction is sent to all non-DD payers with their annual bill or a first bill for a new taxpayer. The direct debit method reduce the risk of under-collection because it eliminates the risk of a payer forgetting to make a monthly payment. There is an active programme for taking formal recovery action against non payers.	The full year Council Tax Collection Rate for 2013/14 (Performance Indicator RBF05) was 97.7% against a budget of 97.5%. The full year Business Rates collection rate in 2014/15(Performance Indicator RBF04) was under budget at 98.1% against a target of 99%. Q1 Council Tax collection rates is 30.2% versus a target of 30.1% Q1 Business Rates collection is 30.2% versus a target of 24.8% Q2 Business rates collection is 52.6% achieved versus a target of 51.5%. Council tax collection is on target at 58%. Q3 Business rates collection is 77.2% and is running at 0.5% ahead of target. Council tax collection is at 86.2% which is 0.2% off target but is a 0.1% improvement from the same period last year. Internal Audit have performed a routine assessment of the control environment within Council Tax collection and have given an assurance of Full/Substantial . This is a good result and has highlighted a number of minor improvements that can be made to the timeliness of some work. This does however provide assurance to

		members that the fundamental design and operation of the control processes are robust.

Sign Off and Comments

Sign Off Complete

We are currently reviewing existing revenues processes setting out detailed monthly performance targets and an improvement plan to continue to achieve the high levels of collection required. Both Business Rates and Council Tax collection rates are broadly consistent with previous years.

FR_R02 Delays and errors in the processing of Benefits claims

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers	David Skinner	Cllr Graeme Elliot	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
This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council. Customers could suffer personal hardship resulting from delays or errors in the processing of claims. Significant reputational risk associated with high-profile errors. Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.	The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account. Quality checking and individual performance	The successful and continuously improving management of this risk can be seen in the improved performance of KPI RBF01a - Average Time Taken to Decide a New Benefit Claim. Performance for the full year 14/15 was 22.9 days, which was within the target of 23 days for the first time. This represents an improvement of 4.5 days over the 27.4 days average in 2014/15, and an improvement of 9.9 days against the 12/13 result of 32.8 days. It should be noted that these improvments have been

Government subsidy for housing benefit expenditure is based on external audit certification of the claim made. There is financial risk if errors on cases are identified during their testing. Communications with claimants needs to be well written and jargon-free in order to reduce the risk of repeat queries which puts pressure on limited staff resources.	management is in place. These mean that each officer has targets for their personal productivity and accuracy, and information from quality checks is fed back in order to sustain improvement. Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring. Processes are in place to expedite cases where the customer is vulnerable or facing eviction. These processes start when a case is identified within benefits, or by customer services, homelessness, housing etc. Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process. This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly improved performance over the last 6 months.	achieved without additional resource. It has purely been the result of improved process design and increased efficiency. Average time taken to decide a new claim for Housing benefit is 22.7 days versus a target of 23. This is the first quarter since the same period last year where the target has been met. Average time taken to decide a change event in Housing Benefit is at 12.3 days versus a target of 13.0. Q2 performance has been very good in relation to new claims. The team have achieved 19.6 days versus a target of 23 days. Q3 performance has been very good. New claims are now being processed within 17.4 days versus a target of 23 days. This is an improvement of 9.2 days on the same period last year and 2.2 days improvement on the previous quarter. The average time taken to decide on a change event in Housing benefit is 10.8 days versus a target of 13 days. This is an improvement of 5.6 days on the same period last year and an improvement of 1.5 days on the previous quarter in this year.

Sign Off and Comments
Sign Off Complete

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The Q3 performance is great news and significant performance benefits are begining to see sustained levels of improvement. The improvement of 35% in year on year performance is good work that demonstrates the benefits of clearly focusing on improvements and clear performance management. The introduction of the Risk Based Verification (RBV) procedures will help to embed this performance level moving forward. The risk score is being maintained as though there is a positive trend in performance there is still some variability in underlying indicators. This is being monitored and once this has stabilised the score will be reviewed.