

Risk Register Summary Table

Risk Name	Risk Owner	30 Sep 2023			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Compliance with statutory and legislative requirements.	Claire Hamilton	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity. Review of Council statutory responsibilities underway which will link into future annual service planning process. Housing Transformation &amp; Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing. Preparation for Regulator of Social Housing Standards requirements is underway. Monthly report on GF and HRA compliance presented to SLT. Monthly H&amp;S Chief Executive briefing takes place. Formal Statutory Officer meeting takes place on a monthly basis. Dacorum Assurance Framework is being developed. SLT meeting takes place monthly – attended by all Statutory Officers or their deputies. Local Plan approved at Full Council for Reg 18 consultation. Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
Cyber attack/data breach	Aidan Wilkie	3	2	6.00	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16. Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>

		30 Sep 2023			
Risk Name	Risk Owner	RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Delivery of safe and good quality homes	Darren Welsh	4	2	8.00	<p>Update on risk actions and controls at Q2:</p> <ul style="list-style-type: none"> <li>An interim contract strategy has been developed, pending the wider recommissioning of housing and property contracts - This is going to Cabinet in October for approval.</li> <li>A member task and finish working party is being set up via the Housing and Communities Overview and Scrutiny Committee to oversee the repairs and maintenance recommissioning work.</li> <li>The Housing Transformation and Improvement Programme is moving into the detailed design stage and will regularly report in to the Housing and Communities Overview and Scrutiny Committee, with the first report going to the Committee in October.</li> <li>The Council is waiting for the publication of the government's announcement on Councils rents to inform the Housing Revenue Account Business Plan refresh for 2024 onwards.</li> <li>A new Forum has been set up with registered providers to develop joint working and this forum will meet in November.</li> <li>All Council high rise blocks have been registered with the Building Safety Regulator and the data collection for the new government statutory tenant satisfaction measures has commenced.</li> </ul>
Failure to achieve the CEE statement	Aidan Wilkie	2	2	4.00	<p>Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4. Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4.</p> <p>The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.</p>
Financial Resilience.	Catherine SilvaDonayre	3	2	6.00	

				30	
		RM01 Risk Consequence	RM02 Risk Likelihood		
		Actual	Actual	Actual	
					<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.  Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9.  During the first 2 quarters of 2023/24 the financial outturn projections for the general fund are projecting an overall surplus in comparison to approved budgets.  The General fund short term financial position looks strong given the increased performance of cash investments. This has come about due to slippage in the capital spend programme increasing cash balances, and higher and more sustained levels of interest rates than previously forecasted.  In addition to this the 2023 Medium Term financial Strategy (MTFS) has been approved by cabinet and is projecting a balanced budget position for 24/25, with an unidentified savings requirement of £2.7m to achieve over the MTFS.  The level of reserves at the end of 23/24 are expected to exceed reserve levels achieved in recent years and feel appropriate to support any short and medium term difficulties that could arise.  The HRA financial projections worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first two quarters of 2023/24 with a current projected pressure of circa £400k in 23/24.  The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider inflationary cost pressures has a greater impact on the housing service than the general fund.  In terms of medium term financial sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>
Place Shaping & Regeneration	James Doe	3	2	6.00	<p>Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12.  Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4.</p> <ul style="list-style-type: none"> <li>◦ ◦ New Local Plan progressing well with leading Members briefed: on course for Council approval and consultation in Q3 23/24</li> </ul>

				30	
		RM01 Risk Consequence	RM02 Risk Likelihood		
		Actual	Actual	Actual	
					<ul style="list-style-type: none"> <li>◦ UKSPF Investment Plan of £1.763m progressing</li> <li>◦ Draft Hemel Place Strategy now likely to come in Q4 23/24 given recruitment underway in Place Communities and Enterprise</li> <li>◦ Hemel Town Centre Vision approved by Cabinet 18 July 23</li> <li>◦ Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved</li> <li>◦ Corporate Place Board continuing to progress the Chiltern Beechwoods Mitigation Strategy and roll-out of e-bikes for Hemel Hempstead</li> <li>◦ Dacorum Local Cycling and Walking Infrastructure Plan being developed with Herts CC with consultation due in Q4 23/24</li> <li>◦ Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC.</li> <li>◦ Review of town centre assets underway through Strategic Asset Review</li> <li>◦ New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23</li> <li>◦ Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing</li> <li>◦ CIL Infrastructure Advisory Group met to review outstanding bids</li> <li>◦ Work commenced to revise CIL spend and governance</li> <li>◦ Economic Recovery Board progressing with reporting on 6 separate workstreams</li> <li>◦ New Maylands Masterplan consultants appointed and work commences in earnest in Q3 23/24</li>   <li>◦ Hemel Garden Communities placemaking event with Members took place on 17 July 23</li> <li>◦ VCS recommissioning proposals set out and will be presented to Cabinet in Q3 23/24</li> <li>◦ Hemel Old Town project progressing, next community event to be held before Christmas 2023</li> <li>◦ Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25</li> </ul>

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					<ul style="list-style-type: none"> <li>Long lease at Riverside shopping centre has been reassigned; planning discussions and pre-application arrangements under discussion and to be progressed in Q3 23/24</li> <li>Place Communities and Enterprise Heads of Service Posts advertised and selection taking place in Oct/Nov 23</li> <li>National economy showing only very modest growth which may be a risk to investment proposals over the coming 12 months</li> </ul>
Recruitment and retention of staff	Aidan Wilkie	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4</p> <p>A revised market forces approach has been implemented. Agency framework in place.</p>
Working with Strategic Partners	Claire Hamilton	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4.</p> <p>Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.</p>





Risk Register Details Table

Risk Name	Detail	30 Sep 2023
		Status
Compliance with statutory and legislative requirements.	Risk Owner	Claire Hamilton
	Portfolio	Leader of the Council
	Risk Description	Failure to ensure compliance with statutory and legislative requirements.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register March 2023</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	4.00 ★
	Target	4.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Review of Council statutory responsibilities underway which will link into future annual service planning process.</p> <p>Housing Transformation &amp; Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Preparation for Regulator of Social Housing Standards requirements is underway.</p> <p>Monthly report on GF and HRA compliance presented to SLT.</p> <p>Monthly H&amp;S Chief Executive briefing takes place.</p> <p>Formal Statutory Officer meeting takes place on a monthly basis.</p> <p>Dacorum Assurance Framework is being developed.</p> <p>SLT meeting takes place monthly – attended by all Statutory Officers or their deputies.</p> <p>Local Plan approved at Full Council for Reg 18 consultation.</p> <p>Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
	Controls & Assurances	<ul style="list-style-type: none"> <li>- Legal, regulatory and financial frameworks regularly reviewed and considerations imbedded in key policies, processes and decision-making process.</li> <li>- Rigorous framework of Health and Safety monitoring, reporting and escalation.</li> <li>- Developed 3 year rolling Internal Audit programme that challenges statutory and legislative requirements.</li> <li>- External audit reporting annually.</li> <li>- Ombudsman annual assessment and reporting.</li> </ul>



		30 Sep 2023
Detail		Status
	Evidence Risk is being managed	<p>Statutory deadlines met on key deliverables (including and not limited to Council Tax setting, delivery of a balanced budget, publication of final accounts).</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Housing Transformation &amp; Improvement Programme (HTIP) instigated and progressed during 2022-23. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Monthly compliance report on General Fund and Housing Revenue Account assets presented to the Council's Strategic Leadership Team (SLT).</p>
	Consequences / Impacts	<p>Intervention by sector regulators, including but not limited to HM Treasury, Regulator of Social Housing, and Planning Inspectorate.</p> <p>Intervention by central government including the Office for Local Government.</p> <p>Increase in complaint and escalation to Local Government Ombudsman.</p> <p>Increase in litigation against the Council.</p> <p>Imposition of fines and penalties against the Council.</p> <p>Reputational damage.</p>
Cyber attack/data breach	Risk Owner	Aidan Wilkie
	Portfolio	People and Transformation
	Risk Description	The Council is subject to a successful cyber attack and/ or data breach.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register March 2023</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	6.00 ●
	Target	4.00
	Comments	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16.</p> <p>Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>
	Controls & Assurances	The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.
Evidence Risk is being managed	The Council has implemented a number of measures to manage this risk. Due to evidence that those looking to carry out cyber-attacks specifically look for public facing documents outlining control measures in place, these measures are not provided in detail here and are available to Members on request. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.	

		30 Sep 2023
Detail		Status
	Consequences / Impacts	Financial loss through inability to deliver business as usual activity. Financial and human resource cost of recovering from the event. Data breach resulting in fines/ penalties. Reputational damage and loss of trust in the Council. Regulator/ government intervention. Inability to deliver frontline services and associated impact on residents.
Delivery of safe and good quality homes	Risk Owner	Darren Welsh
	Portfolio	Housing and Property Services
	Risk Description	Inability to manage and deliver safe and good quality affordable homes
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register March 2023</li> <li>▪ Providing good quality affordable homes</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	8.00 ●
	Target	8.00
	Comments	<p>Update on risk actions and controls at Q2:</p> <ul style="list-style-type: none"> <li>• An interim contract strategy has been developed, pending the wider recommissioning of housing and property contracts - This is going to Cabinet in October for approval.</li> <li>• A member task and finish working party is being set up via the Housing and Communities Overview and Scrutiny Committee to oversee the repairs and maintenance recommissioning work.</li> <li>• The Housing Transformation and Improvement Programme is moving into the detailed design stage and will regularly report in to the Housing and Communities Overview and Scrutiny Committee, with the first report going to the Committee in October.</li> <li>• The Council is waiting for the publication of the government's announcement on Councils rents to inform the Housing Revenue Account Business Plan refresh for 2024 onwards.</li> <li>• A new Forum has been set up with registered providers to develop joint working and this forum will meet in November.</li> <li>• All Council high rise blocks have been registered with the Building Safety Regulator and the data collection for the new government statutory tenant satisfaction measures has commenced.</li> </ul>
Controls & Assurances	<p>Housing Transformation and Improvement Programme in place to transform the housing service. Strong focus on compliance activity and regular reporting to SLT, Scrutiny and Cabinet. New management structure developed and in place for Housing Services to create capacity and deliver strong leadership. Strategic housing function created to drive affordable housing supply and enable, monitor and report on housing needs and delivery. A programme of grant support is in place to Registered Providers to support affordable housing delivery. Housing Revenue Account Business Plan refreshed to reflect all housing priorities. Housing delivery is a key part of the developing 2023 Local Plan.</p>	

Detail

Status

Evidence Risk is being managed

Housing Transformation and Improvement Programme (HTIP) - baseline report for HTIP. HTIP is a review of current operating practices within the Housing services, the purpose of which is to identify areas and actions for improvement and change. Safeguarding improvement plan identifies where more effective controls could be applied. New service structure to support service objectives. Monitoring and management of compliance in place. HRA Business Plan annually refreshed. Improved governance across Housing and also corporately. Preparatory work on new regulatory requirements to be reported to Overview and Scrutiny Committee.

Consequences / Impacts

Regulatory intervention.  
Funding withdrawal.  
Loss of life/ injury to tenants/ leasehold occupant.  
Reputational damage.  
Increased homelessness.  
Failure to appropriately safeguard households.  
Failure to maintain assets.

Failure to achieve the CEE statement

Risk Owner

Aidan Wilkie

Portfolio

Climate Change

Risk Description

We do not plan in or deliver action early enough to ensure achievement of the CEE statement.

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Climate and ecological emergency

Inherent Score

16 ▲

Mitigated Score

4.00 ★

Target

4.00

Comments

Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4.  
Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4.

The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.

Controls & Assurances

- Climate and Ecological Strategy and action plan created and implemented.
- A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.
- All key strategic decision making includes an assessment of the impact on carbon footprint.

Evidence Risk is being managed

Climate and Ecological Strategy and action plan created and implemented.  
A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.  
All key strategic decision making includes an assessment of the impact on carbon footprint.

		30 Sep 2023
Detail		Status
	Consequences / Impacts	Adverse impact on local biodiversity. Adverse impact on health and wellbeing of the population of the borough. Reputational damage.
Financial Resilience.	Risk Owner	Catherine SilvaDonayre
	Portfolio	Corporate and Commercial Services
	Risk Description	Weakening of the Council's Financial Resilience.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register March 2023</li> <li>▪ Ensuring efficient, effective and modern service delivery</li> </ul>
	Inherent Score	16 ▲
	Mitigated Score	6.00 ●
	Target	9.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16. Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9. During the first 2 quarters of 2023/24 the financial outturn projections for the general fund are projecting an overall surplus in comparison to approved budgets. The General fund short term financial position looks strong given the increased performance of cash investments. This has come about due to slippage in the capital spend programme increasing cash balances, and higher and more sustained levels of interest rates than previously forecasted. In addition to this the 2023 Medium Term financial Strategy (MTFS) has been approved by cabinet and is projecting a balanced budget position for 24/25, with an unidentified savings requirement of £2.7m to achieve over the MTFS. The level of reserves at the end of 23/24 are expected to exceed reserve levels achieved in recent years and feel appropriate to support any short and medium term difficulties that could arise. The HRA financial projections worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first two quarters of 2023/24 with a current projected pressure of circa £400k in 23/24. The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider inflationary cost pressures has a greater impact on the housing service than the general fund. In terms of medium term financial sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>

	Detail	30 Sep 2023
		Status
	Controls & Assurances	<ul style="list-style-type: none"> <li>- Clear financial governance processes in place and adhered to.</li> <li>- Annual independent assessment of VFM and sustainability.</li> <li>- Strategic decision making assesses the financial sustainability of strategies.</li> <li>- Medium term financial sustainability assessed as part of the council approved MTFS and annual budget.</li> </ul> <p>Delivery of a robust annual Internal Audit programme and annual approval by IA of risks and controls processes.</p> <p>Development and implementation of Transformation and Commercial programmes to support financial resilience.</p>

		30 Sep 2023
Detail	Status	
Evidence Risk is being managed	<p>The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallizing through the effective modelling of the future financial environment.</p> <p>Sound financial planning maximizes the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities.</p> <p>The Council's sound financial planning processes, have resulted in a residual likelihood score is 3, It is likely that the Council's financial resilience will weaken from a position of strength; given current macroeconomic factors that contribute to financial pressures, despite the sound financial control framework in place.</p> <p>The residual impact score is 2, given the financial planning and reserves policy in place to reduce/finance the impact of any financial downturn. If the economic outlook was to be ongoing for significant period of time the impact score would increase as resources are diminished.</p> <p>The MTFS details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints.</p> <p>The 2022 MTFS outlines the continuation of the ongoing two-pronged approach to combine the Council's need to;</p> <ol style="list-style-type: none"> <li>1 Continue driving the efficiencies required to ensure underlying sustainability; and,</li> <li>2 To protect frontline service provision.</li> </ol> <p>The updated 2022 MTFS can be viewed on the October 2022 Cabinet Agenda, at <a href="http://www.dacorum.gov.uk">www.dacorum.gov.uk</a>.</p> <p><b>Internal Audit</b> In recent years, the Council has received independent, third-party audit reviews of the financial processes that contribute to the management of this risk: The 'Budgetary Control' process is audited by the Council's Internal Auditors annually and in 2022, and 2023 has received the substantial assurance.</p> <p>The 'Core Financial Systems and Budgetary Control' which have in recent years also achieved substantial assurance with limited recommendations for improvement.</p> <p><b>External Audit</b> The 2022 "Annual Auditors Report and 'Value for Money' opinion issued by Grant Thornton in June 2023 outlined no risks of significant weakness identified in relation to Financial Sustainability, Governance and Improving economy, efficiency and effectiveness. This report was based on evaluation of the MTFS; the budget setting process; the reserves policy and use; and, the Council's financial performance reporting</p> <p>The Council has a sustainable 2022 MTFS and a balanced budget set for 2023/24 following a financial performance in 2022/23 that followed expectations, and included a significant net contribution to reserves, and hence, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.</p>	

		30 Sep 2023
Detail		Status
	Consequences / Impacts	<p>The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term:</p> <ol style="list-style-type: none"> <li>1. The ongoing uncertainty around future Government funding of local authorities.</li> <li>2. The financial implications of the wider economic downturn and uncertainty.</li> </ol> <p>Government Funding The Council is currently operating on a one-year Finance Settlement from Government, the fourth in succession, following the conclusion of the 4- year settlement ending in April 2019. One-year settlements, and the planning challenges that accompany them, are expected to continue until after the next general election, expected in October 2024. At this point it is expected that a new Local Government funding allocation model will be implemented following historical work Funding Review work undertaken.</p> <p>As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future.</p> <p>However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of Public Health, Social Care and Education. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.</p> <p>Economic Downturn and Inflationary Pressures. The Council faces significant expenditure pressures as a result of unusually high inflation impacting on contract values, pay awards and utilities.</p> <p>The current cost of living crisis created by record inflation levels is putting an additional strain on household incomes, this is likely to impact on council income generation.</p> <p>Income pressures could be brought about by a significant long-term recessionary impact on the Council's primary income generating services, e.g. commercial property, parking and garages.</p> <p>The magnitude of the potential ongoing economic uncertainty and severity of the economic recovery period creates a significant financial threat to the Council's in-year and medium term budget.</p>
Place Shaping & Regeneration	Risk Owner	James Doe
	Portfolio	Place
	Risk Description	Failure to Deliver Place Shaping and Regeneration ambitions
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Strategic Risk Register March 2023</li> <li>▪ Building strong and vibrant communities</li> </ul>
	Inherent Score	12 ▲
	Mitigated Score	6.00 ●
	Target	4.00

## Comments

Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12.

Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4.

- ◦ New Local Plan progressing well with leading Members briefed: on course for Council approval and consultation in Q3 23/24
- UKSPF Investment Plan of £1.763m progressing
- Draft Hemel Place Strategy now likely to come in Q4 23/24 given recruitment underway in Place Communities and Enterprise
- Hemel Town Centre Vision approved by Cabinet 18 July 23
- Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved
- Corporate Place Board continuing to progress the Chiltern Beechwoods Mitigation Strategy and roll-out of e-bikes for Hemel Hempstead
- Dacorum Local Cycling and Walking Infrastructure Plan being developed with Herts CC with consultation due in Q4 23/24
- Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC.
- Review of town centre assets underway through Strategic Asset Review
- New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23
- Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing
- CIL Infrastructure Advisory Group met to review outstanding bids
- Work commenced to revise CIL spend and governance
- Economic Recovery Board progressing with reporting on 6 separate workstreams
- New Maylands Masterplan consultants appointed and work commences in earnest in Q3 23/24
  
- Hemel Garden Communities placemaking event with Members took place on 17 July 23
- VCS recommissioning proposals set out and will be presented to Cabinet in Q3 23/24
- Hemel Old Town project progressing, next community event to be held before Christmas 2023
- Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25
- Long lease at Riverside shopping centre has been reassigned; planning discussions and pre-application arrangements under discussion and to be progressed in Q3 23/24
- Place Communities and Enterprise Heads of Service Posts advertised and selection taking place in Oct/Nov 23
- National economy showing only very modest growth which may be a risk to investment proposals over the coming 12 months



## Detail

## Status

## Controls &amp; Assurances

- Hemel Place Strategy in progress to set objectives of agenda
- Hemel Place Strategy to co-ordinate key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley
- Place Implementation Plan to be worked up to govern priorities and delivery
- Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board
- Local communities engaged on new place strategies for Berkhamsted and Tring
- All projects to follow Corporate Project Management governance
- New Town Centre Strategy in progress to steer priorities
- Review of town centre assets underway to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery
- New Local Plan to underpin whole agenda
- New Dacorum Investment Framework to facilitate inward investment
- Engagement in key Government Funding Streams eg Levelling Up Fund, UK Share Prosperity Fund, Investment Zones, Route Improvement Strategy
- Infrastructure Delivery Plan being kept up to date
- Policy on deployment of Community Infrastructure Levy Funds underway
- Cross-service work on HRA and General Fund assets to identify regeneration, place shaping and environmental improvement opportunities
- Economic Recovery Board formed and Plan being actively managed with partners
- Engagement of VCS to support place making
- Internal place project teams to support focused delivery and improvement, with Old Town team already formed and delivering

## Evidence Risk is being managed

- Hemel Place Strategy in progress to set objectives of agenda
- Hemel Place Strategy co-ordinating key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley
- Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board
- Local communities engaged on new place strategies for Berkhamsted and Tring.
- New Town Centre Strategy in progress to steer priorities
- Review of town centre assets underway to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery
- New Local Plan to underpin whole agenda
- New Dacorum Investment Framework to facilitate inward investment
- Engagement in key Government Funding Streams e.g. Levelling Up Fund, UK Share Prosperity Fund, Investment Zones, Route Improvement Strategy
- Infrastructure Delivery Plan being kept up to date
- Policy on deployment of Community Infrastructure Levy Funds underway
- Cross-service work on HRA and General Fund assets to identify regeneration, place shaping and environmental improvement opportunities
- Economic Recovery Board formed and Plan being actively managed with partners
- Engagement of VCS to support place making
- Internal place project teams to support focused delivery and improvement, with Old Town team already formed and delivering

## Consequences / Impacts

The borough does not reach its full economic potential.  
Town centres fail to thrive, risking higher incidence of crime and anti-social behaviour  
Local resident and business dissatisfaction increases, giving rise to higher volumes of complaints.

Recruitment and retention of staff

Risk Owner

Aidan Wilkie

		30 Sep 2023
Detail		Status
Portfolio	People and Transformation	
Risk Description	We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources .	
Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>■ Strategic Risk Register March 2023</li> <li>■ Ensuring efficient, effective and modern service delivery</li> </ul>	
Inherent Score	16 ▲	
Mitigated Score	4.00 ★	
Target	4.00	
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4</p> <p>A revised market forces approach has been implemented. Agency framework in place.</p>	
Controls & Assurances	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. Delivery of a customer strategy which will create efficiencies (with the possibility of reinvestment) and a reduced reliance on human intervention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>	
Evidence Risk is being managed	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>	
Consequences / Impacts	<p>Increased levels of dissatisfaction from residents and businesses leading to higher volumes of complaints. Increase in financial cost through increased use of agency staff. Reputational damage. Intervention from central government/ regulatory bodies. Poor levels of service delivery.</p>	
Working with Strategic Partners	Risk Owner	Claire Hamilton
	Portfolio	Leader of the Council
	Risk Description	Failure to work with Strategic Partners to deliver Corporate priorities
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>■ Strategic Risk Register March 2023</li> <li>■ Ensuring efficient, effective and modern service delivery</li> </ul>

		30 Sep 2023
Detail		Status
Inherent Score	12 ▲	
Mitigated Score	4.00 ★	
Target	4.00	
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4.</p> <p>Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.</p>	
Controls & Assurances	<ul style="list-style-type: none"> <li>- Effective Strategic Partnership Boards set up to develop proposals and monitor delivery and outcomes. E.g. HGC, Hemel Place board, Economic Recovery Board.</li> <li>- Key Delivery Partnerships have the correct strategic and operational governance Boards in place to monitor delivery eg. SLM &amp; Osbornes</li> <li>- Herts wide delivery groups supported and monitored.</li> <li>- Strategic partners assigned lead officers for relationship management and communications</li> </ul>	
Evidence Risk is being managed	<p>Failure to work with Strategic Partners to deliver Corporate priorities Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners assigned lead officers for relationship management and communications.</p>	
Consequences / Impacts	<p>Deterioration in service delivery to residents and businesses. Failure to deliver value for money and making best use of public funds. Failure to meet the needs of customers via joined- up working. Failure to deliver key strategic projects, including and not limited to Hemel Garden Communities and the SW Herts Joint Strategic Plan Reputational damage.</p>	