



Cabinet



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Report for:	Cabinet
Title of report:	Strategic Risk Register Q4 2023-24
Date:	19 th November 2024
Report on behalf of:	Councillor William Allen, Portfolio Holder for Corporate and Commercial Services
Part:	I
If Part II, reason:	
Appendices:	Appendix A- Strategic Risk Register Update Q4 2023-24 Appendix B- Risk scoring methodology
Background papers:	Audit Committee September 2024 Strategic Risk Register Update Q4 2023-24
Glossary of acronyms and any other abbreviations used in this report and appendices:	CEE- Climate and Ecological Emergency CLT- Corporate Leadership Team DLUHC- Department for Levelling Up, Housing and Communities. HRA – Housing Revenue Account. The Council’s Housing Landlord function. HTIP- Housing Transformation and Improvement Programme. A review of operational practices within the Housing service. SLT- Strategic Leadership Team. VCS- Voluntary and Community Sector. VFM- Value for Money.

Report Author / Responsible Officer

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Corporate Priorities	Service improvement and delivery: Running the Council efficiently and putting residents at the heart of everything we do
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Wards affected	All
Purpose of the report:	To provide Cabinet with an update against the risks identified in the Council's Strategic Risk Register as at Q4 2023-24.
Recommendation to the decision maker:	To approve the Q4 2023-24 update on the Strategic Risk Register.
Period for post policy/project review:	An update on the Council's Strategic Risk Register is provided to Audit Committee and Cabinet on a quarterly basis.

1 Background

- 1.1 Robust risk management supports the delivery of the Council's corporate plan objectives. The Council has a legal obligation to ensure that it has sound risk management arrangements in place.
- 1.2 A review of the significant strategic risks impacting the delivery of the Council's six key corporate plan priorities was undertaken during 2022-23. This review involved Members, the Strategic Leadership Team (SLT), and Corporate Leadership Team (CLT) and the Council's internal auditors. A revised set of strategic risks were produced as follows, to be reported on from quarter 4, 2022-23:

Risk	Risk Owner
Failure to ensure compliance with statutory and legislative requirements.	Chief Executive
Failure to work with Strategic Partners to deliver Corporate priorities	Chief Executive
The Council is subject to a successful cyber-attack and/ or data breach.	Strategic Director (People and Transformation)
We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources.	Strategic Director (People and Transformation)
We do not plan in or deliver action early enough to ensure achievement of the CEE statement.	Strategic Director (People and Transformation)
Inability to manage and deliver safe and good quality affordable homes	Strategic Director (Housing and Property)
Weakening of the Council's Financial Resilience.	Strategic Director (Corporate and Commercial Services) / Chief Finance Officer
Failure to Deliver Place Shaping and Regeneration ambitions.	Strategic Director (Place)

- 1.3 Each risk is owned by a member of the Council's Strategic Leadership Team. Each quarter, they will provide an assessment of the current likelihood and impact/ consequence associated with each risk, together with narrative context. This is explained further below.

2 Strategic Risk Register Update Q4 2023-24

- 2.1 Appendix A provides a detailed update on the Council's strategic risks as at Q4 2023-24.
- 2.2 Between Q3 2023-24 and Q4 2023-24, there have been no movements in the current risk score for any of the Council's strategic risks.
- 2.3 The last internal audit report on the Council's risk management arrangements issued during 2023/24 made recommendations for the inclusion of an action plan against each strategic risk. This will be implemented during 2024/25.

3 Risk scoring and current risk status

- 3.1 Appendix B provides an explanation of the scoring system used by the Council to provide a numerical assessment of the status of each strategic risk.

- 3.2 The Council uses a 4x4 risk scoring matrix. The likelihood that a risk will occur is scored from 1 to 4 (1 being very unlikely, 4 being almost certain). Likewise, the impact/consequence of a risk is also scored from 1 to 4, (1 being low impact, 4 being significant impact). Both scores are then multiplied together to give an overall score.
- 3.3 For example: likelihood (4) x impact (4) gives an overall risk score of 16.
- 3.4 An overall risk score of 1 indicates low likelihood/ impact of a risk; a score of 16 indicates high likelihood/ impact of a risk.
- 3.5 The Council provides an assessment of three different types of risk score:
- 1) Inherent risk score. This is the risk score if no controls to manage the risk impact or likelihood were in place. It is expected that the inherent score would be relatively high for all strategic risks.
 - 2) Target risk score or risk appetite score. This is the risk score that this organisation is prepared to accept, to be achieved by the controls that the Council puts in place to manage the impact and likelihood of each risk.
 - 3) Current risk score. This is the risk score that gives an assessment of the current position.

4 Revised Corporate Plan and associated updates to the Council's associated strategic risks.

Full Council approved the Council's Corporate Plan for 2024-2028 on 15th October 2024. An organisation's strategic risks link directly to its corporate plan priorities. The process for the identification and formal adoption of the Council's revised strategic risks can now take place. The Council will be supported through this process by its internal auditors TIAA.

5 Financial and value for money implications:

Proper risk management arrangements support delivery of value for money and helps secure the Council's financial resources.

6 Legal Implications

The Council is required by law to make proper risk management arrangements.

7 Risk implications:

Contained in the body of the report.

8 Equalities, Community Impact and Human Rights

None arising directly from the report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

None arising directly from the report.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

None arising directly from the report.

11 Statutory Comments

Monitoring Officer:

The report presents an overview of the Council's approach to strategic risks and the mitigations in place to manage those risks. The arrangements in place to manage risk appear appropriate for this period.

Deputy S151 Officer:

This is a Deputy S151 Officer report.

12 Conclusion

This report provides an update on the Council's Strategic Register as at Q4 2023-24.

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