

Dacorum Borough Council Strategic Risk Register Quarter 2 2024/25

Risk	Narrative update
<p>Failure to ensure compliance with statutory and legislative requirements.</p>	<p>Risk owner- Claire Hamilton</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p> <p>Target risk likelihood 1; target risk consequence/ impact 2. Overall target risk score is 2.</p> <p>Actual Risk Score; Impact 2 likelihood 2. Overall Qtr 2 risk score is 4. (GREEN)</p> <ul style="list-style-type: none"> • Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity. • Quarterly audit actions report comes to SLT. • Review of Council statutory responsibilities has been fed into the annual service planning process. • Housing Transformation & Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing. Target Operating Model in final stages of development. • Preparation for Regulator of Social Housing Inspection is underway. Self-assessment being completed and independent support on requirements is being commissioned. • Monthly report on GF and HRA compliance presented to SLT. • Monthly H&S Chief Executive briefing by Head of Corporate H&S and Resilience takes place. • Formal Statutory Officer meeting takes place on a monthly basis. • Dacorum Assurance Framework is nearing completion. • SLT meeting takes place weekly– attended by all Statutory Officers or their deputies. • Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation. Legislative requirements in relation to the Elections Act 2022 are being met and monitored through meetings with the Monitoring Officer and Chief Executive.
<p>Failure to work with Strategic Partners to deliver Corporate priorities</p>	<p>Risk owner- Claire Hamilton</p> <p>Inherent risk likelihood 3; inherent risk consequence/ impact 4. Overall inherent risk score is 12.</p> <p>Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score is 4.</p>

Risk	Narrative update
	<p>Actual Risk Score; Impact 2 likelihood 2. Overall Qtr 2 risk score is 4. (GREEN)</p> <ul style="list-style-type: none"> • 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 appropriate strategic and operational governance boards in place to monitor delivery. • Hertfordshire wide delivery groups are 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. Meetings with DLUHC and Home Office officials have been held and preparations are underway for future visits from Government departments in 2024. • Hemel Health Campus project has been launched and a project team with health partners has been established. • Strategic Partners are engaged in the production of new strategies and plans for Dacorum, such as the new Housing Strategy. • CVS Grant funding proposals are being implemented following Cabinet approval.
<p>Inability to manage and deliver safe and good quality affordable homes</p>	<p>Risk owner- Darren Welsh</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p> <p>Target risk likelihood 2; target risk consequence/ impact 4. Overall target risk score is 8.</p> <p>Actual Risk Score; Impact 4 likelihood 2. Overall Qtr 4 risk score is 8. (AMBER)</p> <ul style="list-style-type: none"> • The Housing Revenue Account Business Plan has been reviewed, in consultation with residents, as part of the Council’s financial budget setting cycle and refresh of the Council’s Medium Term Financial Plan. • In January 2024, Cabinet approved the new Housing Strategy for 2024-29 and it also approved the Repairs and Maintenance Recommissioning Strategy. • In February 2024, Cabinet approved the Council’s Building Safety Policy for its Council housing stock, the HRA Business Plan for 2024, and the interim Housing Asset Management Strategy. • Compliance reporting on health and safety management is reviewed by the Council’s Senior Leadership Team on a monthly basis. • Quarterly performance reports to the Housing and Community Overview and Scrutiny Committee have been reviewed to provide more information on customer insight and service improvement actions. • In March 2024, the Regulator of Social Housing announced that the Council would be in Wave 1 of Council housing inspections in 2024, with the inspection to commence in April 2024.

Risk	Narrative update
<p>Failure to Deliver Place Shaping and Regeneration ambitions.</p>	<p>Risk owner- James Doe</p> <p>Inherent risk likelihood 3; inherent risk consequence/ impact 4. Overall inherent risk score is 12.</p> <p>Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score is 4.</p> <p>Actual Risk Score; Impact 3 likelihood 2. Overall Qtr 2 risk score is 6. (AMBER)</p> <ul style="list-style-type: none"> • Local Plan to 2041 approved at October Council and Regulation 19 publication commenced – risk reduced on this project since last quarter. • Following the General Election in 2024, changes to national planning policy/legislation • UKSPF Investment Plan of £1.763m progressing; some projects have been reassigned to ensure full retention and spend of the funds. The majority of funding has been allocated with ongoing discussions regarding the remaining allocation. • Work underway to develop the first draft Hemel Place Strategy. The plan is to have this approved by end of March and aligned to other strategies being developed in Place, Communities and Enterprise. • Hemel Town Centre Vision approved by Cabinet 18 July 23; currently handling major investment enquiries. Delivery plans for the priorities sites to be prepared by Q1 25/26. • Some delays in respect of the Hemel Health Campus project. The PID has been agreed, MOU to be agreed and signed by Q3 24/25. Procurement being prepared to secure the Design Team and EA/PM. • Hemel Place Board continues to meet; Next meeting scheduled for Q3 24/24 (05/12/24). • Corporate Place Board continuing to progress the Chiltern Beechwoods Mitigation Strategy and roll-out of e-bikes for Hemel Hempstead. Corporate SANG group formed to deliver new SANG on Council-owned sites. • Dacorum Local Cycling and Walking Infrastructure Plan being developed with Herts CC and consultation closed 26 Feb 24, plan now progressing for completion by mid-2025. • Sustainable Transport Plans for Berkhamsted and Tring, and Hemel Hempstead finalised and published as part of the evidence for the Local Plan to 2041 Regulation 19 publication. • Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC. • Review of town centre assets through Strategic Asset Review has been undertaken. • Draft scoping paper prepared for the new Dacorum Investment Framework to facilitate inward investment. Target for completion early 2025 • Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing with HCC fully engaged; work on track.

Risk	Narrative update
	<ul style="list-style-type: none"> • Work continues on revising CIL spend and governance. • The Maylands Masterplan has been prepared and approved by Cabinet in October 2024. • Attendance for UKREiiF in Leeds, May 2025, confirmed as part of wider Hertfordshire delegation. • Hemel Garden Communities programme continuing well with work with major landowner to commencing initial planning work in Q1 2024/25. Work programme focused on supporting evidence for both Dacorum and St Albans Local Plans. • Continual partner liaison with The Crown Estate over the HGC plans and working with it to support planning proposals for the first phases of the development at East Hemel mainly in the St Albans district. • VCS recommissioning proposals agreed by Cabinet, now in place with new SLAs agree with four key VCS delivery partners. • 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 25/26 • Long lease at Riverside shopping centre has been reassigned. Further discussions needed to enable development plans to be considered. • All recruitment to Place Communities and Enterprise Heads of Service Posts now complete. • Long term planning for SW Herts through the Joint Strategic Plan is moving towards strategic growth location selection by members during Q4 and Q1 of 24/25
<p>The Council is subject to a successful cyber-attack and/ or data breach.</p>	<p>Risk owner- Aidan Wilkie</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p> <p>Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score is 4.</p> <p>Actual Risk Score; Impact 3 likelihood 2. Overall Qtr 2 risk score is 6. (AMBER)</p> <ul style="list-style-type: none"> • We have successfully secured PSN accreditation. • We are working towards cyber essentials + accreditation with a view to securing it in the summer. • We have run a Council wide cyber resilience exercise which will form the basis of cross-Council improvements. • All staff and councillors have undertaken cyber related training. • We have updated our patching and update processes to ensure these are always done the most timely and efficient manner
<p>We are unable to deliver effective services to residents due to an</p>	<p>Risk owner- Aidan Wilkie</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p>

Risk	Narrative update
<p>inability to retain and recruit sufficient competent and skilled resources.</p>	<p>Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score is 4.</p> <p>Actual Risk Score; Impact 2 likelihood 2. Overall Qtr 2 risk score is 4. (GREEN)</p> <ul style="list-style-type: none"> • Turnover and vacancy rate data have improved significantly despite the market remaining challenging. • Evidence that the market forces policy is helping to tackle longstanding recruitment challenges e.g. Planning. • Work programme in place to improve Dacorum offer and branding. • Starting to look at alternative banding/ pay approaches for specialist roles
<p>We do not plan in or deliver action early enough to ensure achievement of the CEE statement.</p>	<p>Risk owner- Aidan Wilkie</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p> <p>Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score is 4.</p> <p>Actual Risk Score; Impact 2 likelihood 2. Overall Qtr 2 risk score is 4. (GREEN)</p> <ul style="list-style-type: none"> • We now have an agreed programme of work, governance and impact/ monitoring approach. • Key delivery risks are identified and work prioritised; • Fleet and housing decarbonisation remain big challenges but big steps forward have been made on both. The latter is a nationwide challenge. • Finance colleagues have helped secure a £1.16m fund to help progress our programme/ augment it with additional activity – we have developed a proposed programme of spend which we will take through the clearance protocols;
<p>Weakening of the Council's Financial resilience</p>	<p>Risk owners- Nigel Howcutt/ Catherine Silva Donyare</p> <p>There has been no change in the risk score quarter on quarter.</p> <p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16.</p> <p>Target risk likelihood 2; target risk consequence/ impact 3. Overall target risk score is 6.</p>

Risk	Narrative update
	<p data-bbox="369 178 846 204">Actual Risk Score; Impact 2 likelihood 2.</p> <p data-bbox="369 213 705 239">Overall Qtr 2 risk score is 4.</p> <ul data-bbox="421 288 2130 1082" style="list-style-type: none"> <li data-bbox="421 288 2130 352">• During 2023/24 the in-year financial projections for the general fund have projected an overall surplus in comparison to approved budgets, and at year end the projected surplus was crystallized. <li data-bbox="421 395 2130 496">• 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. <li data-bbox="421 539 2130 608">• In addition to this the 2024 Medium Term financial Strategy (MTFS) and 2024/25 budget has been approved by cabinet and is projecting a balanced budget position for 24/25. A total unidentified savings requirement of £2.1m is remaining to be achieved over the MTFS period. <li data-bbox="421 651 2130 719">• 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. <li data-bbox="421 762 2130 831">• The HRA financial projections worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained throughout 2023/24 with a year-end pressure supported by reserve draw downs for 23/24. <li data-bbox="421 874 2130 975">• The HRA is impacted significantly by inflationary cost pressures and increased 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. <li data-bbox="421 1018 2130 1082">• In terms of medium term financial sustainability, the HRA 30 year business plan has been approved by cabinet and details how the HRA plans to ensure it is both affordable and sustainable in the medium term. <p data-bbox="369 1125 757 1150">Mitigations/Actions importance.</p> <ol data-bbox="369 1160 1086 1257" style="list-style-type: none"> <li data-bbox="369 1160 739 1185">1. Delivering to budget in year. <li data-bbox="369 1195 963 1220">2. Approval of a sustainable and achievable MTFS <li data-bbox="369 1230 1086 1257">3. Approval of a balanced budget for the next financial year.