



Audit Agenda

Wednesday 21 November 2018 at 7.30 pm

Conference Room 2 - The Forum

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Birnie
Councillor Douris
Councillor McLean

Councillor Silwal
Councillor Taylor (Chair)
Councillor Tindall

Substitute Members:

Councillors G Adshead, Anderson, England, Link, Pringle and Ransley

For further information, please contact Corporate and Democratic Support on 01442 228209

AGENDA

6. STRATEGIC RISK REGISTER (Pages 2 - 18)

To consider the position on the current Risk Register 2018/19.

Agenda Item 6



Report for:	Audit Committee
Date of meeting:	21 November 2018
PART:	1
If Part II, reason:	

Title of report:	Strategic Risk Register Quarter 2, 2018/19
Contact:	Cllr Graeme Elliot , Portfolio Holder Finance & Resources James Deane , Corporate Director (Finance & Operations) Linda Dargue, Lead Officer, Insurance & Risk
Purpose of report:	To provide the Quarter 2 update on the Strategic Risk Register
Recommendations	That the content of this report is noted and that Committee seek further assurance where required.
Corporate objectives:	Dacorum Delivers – Risk management is an essential part of ensuring that the Council meets all of its objectives
Implications:	<u>Financial</u> Incorporated within the report.
'Value For Money Implications'	<u>Value for Money</u> Risk management is closely linked to the Council's commitment to ensure that all resources are used efficiently and forms part of effective financial planning. The Council also needs to ensure that adequate provisions are in place to address anticipated risks but that these are no greater than necessary so that maximum resources are applied to services as required. To this end the Council sets minimum target working balances for both the general fund and HRA and at the date of this report these minimum balances are secured. Budget exercises for 2017/18 have ensured that the minimum balance requirements will also be met for the next financial year.
Risk Implications	Effective risk management is an important factor in all policymaking, planning and decision making.

	Failure to manage risk effectively could have serious consequences for the Council leading to increased costs, wasted resources, prosecution and criticism under external assessments
Equalities Implications	Equality Impact Assessment reviewed/carried out* Not applicable
Health And Safety Implications	Not applicable
Consultees:	Chief Officer Group
Background papers:	Cabinet, October 2014, Agenda Item 10

BACKGROUND

1. The revised Strategic Risk register showing the position at the end of Q1 2018/19 is attached at Appendix A.
2. There are no changes to the risk scores for this quarter, however the narrative has been reviewed and amended as appropriate to reflect the current position.
3. Members may like to note the comments on risk C5 relating to the ongoing review of the Strategic Risk Register.
4. This iteration of the risk register, i.e. as at Quarter 2, will be reported to Cabinet on 11 December 2018, and will include comments and suggestions as requested by the Audit Committee.

STRATEGIC RISK REGISTER

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C5 - The Council fails to comply with the regulatory framework within which it must operate.

Category: Legal & Regulatory	Corporate Priority: Dacorum Delivers	Risk Owner: James Deane	Portfolio Holder: Graeme Elliot	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	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
<p>As a public sector organisation, there a number of regulatory frameworks which govern the way in which the Council must operate both on a day-to-day basis and in the discharging of one-off duties or actions.</p> <p>Generally, compliance with these frameworks is considered an operational risk and is monitored and managed through a combination of the Operational Risk Register and Performance Indicators which are reported to the relevant Overview and Scrutiny Committees.</p> <p>However, there is a risk that in some circumstances failure to comply with regulations could result in a number of consequences for the Council that are sufficiently negative and high profile in nature to become, for a short time, strategic in nature.</p> <p>For example, failure to follow the correct protocols prescribed under the data protection legislation could result in the following consequences for the Council:</p>		<p>The Council has a number of strategies and policies in place which aim to provide clarity in the way Council Members and staff should operate.</p> <p>These documents are reviewed and updated periodically by Officers who are experts in the field and are frequently the subject of Internal Audit reviews in order to provide Members with independent, third-party assurance.</p> <p>These processes mitigate the likelihood of this risk crystallising and have resulted in my reducing the inherent risk score from '4', Very Likely, to '2', Unlikely.</p> <p>Data Protection policy & procedures Health & Safety policy & procedures Risk Management framework Safeguarding policy & procedures Financial Regulations Procurement Standing Orders Constitution</p>		<p>The Financial Regulations (Main Accounting) and Emergency Plan were audited by Mazars, the Council's Internal Auditors in 2014/15 and achieved a FULL level of assurance.</p> <p>The Risk Management framework and Procurement Standing Orders were audited in 2014/15 and achieved a SUBSTANTIAL level of assurance.</p>	

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<p>1. Disclosure of personal information causing harm to a resident 2. High profile negative publicity regarding the way the Council operates 3. Significant financial penalty imposed by the Information Commissioner</p> <p>This risk has been included on the Strategic Risk Register to ensure that there is scope to escalate an operational risk for Cabinet consideration and Audit Committee scrutiny should there be a period of intensified risk in a specific regulatory area.</p>	<p>Emergency Plan Human Resources terms & conditions</p>	
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Sign Off and Comments

Sign Off Complete

On 18 September, a review of the Strategic Risk Register was undertaken facilitated by Mazars and attended by Cabinet, the Leader of the Opposition and the Chief Officer Group. Members fed back on what they considered to be the key risks facing the delivery of the Council's Corporate Objectives.

The raw data from that meeting is currently being worked through by Chief Officers, in conjunction with Mazars, with a view to updating the SRR early in 2019. The intention is that the new risk register will strengthen the links between the risk register and the Corporate Plan, which will in turn flow down to the Operational Risk Register and to the performance management framework within the Council.

C6 - The Council does not attract and retain the skill sets within its workforce that will enable it to maximise opportunities for delivering its services more efficiently through increased partnership working.

<p>Category: People/Employees</p>	<p>Corporate Priority: Dacorum Delivers</p>	<p>Risk Owner: Sally Marshall</p>	<p>Portfolio Holder: David Collins</p>	<p>Tolerance: Treating</p>	
<p>Inherent Probability</p>	<p>Inherent Impact</p>	<p>Inherent Risk Score</p>	<p>Residual Probability</p>	<p>Residual Impact</p>	<p>Residual Risk Score</p>

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4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> The quality of service delivery is likely to be adversely affected due to a lack of resources and/or skills to effectively deliver services through increased partnership working. There is likely to be a reduction in efficiency savings due to inability to create more effective partnerships. There is also likely to be a negative impact on any proposals for devolved powers. Failure to create more examples of effective partnership working will result in a higher likelihood of back office and front line services being reduced as the financial constraints on the Council's budget continue to tighten. 		<ul style="list-style-type: none"> Leading in Dacorum continues to be delivered focussing on key management competencies to ensure managers are leading staff effectively. People strategy is being implemented which covers workforce improvements such as staff recognition, staff benefits and how we recruit/retain staff. 		<ul style="list-style-type: none"> The projected annual turnover rate (as calculated in Q1) is 12% which is comparable to the local government average (12%). Recruitment for most posts is generally competitive with a good number of applications being received from suitably qualified candidates for vacant posts. However, there are pockets in the organisation that are having difficulties in recruiting staff. Work is underway to explore options to overcome these difficulties by understanding why staff are leaving and what the possible barriers are preventing people applying. 	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>We have a well-established and effective approach to recruiting staff, although there are some areas in which it is more difficult to attract candidates. We use a range of media to advertise and operate up-to-date recruitment policies and practices. However, following a review we have begun to implement changes, which will make the Council more attractive to prospective recruits. This includes a new recruitment website, easier way for people to apply and using the power of LinkedIn and other social media sites to better target suitable candidates. Further work is being explored on talent management and succession planning to ensure we retain key personnel.</p> <p>We have also implemented proposals to modernise our terms and conditions, which includes car salary sacrifice, travel season tickets, holiday trading, staff volunteering scheme and a staff recognition scheme.</p> <p>We continue to provide a dedicated management-training programme (Leading in Dacorum) that focuses on service planning, innovation, efficiencies and workforce planning, as well as a comprehensive mandatory training programme to ensure staff have the right skills to carry out their roles.</p>					

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C7 - Controls do not develop at a sufficient pace to keep track with the continually emerging data protection risks

Category: Corporate	Corporate Priority: Dacorum Delivers	Risk Owner: Sally Marshall	Portfolio Holder: David Collins	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
<p>Cause of Risk - The Council is reliant on vast amounts of good quality data and information to determine sound decisions and plans, conduct operations and deliver services.</p> <p>It is also required by the Data Protection Act and Government's Public Sector Network (PSN) Code of Connection (CoCo) to maintain confidentiality, integrity, availability and appropriately authorised use of the data.</p> <p>With the Government's 'Open' agenda, increased flexible working patterns of staff, and increased partnership working and use of multiple information storage sources, controls on data management and security have become complex and important.</p> <p>Consequences of Risk –</p> <ol style="list-style-type: none"> Poor decision making due to ineffective use of or insufficient availability of data and information sharing. Loss, misrepresentation or unauthorised disclosure of 		<p>Information Security Officer appointed responsibilities include:</p> <ul style="list-style-type: none"> the Council's Corporate Information Assurance specialist the custodian, owner and updater of ICT Security and Information Governance strategy, policy and procedure ensuring that the Council complies with the latest legislation in terms of ICT Security standards and compliance. To ensure that the Council's policies and procedures regarding ICT Security and Information governance are adhered to across all the Council's services. To keep informed of relevant technical innovation and changes to technological, infrastructure, telecom and software systems in relation to Information Security. To be the custodian and owner of Information Security and Governance Standards. To manage Information Security and Governance strategies and to support the Council in the future development of Information Security, Governance and Business Continuity. 		<ul style="list-style-type: none"> Information Security Officer appointed Various ICT policies and procedures in place Compulsory training for staff on Data Security PSN Compliance GDPR Training 	

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<p>sensitive data, DBC has the potential to be susceptible to cyber-attacks or sabotage.</p> <p>3. Under performance. Breach of Data Protection Act leading to legal actions, fines, adverse publicity, and additional remedial and data protection costs.</p> <p>4. Significant interruption of vital services leading to failure to meet duties and to protect people, finances and assets.</p> <p>5. Potential damage to DBC's reputation.</p>	<ul style="list-style-type: none"> • To train Council Staff, Members on Information Security, Data Protection Act and Freedom of Information Acts. Compulsory training for staff on Data Security - PSN Compliance - Audit of data protection approach 	
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Sign Off and Comments

Sign Off Complete

We have a robust approach to managing data security and protection. This includes a range of technical security measures such as anti-virus software, automated software patching, corporate firewalls and various multiple factor authentication processes.

New staff also have to review and sign a number of Information Security / Management Policies (Including data protection) and all suppliers working with our data are required to complete an 'accreditation form'.

Overall systems availability in Q2 was above target at 99.99% and scrutiny and testing as part of our PSN accreditation is being undertaken in Q3.

We are in the process of refreshing both desktop and data centre hardware and software, further strengthening our resilience, and we are continuing to work with our suppliers to progress delivery of resilient lines.

Quarterly training courses and refreshers on the Data Protection Act have now been merged with an extensive GDPR (mandatory) training schedule. A GDPR 12 point action plan, previously presented to CMT, is now being implemented.

F6 - Changes to legislation could negatively affect the medium to long term viability of the HRA Business Plan.

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Affordable Housing		Mark Gaynor	Margaret Patricia Griffiths	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	3 High	9 Amber

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Consequences	Current Controls	Assurance
<p>Since the 'once and for all' settlement with government on the self financing of the HRA there have been major legislative and policy changes which, overall, have impacted detrimentally on the HRA Business Plan:</p> <ul style="list-style-type: none"> • The re-invigoration of the RTB which has increased sales from around 15-20 per year to well over 100 • The parallel introduction of the RTB 'one for one' replacement scheme where the Council can use receipts to build new homes but only to pay for 30% of costs (leaving the other 70% to be sourced) • A change to national rent policy which moved from RPI + 0.5% to CPI + 1% and ending the process of reaching target rents (leaving 60% of DBC properties below target) <p>The government now propose two further changes which, if enacted, will further constrain the capacity of the HRA Business Plan viability:</p> <ul style="list-style-type: none"> • A rent reduction of 1% per year for four years and a complete inability to make any progress towards convergence to target rents (a reduction of income of £30M over the first four years and over £500M over the lifetime of the HRA Business Plan) • Enforced sales of 'high value' council homes as they become vacant to fund Housing Association RTB <p>The first of these changes is already in draft legislation and the assumption must be that it will happen. The consequences are very significant, and even with mitigation will continue to be so:</p> <p>The financial viability of the HRA to meet its current</p>	<p>Elements of the changes are yet to apply (the rent changes start from April 2016) and the current controls – proper business planning, the disciplines of the MTFs, project and programme management arrangements, effective contract management, annual efficiency programmes and so on – reflect on the existing position and could provide sufficient mitigation to the long term business plan. The controls proposed for the new changes – if the proposed legislation is enacted – will only mitigate the impact to an extent as the scale of change, compounded with previous changes, are so significant. The controls are as follows:</p> <p>A complete review of the HRA Business Plan to spread the impacts over activities and over time. Initially, in order to deliver the current new build programme, this will be focused on a slowing down of the investment into current stock.</p> <p>Reducing the costs of running the service through efficiency and service redesign (in partnership with tenants and leaseholders).</p> <p>Improved procurement of services and renegotiation of existing contracts (though these have been procured within the last year or so and will restrict potential). This would include seeking shared services with other partners and models of operation which reduce the overheads of the HRA.</p> <p>Maximising the income to the HRA by altering use of parts of the stock (increased use of HRA stock for temporary accommodation and provision of low level</p>	<p>A remodelling of the HRA Business Plan has been made to take account of the impact of the changes which will be considered by Cabinet (initially in November 2015 and periodically thereafter). This has demonstrated that the current new build programme can be completed. The ability to extend this further will depend on the success of the mitigations above.</p>

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business plan objectives in full cannot be made due to loss of income and economies of scale as stock numbers diminish.

Services to tenants will have to reduce, including proposed investment in the existing stock, to deal with the scale of resource reduction.

The new build programme at its proposed scale will have to reduce, and possibly cease, in order to provide services to tenants and balance the books.

That resources provided through RTB one for one replacement will be unused and lost to the Borough as it is returned to the Treasury as a result of the Council's inability to provide the 70% match funding and as Housing Associations reduce their supply of new affordable homes (as a result of the same legislative changes impacting on the Council).

The Council's housing stock will progressively reduce through RTB, enforced sales and reduction in new build which will reduce its ability to meet the housing needs in the Borough and achieving the strategic objective of increasing the supply of affordable homes.

care as part of a tenancy where rent controls do not apply).

Altering the tenure mix of the current new build programme to include shared ownership and market sale in order to cross subsidise new rented provision. This could incorporate an element of affordable rent to increase revenue.

Development of a partnership approach to use of RTB one for one replacement funding with local Housing Associations in order to minimise losses of resource to the Borough and to increase supply of new homes. Fully exploring the potential of a Local Housing Company to improve the cost of delivery of new homes alongside the benefits to the General Fund.

Lobbying of government regarding the disproportionately severe impacts of the changes, though historical reasons, on DBC seeking some local amelioration.

Ensuring that our intelligence on the changing position and on developments within the sector are fully up to date through membership of ARCH, liaison with CIH and other key bodies.

The following controls are in place already with regard to the financial and strategic management of the HRA Business Plan:

- An annual refresh of the HRA Business Plan reported both to CMT and to Cabinet
- Monthly meeting between budget holders and accountants monitoring progress against original timeframes and costs

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	<ul style="list-style-type: none"> • Regular meetings of the Corporate New Build Group considering performance and new schemes • CMT receive a fortnightly update on the new build programme • Performance Board comprising Chief Officers and cabinet members receive a report on progress before each cabinet meeting • Reports on HRA performance go the Overview and Scrutiny every quarter • The HRA is reported as part of the overall corporate financial reporting process 	
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Sign Off and Comments

Sign Off Complete

The government's decision to end the HRA borrowing cap will allow the Council to deliver the programme of new build already agreed and to continue the programme with far greater flexibility and access to funding to make a significant difference to meeting housing need in the borough. This reduces financial pressure on the HRA and will also allow for continued investment in maintaining and improving our existing stock.

F7 - Funding and income is not sufficient to deliver the Council's corporate objectives

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: James Deane	Portfolio Holder: Graeme Elliot	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	3 High	9 Amber
Consequences		Current Controls		Assurance	
The government's austerity programme has led to reduced Local Authority funding over the last seven years, resulting in the Council's need to find savings of		The Council's Medium Term Financial Strategy and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallising through the effective		In May 2018, the Council was audited by Mazars on 'Budgetary Control', focusing on the control processes in place to both set and manage the Council's annual	

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£7m since 2010/11. Further funding reductions in excess of £3m are forecast over the next four years, which increases the risk of the Council being unable to deliver its vision for the borough, as detailed in the Corporate Plan.

([http://www.dacorum.gov.uk/docs/default-source/council-](http://www.dacorum.gov.uk/docs/default-source/council-democracy/dacorum_corporateplan_web.pdf?sfvrsn=2)

[democracy/dacorum_corporateplan_web.pdf?sfvrsn=2](http://www.dacorum.gov.uk/docs/default-source/council-democracy/dacorum_corporateplan_web.pdf?sfvrsn=2))

Sustained funding reductions of this magnitude are not only a risk to the Council's capacity to grow and enhance the community, but more fundamentally they are a risk to the continued provision of high quality frontline services to residents.

If the Council is unable to deliver its vision or to protect its frontline service provision, it risks the following consequences:

Increased community hardship as the services provided to the most vulnerable residents in the borough are impacted, leading to delays in their accessing financial and residential help.

The impact of reducing standards of environmental services across the borough could lead to a less attractive environment and a loss of community identity and civic pride for residents.

Reputational damage as residents become dissatisfied with their experience of interacting with the Council.

modelling of the future financial environment, which allows for more effective forward planning. These controls are detailed below, and have resulted in my reducing the inherent risk score from '4', Very Likely, to '3', Likely.

The Council's Medium Term Financial Strategy (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 at least 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. The current version is accessible via the following link:

<http://www.dacorum.gov.uk/docs/default-source/council-democracy/mtfs-july-cabinet-2015.pdf?sfvrsn=0>

The Council's Housing Revenue Account (HRA) Business Plan maps planned income and expenditure over a thirty-year period. Government legislation that can affect the Council's delivery of social housing is incorporated within the plan and forms the basis for informed strategic decision-making.

The Council's reviewing of its Corporate Plan together

budgets, and secured a 'FULL' level of assurance.

Also in May 2018, the Council's medium-term financial monitoring and savings control programme was audited by Mazars under the umbrella of 'Benefits and Savings Realisation'. This audit also received a 'FULL' level of assurance.

The external auditors, Grant Thornton, gave the following 'value for money' opinion within the 2016/17 year end audit of the Council: 'based on the work we performed to address the significant risk, we concluded that [the Council] had proper arrangements in place in all significant respects to ensure it delivered value for money in its use of resources.'

These audit opinions provide assurance that the Council is effectively controlling the processes that will enable it to derive value for money from its available resources, and therefore to maximise the opportunity for delivering its corporate objectives.

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This risk is exacerbated by the growth of social media and the ability of residents to share their experiences with large numbers of people instantaneously.

with its Communications Strategy mitigate the impact of this risk, should it occur, by keeping residents informed of the pressures faced by the Council, and consequently by managing aspiration and expectation (detail below). On this basis, I have reduced the Impact score from '4', Severe, to '3', High.

The Council reviews its Corporate Plan periodically to ensure that the vision for the borough remains relevant and realistic within the financial constraints outlined within the MTFS and the HRA plan. The aspirations of the Council and the community are managed through the Council's Communications Strategy both through social media, the local press and Digest.

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Sign Off and Comments

Sign Off Complete

Since the publication of the last risk register there has been no further clarification of future government funding that could give more planning certainty for the Council's MTFS. The Fair Funding Review, which is currently underway, and which will determine Government's new mechanism for determining each local authorities level of funding beyond 2020, is not scheduled for consultation until late 2019.

Government has announced that the Provisional Settlement announcement, which gives details of next year's budget, is set for 6 December. This Settlement will provide further clarity on whether Government will suspend 'negative RSG' for 2019/20. This outcome of this decision is significant for the Council, which is currently scheduled to have negative RSG of £900k. Members will be advised as more information becomes available.

I3 - The Borough does not secure sufficient investment in infrastructure to ensure that housing delivery and economic and community growth is sustainable in the longer term.

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
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Infrastructure		Affordable Housing		Mark Gaynor	Graham Sutton	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score	
4 Very Likely	4 Severe	16 Red	3 Likely	3 High	9 Amber	
Consequences		Current Controls		Assurance		
<p>The provision of infrastructure such as schools, health, transport and other facilities is crucial to sustainability of the local community and economy. Its funding, however, is increasingly complex and difficult as central government moves away from direct provision and expects the development process and local partnerships to deliver it. Failure to provide this infrastructure will have a number of damaging consequences:</p> <ul style="list-style-type: none"> A reduction in the quality of life and opportunities for people in the Borough A serious constraint to economic growth with the impact on the contribution to service provision through Business Rates growth Increased community opposition to new developments, particularly housing, on the grounds that existing infrastructure will not cope Damage to the image of the area, worsening of community pride and social cohesion and reputational damage to the Council 		<p>Infrastructure is provided through the development process (s106 and Community Infrastructure Levy) and elements of funding which comes from central government (increasingly through the LEP, bidding and HCC). The responsibility for some infrastructure elements is through privatised arrangements (utilities) or arms-length government agencies such as Network Rail. The ability of the Council to control these processes is limited.</p> <p>The Council is able to promote the quantum, nature and timing of growth making it more likely that the infrastructure will be delivered. It is also able to promote partnerships and use its asset base and influence to stimulate desired development. Current controls include:</p> <ul style="list-style-type: none"> Ensuring that the Local Plan (and its component elements such as the Core Strategy, site allocations, supporting policies and so on on) is up to date and sets out very clearly the requirements of proposed development. This promotes sustainable development by design, access and movement, materials. Use of masterplanning supports what is required to be delivered to produce sustainability on larger sites. The approved Council's Community Infrastructure Levy 		<p>The process for setting out development delivered is through the Authority Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure.</p> <p>Regular reports are made as set out above in controls.</p>		

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Policy and schedule (CIL) provides for the levels of contributions that must be made by developers and the purpose for which they will be spent. This also includes an element of CIL which can be spent by local communities and act to link growth directly with infrastructure provision local people want. Operating a 'open for business' approach to how the Council deals with potential development with a presumption of making acceptable development easier to deliver by proactive advice through the planning process. Allied to this is ensuring that the development management service is capable of achieving decision making within required time limits. Stimulating required growth through the Council's own regeneration activity, including Hemel Evolution, Gade Zone and Heart of Maylands resulting in inward investment being more likely. Increasing inward investment through initiatives such as Dacorum Look no Further, Ambassadors, direct provision of business advice and a supportive approach to new development. Good market intelligence through regular liaison with local employers, landowners, developers, institutional investors and land agents regarding demand and expected assistance. Partnership with the LEP as the main route for additional funding for infrastructure through influencing the Strategic Growth Plan (in which Hemel Hempstead and the M1 corridor is a priority) and bidding for resources for infrastructure (such as the £5M achieved

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Page 16	<p>for West Herts College) Working to create key partnerships to bring forward development capable of funding major infrastructure (such as Gorhambury) These controls are exercised within the following:</p> <ul style="list-style-type: none"> • Monthly reporting to Hemel Evolution Board and Corporate Regeneration Group • Fortnightly reporting on key projects to CMT • Reporting to Performance Board before each Cabinet Meeting • A clear programme for the Local Development Framework and CIL • Quarterly reporting to Overview and Scrutiny • Regular reporting to Cabinet • Adherence to the agreed performance and project management processes 	
	Sign Off and Comments	

Sign Off Complete

The council will be bidding to the Ministry of Housing, Communities and Local Government for resources from the Garden Cities Programme to fund work on North and East Hemel Garden Communities. If this is included in the final Local Plan it will make the chances of delivery of infrastructure for this major development much more likely, and will potentially allow access to additional streams of government funding.

R5 - The Council does not embrace the increased use of social media as a tool for social engagement and increased community engagement.

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Sally Marshall	Portfolio Holder: Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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3 Likely	3 High	9 Amber	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
<p>The risk of not using social media</p> <ul style="list-style-type: none"> - This will mean that our approach to engagement (i.e. letters, workshops, printed magazines) is likely to exclude key demographic groups including younger residents and those who are more technologically minded. - We will not be able to respond to negative posts or views which could cause significant reputational damage or risk. - We will have less opportunity to influence Government and media through the use of targeted campaigns and communications. - The organisation may not be viewed as 'technologically forward thinking' which could lead to reputational risks. This includes more difficulty in attracting hi-tech investment or exclusion from innovation pilots. <p>Managing the risk of social media</p> <ul style="list-style-type: none"> - Members of the public can use DBC's profile to raise negative or incorrect statements that damage the reputation of DBC. - Employees may breach data security rules regarding the management of private or confidential information. - Inappropriate or unacceptable content posted by employees - Our social media accounts are 'identity jacked' which occurs when fake accounts are set up to look like those 		<p>In order to mitigate these risks we have put in place a number of controls:</p> <p>The risk of not using social media</p> <ul style="list-style-type: none"> - Our social media strategy sets out how we will proactively engage with residents through Twitter, Facebook, Linked In, Instagram and using online videos. - We have 18 social media accounts covering corporate and operational services including from the CSU. - We regularly use social media to actively promote campaigns, events and messages. - We interact with partners and other third parties (eg HCC) to promote joint initiatives via social media - We generate reports and analysis on scale and content of Facebook and Twitter posts. <p>Managing the risk of social media</p> <ul style="list-style-type: none"> - We employ the Crowd Control system to enable the Communications team to manage and authorise services posts and tweets. - The Crowd Control system also enables the Communications team to monitor and respond to any negative posts. - Our system provides automatic moderation of abusive messages. - We provide in-house training for all staff posting on DBC social media accounts. 		<ul style="list-style-type: none"> o Corporate Information Security Management Policy o Corporate Information Technology Security Policy o Data Protection Act Policy o Freedom of Information Policy o PSN/Government Connect (GSx) Acceptable Usage Policy o Information Security Incident Procedure o Social Media Strategy o Facebook and Twitter accounts o Social Media Management System o Dedicated communications specialists 	

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of DBC. This is a risk because the fake accounts can post incorrect or inappropriate information which is then associated with DBC.

- Weak authentication in the use of social media accounts can lead to them being hacked. The hacked accounts are then used to post inappropriate, derogatory or libellous comments.
- The use of social media can make it easier for 'pressure groups' to generate support behind negative campaigns.

- We use a subscription service that manages and secures accounts.
- All staff are required to read and sign-up to a range of policies including:
 - Corporate Information Security Management Policy
 - Corporate Information Technology Security Policy
 - Data Protection Act Policy
 - Freedom of Information Policy
 - PSN/Government Connect (GSx) Acceptable Usage Policy
 - Information Security Incident Procedure

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Sign Off and Comments

Sign Off Complete

We continue to operate a proactive and engaged social media programme, which is managed by a Communications Team with significant social media experience. In Q2 we posted over 1,843 outbound messages across our social media accounts, received over 1,847 messages which were responded to in accordance with our social media policy and guidance. We have recently received a draft audit result of 'full and substantial' on our social media controls. Our online Digital Digest now has over 14,000 subscribers and continues to grow.