

# OPERATIONAL RISK REGISTER

June 2017



## Performance and Projects - Robert Smyth

**PP\_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>86% of adults use the internet regularly and people expect services that reflect their 24/7 online lives.</p> <p>Digital services also provide an opportunity to use new technology to reduce costs while maintaining or improving service quality.</p> <p>However if we don't deliver our digital vision (Digital Dacorum) this will have major consequences.</p> <p>It will mean that we can't provide services in the most effective way. It will also lead to improvements and savings not being realised. Also systems and processes will fall further behind the expectations of residents.</p> <p>Failure to deliver an effective approach to digital services will also result in reputational damage.</p> <p>The customer experience will also suffer as residents</p>		<p>We created a detailed Digital Dacorum programme and plan of 10 projects which will transform our digital approach and ensure that we deliver a modern, 24/7 experience.</p> <p>This has now been delivered and we are moving onto the next phase which will be delivered through our Technology and Digital Transformation Strategy and our Transforming the way we work strategy.</p> <p>These actions are managed and supported by the Digital team and governed by a Digital Project Board. They are also monitored at the monthly Performance Board.</p>		<ul style="list-style-type: none"> <li>- Specialist digital staff are in place</li> <li>- ICT and Digital Transformation Strategy and Transforming the way we work Strategy</li> <li>- New website has gone live</li> <li>- New content management and governance process has been introduced</li> <li>- Schedule for re-design and development has been agreed</li> <li>- New online payment portal has gone live</li> </ul>	

# OPERATIONAL RISK REGISTER

June 2017



cannot access services at a time and in a way that is best for them.

## Sign Off and Comments

### Sign Off Complete

In terms of residents, we have primarily focused on the development of the Council's new resident self-service portal. This aims to give people a 'personalised' experience when they go online, saving them time and improving their interactions with the Council. This is due to go live in September with a number of functions including missed bin reporting and 'about my area' which shows location based information such as local councillors, dog bins, hospitals, etc. More functionality will be added in phase 2 of the development.

Internally we have launched a new online expenses form and we have introduced a new smart printing system for letters. We have also continued to reduce postage costs by 25% in Q1 2017 compared to Q1 2016. In Q1 we have seen 269,901 sessions from 137,349 unique users on our website. 82% of payments have come from automated means. There were 1085 DD signups electronically and 1237 residents are signed up to the Housing Account. In order to keep up this progress we have published a new strategy and have begun work to deliver an action plan of improvement projects.

### PP\_R012 Failure to deliver an effective approach to the management of performance, projects and complaints

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
The ability to manage performance, projects and complaints is vital if we are going to successfully deliver the Council's objectives and priorities.  Effective project and performance management ensures that we can deliver what's expected on time and under		We have recently launched Managing Projects Successfully, our new approach to project management. This provides detailed step-by-step guidance on how to develop, define, manage and evaluate a project.  We have a well established performance management		- We monitor performance, projects and complaints on a monthly, quarterly and annual basis  - We have a dedicated performance and project management system (Rocket and PMO online)	

# OPERATIONAL RISK REGISTER

June 2017



<p>budget. It also enables us to maximise value for money.</p> <p>However poor project and performance management leads to cost overruns, delays and a failure to achieve outcomes. It also causes opportunity costs and can lead to expensive or ineffective remedial work.</p> <p>Failure to manage complaints can lead to poor service, dissatisfaction and an inability to learn from mistakes and issues.</p>	<p>system (Corvu) underpinned by a detailed performance framework.</p> <p>We have a team of performance and project management specialists and on a monthly basis we produce programme and performance monitoring reports which are scrutinised at a Member led Performance Board and Group.</p> <p>We have a robust complaints policy and a specialist complaints management system.</p>	<p>- We have a project management framework (managing projects successfully)</p> <p>- We have a detailed complaints policy, procedure and system</p>
--	---	--

### Sign Off and Comments

#### Sign Off Complete

We continue to deliver a robust and effective approach to performance and projects. The majority of projects are being delivered on time and 70% of indicators are in target. The Improvement and Innovation Team have provided over 40 days of internal consultancy helping to support service re-design and innovation. We have rolled-out a new performance reporting system and have made further improvements to project reporting with the aim to allow greater scrutiny.

The new complaints policy and system has also been implemented. We initially experienced some issues during the transition period, however these have now been resolved and we are starting to see the benefits from this new approach.

#### **PP\_R014 Failure to achieve the service outcomes for the community and Leisure Contracts**

<b>Category:</b> Organisational/Management	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber

# OPERATIONAL RISK REGISTER

June 2017



Consequences	Current Controls	Assurance
<p>The community contracts provide vital support services for some of the most vulnerable residents in Dacorum. The contracts are:</p> <ul style="list-style-type: none"> <li>- Information, Advice and Advocacy</li> <li>- Supporting the Voluntary Sector</li> <li>- Reducing Social Isolation</li> <li>- Living Stable Lives</li> <li>- Promoting Healthy Relationships</li> </ul> <p>The forthcoming leisure contract will ensure that our leisure facilities are managed in the most effective way possible.</p> <p>However if we don't achieve the outcomes from each contract, the community will receive inadequate services which can have serious consequences.</p> <p>Failure to deliver would also adversely affect the capacity of the local VCS and the community and local sports clubs.</p> <p>There would also be negative implications for the reputation of the Council and for the services involved.</p>	<p>We have introduced a number of controls which manage the risk of not achieving the service outcomes:</p> <p>We have and are undertaking a comprehensive and robust commissioning process, which ensures that we select providers that can deliver on our objectives.</p> <p>We will agree KPIs with each contract.</p> <p>We will conduct regular contractual performance meetings and we have a well established process for dealing with any issues.</p> <p>All the contracts will be managed by senior officers with oversight from the Group Manager and Assistant Director.</p> <p>We have also commissioned audits of our processes by Mazars.</p> <p>We have commissioned specialist advice from legal and leisure consultants.</p>	<ul style="list-style-type: none"> <li>- Commissioning Tender Returns</li> <li>- Contracts and Agreements</li> <li>- KPI Monitoring Reports/Surveys etc.</li> </ul>
<b>Sign Off and Comments</b>		
Sign Off Complete		

# OPERATIONAL RISK REGISTER

June 2017



## Community Contracts:

The community contracts have been let. We have held a number contract meetings with each of the service providers. We have also held two breakfast networking meeting which enable the providers to work closely together.

## Leisure

We have been planning and preparing the leisure commissioning process and this is due to go live in August. This includes consultation with clubs and users, a detailed report and analysis of what other authorities offer. Cabinet also approved the key principles for the service specification. The procurement process has also been audited by Mazars and they found this was undertaken in line with good practice and Council rules.

## PP\_R015 Failure to effectively and proactively manage the media profile of DBC including social media

<b>Category:</b> Service Delivery	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The media profile of the organisation is a major issue.</p> <p>If our media profile is not professionally managed, it could lead to reputational risk for the council. This includes reputational risk/damage to members and council staff, and questions being asked about service delivery (as a council) and value for money.</p> <p>A positive media profile also offers a real opportunity to attract new investment and resources.</p>		<p>We have a number of controls in place to mitigate these risks:</p> <p>For press and media coverage we use a press management system called Vuelio. This enables us to plan for both proactive and reactive issues and maintain control of all outbound and inbound media activities.</p> <p>We have developed good working relationships with the local press and media and continue to involve them in our important activities. Similarly the press are in</p>		<p>- We have a dedicated and experienced communications team with expertise across all forms of media.</p> <p>- The majority of press coverage has been positive with a large emphasis on the Hemel Evolution programme and the various zones that have been completed.</p> <p>- Due to our relationship with the press, we are regularly contacted for a statement or comment on the article being published.</p>	

# OPERATIONAL RISK REGISTER

June 2017



<p>The risks from social media occur either because we aren't using the tool to engage residents restricting our contact with key demographics, or because our reputation has been damaged due to inappropriate or negative use or postings.</p>	<p>regular contact with the communications team for comments or further information regarding campaigns and activities.</p> <p>For social media we use Crowd Control (CCHQ) which is the UK's leading risk management software for managing all social media accounts across the council. CCHQ is a web-based risk management platform that enables us to efficiently control access to our social pages, keeping them safe and secure.</p> <p>We also require all staff to read, understand and sign a number of policies relating to the use of social media and ICT.</p>	<p>- With social media, the risk management software allows us to setup word libraries that will automatically delete posts (using specific words) from the respective social media channels.</p> <p>- We have a communications strategy and a social media strategy. We also have a detailed service plan for communications.</p>
--	---	--

**Sign Off and Comments**

**Sign Off Complete**

In Q1 we posted over 1,906 outbound messages across our 18 social media accounts, received over 557 direct messages which were responded to in accordance with our social media policy and guidance, and had a total potential twitter reach of 9.21 million viewers across our social media networks. We continue to operate a proactive and engaged social media programme, which is managed by a Communications Team with significant social media experience.

Some of the campaigns (from the 1,906 posts) include that of the general election, resident events (e.g. Armed Forces Day), recycling and environmental services (e.g. Keep Britain Tidy campaign). The success of our social media work is reflected in the local government ranking (source: net natives) which regularly places Dacorum Borough Council as one of the highest ranked (of the 10 borough councils in Hertfordshire).

**PP\_R016 Failure to effectively and proactively manage all aspects of employee relations**

# OPERATIONAL RISK REGISTER

June 2017



<b>Category:</b> Service Delivery	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>Having highly motivated and productive staff is central to everything we do.</p> <p>Failure to effectively manage all aspects of employee relations can have a number of implications.</p> <p>A less motivated and productive workforce will lead to issues of poor service and performance. It can also cause high levels of sickness and dissatisfaction.</p> <p>It could also result in appeals and employment tribunal cases and staff turnover will increase causing additional disruption and cost.</p>		<p>We have a number of controls in place to mitigate these risks:</p> <p>We have robust employment policies that are reviewed regularly to ensure they are in line with good practice and the latest employment legislation.</p> <p>We have regular employee relation meetings with trade unions and we consult with them on changes to any relevant policies and procedures.</p> <p>We provide training for managers on employment policies and all managers leading employee relation cases are supported by a qualified HR professional.</p> <p>We also undertake staff surveys and have recently set up a project to understand and respond to the findings of the most recent survey.</p>		<p>- No Employment Tribunals over the last two years and very few employment appeals to Members.</p> <p>- Staff turnover is low. Across 2015/16 the Council had a voluntary annual turnover rate of 10.6% (76 staff). This compares positively to the public sector average (18%) and it is below the level within local government (11.9%). It is also lower than average for district councils (11%).</p> <p>- Services are well received from the public. According to the Herts Tracker Survey 72% of our residents are satisfied with our services, which is the second best in Hertfordshire.</p>	
<b>Sign Off and Comments</b>					
Sign Off Complete					

# OPERATIONAL RISK REGISTER

June 2017



We continue to enjoy good relations with our recognised Trade Unions (Unison and Unite) and we ensure that our employment policies and procedures are robust and reflect good practice and the latest developments in Employment Law. The HR team provides dedicated support and coaching for all managers. Staff turnover remains low at 8%. The new People Strategy has been implemented and a number of critical projects including: a new approach to corporate training, recruitment & selection and staff recognition.

## **PP\_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development including the move to the Forum**

<b>Category:</b> Service Delivery	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Managing and adapting to change is key if we are going to deliver the Council's vision.</p> <p>That's why we need to develop and foster a workforce that is flexible, responsive and able to manage organisation change.</p> <p>The consequences of this risk include dis-engaged staff, service delivery issues and low productivity.</p> <p>We could also experience high levels of turnover and a likelihood that key staff would relocate to other organisations.</p>		<p>We have introduced a number of controls which manage the risk:</p> <p>Our Corporate training programme (featuring mandatory training courses) ensures that staff have the right skills.</p> <p>We have created a Forum Cultural Board to ensure we have the right tools and culture to work in a modern and efficient way.</p> <p>The Managing in Dacorum Programme – identifies and develops key management skills in our Leaders.</p>		<p>- 87% of staff are willing to work with change (staff survey)</p> <p>- Regular staff forum briefings with a bespoke information section on the intranet</p> <p>- Good attendance in the managing in Dacorum Programme</p> <p>- Services are well received from the public. According to the Herts Tracker Survey 72% of our residents are satisfied with our services, which is the second best in Hertfordshire.</p>	



# OPERATIONAL RISK REGISTER

June 2017



<p>Staff not understanding the new culture within the forum could also cause productivity issues and relationship problems.</p>	<p>The Organisational transformation group provides strategic advice and support.</p> <p>We are currently developing a people strategy to ensure staff have to skills, values and experience.</p> <p>Our Service Efficiency Programme (overseen by the Chief Operating Group) will also help to develop the change attitude within the organisation.</p>	
---	--	--

**Sign Off and Comments**

**Sign Off Complete**

We have continued to carry out a range of activities, projects and programmes to support organisational change and build up a culture of innovation. For example streamlining and automating elements of the New Starter process for HR, as well as working on automation for the procurement process to prevent double entry. We have also been working on data analysis of staff ICT ability and on how to best get new residents and those who have moved to take up 'good habits' through partnership with the Old Town Hall and Sportspace.

We have created a transformation strategy which will help develop the skills and behaviours required to work within the changing environment. This strategy will exist alongside the ICT digital strategy and the people strategy to ensure we have the right people with the right skills, working in an environment that is efficient and digitally minded.

**PP\_R018 Failure to understand and respond to the current and future technology needs of the Council**

<b>Category:</b>	<b>Corporate Priority:</b>	<b>Risk Owner:</b>	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
Technical/Operational	Dacorum Delivers	Robert Smyth	Neil Harden	Treating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>
				8 Amber

# OPERATIONAL RISK REGISTER

June 2017



ICT is central to the performance of departments. This includes both hardware and business applications (i.e. software) as well as the service desk and special projects.

Poor ICT makes it difficult for departments to provide their services effectively. Issues with ICT can also have a negative impact on the reputation of DBC.

In addition there can be significant knock-on costs as a result problems with IT including delays in processing benefits or responding to service requests.

It will also make other agenda's like Digital Dacorum harder to implement.

We have put in place the necessary structure, strategy, plans, budgets and vision to ensure we respond to the current and future needs of the business.

The service is based around four core elements:

- the service desk
- infrastructure
- special projects
- business applications

In terms of controls we have a detailed ICT Strategy and Improvement Plan.

We also have an established staffing compliment and budget which has been shaped around the ICT needs of DBC.

Having a technical project Manager in place has also ensured that further improvements are made.

Each service has an in-team specialist business applications resource and there is a central applications lead to coordinate work.

All staff are provided with the necessary hardware including the roll out of laptops as part of the Dacorum Anywhere programme.

We have regular conversations with other council

- Regular dialogue between ICT and other services.
- Technology is discussed regularly at Leadership Team meetings
- ICT Strategy and Service Plan.
- TOR for joint Customer Insight working group.
- Digital Dacorum Strategy

# OPERATIONAL RISK REGISTER

June 2017



services and we take a category management approach to procurement.

## Sign Off and Comments

### Sign Off Complete

The Council's new Technology & Digital Transformation Strategy has gone live and work is continuing to deliver a series of improvement projects associated within the plan. This includes the plan to replace current PCs, including the implementation of Skype for Business and Direct Access, and to introduce suitable mobile devices for field officers. Roll-out of the new technology will begin in the autumn with one third of replacements to be completed by March 2018. A new Applications Roadmap will shortly be launched and a new Technology Strategy Board has been set up to help manage the long term development of our applications estate. Two new developers are also being recruited and the Web Team are leading on the implementation of a new CRM system.

### PP\_R04 Failures in ICT resilience or security leading to significant system downtime

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Neil Harden	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
ICT is central to the performance of departments.  A failure in ICT resilience or security would see loss of access to some or potentially all ICT applications and services.  This would have serious consequences for productivity, communication links with the public and would have a		We have introduced a number of controls which manage the risk:  Technical Controls -  The Council has a secondary data centre in Aylesbury which can be put into action in the event of a serious failure of the primary data centre.		Assurance  - KPI's - ICT01 - % of incidents resolved in less than 2 days. ICT02 - Availability of primary systems. WEB01 - Website availability  - High Level Recovery Plan available on request	

# OPERATIONAL RISK REGISTER

June 2017



<p>major impact on public facing services.</p> <p>It could also lead to reputational damage or concerns about our capacity.</p>	<p>Our Wide Area Network design provides resilient connectivity (diverse routing) so that if the direct connection from the Civic Centre to the primary data centre (Amersham) is severed, traffic will be re-routed to run via the secondary data centre (Aylesbury). NB: currently there is a common path to both connections between the Civic Centre and the nearest BT exchange.</p> <p>Servers exist in a virtual environment and are hosted across multiple physical machines, meaning there is less dependence on individual components.</p> <p>Data is replicated across the two data centres and is also backed up so that it can be called back and restored if required.</p> <p>Process controls -</p> <p>Data back-ups are stored off site at Cupid Green.</p> <p>Security -</p> <p>We have a number of security processes in place, all of which is underpinned (and assured) by our PSN compliance.</p> <p>These include corporate firewalls, anti-virus software on end point devices, end point security solutions to block unknown devices, encrypted hard drives, managed</p>	<p>- Successful tests of DR procedure – assuring that services can be restored within the secondary data centre using replicated data.</p> <p>- PSN Compliance.</p>
---	--	---

# OPERATIONAL RISK REGISTER

June 2017



permissions and a two factor authentication process (name and crypto card).

## Sign Off and Comments

### Sign Off Complete

Our approach to ICT resilience continues to be robust and effective. Overall systems availability in Q1 was 99.99%. Our recent cyber security audit gave the Council a rating of Full/Substantial and the Council continues to maintain its PSN compliance (ahead of reaccreditation in October). This includes anti-virus software, corporate firewalls and various authentication processes. Continued work to roll out a new remote working solution will support this and we have taken steps to remove some higher risk operating systems. Work is also progressing on delivery of resilient lines on the BT network to the Council's data centre following continued from DBC and its partners. We are also working on a project to improve the technology skills and confidence of staff.