Quarter 4 Operational Risk Report

Mar-2021

Summary

The over all risk score for each or the risks highlighted within this report are arrived at by multiplying the score given for the probabilty of the risk happening and the severity of the consequences of this risk.

The probability and severty are scored 1-4 relating to their severity as shown in the below table

The severity of the overall risk score can also be found in the below table

Risk Score	Probability	Severity
1	Low	Low
2	Medium	Medium
3	High	High
4	Severe	Severe

Overal Score	RAG
0 - 4	Green
6 - 10	Amber
12 - 16	Red

Inherent Probability	Inherent Impact	Inherent Risk Score	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
Performance and Projects					
PP_R011 Failure to deliver Dacorum's digital programme leads to poor customer experiences and increased costs from calls and face to face visits					Linda Roberts
3	4	12	2	4	8
PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints					Linda Roberts
3	4	12	2	4	8
PP_R014 Failure to achieve the service outcomes for the community and Leisure Contracts					Linda Roberts
3	4	12	2	4	8
PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media					Linda Roberts
2	4	8	1	4	4
PP_R016 Failure to effectively and proactively manage all aspects of employee relations					Linda Roberts
3	4	12	2	4	8
PP_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development					Linda Roberts
3	4	12	2	4	8
PP_R018 Failure to understand and respond to the current and future technology needs of the Council					Linda Roberts
3	4	12	2	4	8
PP_R04 Failures in ICT resilience or security leading to significant system downtime					Linda Roberts
3	4	12	2	4	8

Risk Owner : Linda Roberts   Porfolio holder : Andrew Williams

PP_R011 Failure to deliver Dacorum's digital programme leads to poor customer experiences and increased costs from calls and face to face visits

Quarterly Update

Take-up of the MyDacorum portal for residents grew through the quarter (from 5663 at the end of Q3 to 6513 at the end of Q4).

Q4 has seen continued development of the MyDacorum platform, including work on repairs reporting and pest control appointment booking. The Web Team have also delivered a number of COVID related forms for business grants and self-isolation payments as well as the development of a mobile application for use by COVID advisers in the field.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

86% of adults use the internet regulary and people expect services that reflect their 24/7 online lives.

Digital services also provide an opportunity to use new technology to reduce costs while maintaining or improving service quality.

However if we don't deliver our digital vision this will have major consequences.

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.

Failure to deliver an effective approach to digital services will also result in reputational damage.

The customer experience will also suffer as residents cannot access services at a time and in a way that is best for them.

Controls to manage the risk

Historically elements of the Council's digital programme were delivered as part of the Digital Dacorum programme.

Following delivery of that programme, digital initiatives continue to be delivered within the Technology Service's work plan and through the New Normal Programme.

These actions are managed and supported by the Digital team and governed the New Normal Programme Board. They are also monitored at the monthly Performance Board.

Evidence the risk is being managed

- Specialist digital staff are in place

- Digital Transformation Strategy and Service Plan

- New Normal Programme / Board

- Website content management and governance process

PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints

Quarterly Update

The majority of performance indicators and projects are in target and continue to be monitored jointly by members and senior officers. The Council is investing in the deployment, later in 2021, of a new performance management system.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

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 budget. It also enables us to maximise value for money.

However poor project and performance management leads to cost overruns, delays and a failure to achieve outcomes. It also causes opportunity costs and can leads to expensive or ineffective remedial work.

Failure to manage complaints can lead to poor service, dissatisfaction and an inability to learn from mistakes and issues.

Controls to manage the risk

The Council operates Managing Projects Successfully, our 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 system (Corvu) underpinned by a detailed performance framework.

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.

We have a robust complaints policy and a specialist complaints management system.

Evidence the risk is being managed

- 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)

- We have a project management framework (Managing Projects Successfully)

Risk Owner : Linda Roberts   Porfolio holder : Andrew Williams

PP_R014 Failure to achieve the service outcomes for the community and Leisure Contracts

Quarterly Update

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

The community contracts provide vital support services for some of the most vulnerable residents in Dacorum. The contracts are:

- Information, Advice and Advocacy
- Supporting the Voluntary Sector
- Reducing Social Isolation
- Promoting Healthy Relationships

The forthcoming leisure contract will ensure that our leisure facilities are managed in the most effective way possible.

However if we don't achieve the outcomes from each contract, the community will receive inadequate services which can have serious consequences.

Failure to deliver would also adversely affect the capacity of the local VCS and the community and local sports clubs.

There would also be negative implications for the reputation of the Council and for the services involved.

Controls to manage the risk

We have introduced a number of controls which manage the risk of not achieving the service outcomes:

We have and are undertaking a comprehensive and robust commissioning process, which ensures that we select providers that can deliver on our objectives.

We will agree KPIs with each contract.

We will conduct regular contractual performance meetings and we have a well established process for dealing with any issues.

All the contracts will be managed by senior officers with oversight from the Group Manager and Assistant Director.

We have commissioned specialist advice from legal and leisure consultants.

Evidence the risk is being managed

- Commissioning Tender Returns

- Contracts and Agreements

- KPI Monitoring Reports/Surveys etc.

PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media

Quarterly Update

Inherent Impact	Inherent Probability	Inherent Risk Score
4	2	8
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	1	4

Impact

The media profile of the organisation is very important for the Council.

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.

A positive media profile also offers a real opportunity to attract new investment and resources.

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.

Controls to manage the risk

We have a number of controls in place to mitigate these risks:

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.

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 regular contact with the communications team for comments or further information regarding campaigns and activities.

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.

We also require all staff to read, understand and sign a number of policies relating to the use of social media and ICT.

We work closely with service areas to support their marketing/communications plans

We require managers to follow a consultation process which supports a professional consultation exercise.

Evidence the risk is being managed

- We have a dedicated and experienced communications team with expertise across all forms of media.

- The majority of press coverage has been positive with a large emphasis on our priorities.

Risk Owner : Linda Roberts   Porfolio holder : Andrew Williams

PP_R016 Failure to effectively and proactively manage all aspects of employee relations

Quarterly Update

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

Having highly motivated and productive staff is central to everything we do.

Failure to effectively manage all aspects of employee relations can have a number of implications.

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.

It could also result in appeals and employment tribunal cases and staff turnover will increase causing additional disruption and cost.

Controls to manage the risk

We have a number of controls in place to mitigate these risks:

We have robust employment policies that are reviewed regularly to ensure they are in line with good practice and the latest employment legislation.

We have hold employee relation meetings with trade unions and we consult with them on changes to any relevant policies and procedures.

We provide training for managers on employment policies and all managers leading employee relation cases are supported by a qualified HR professional.

We ultilise information coming from staff engagement groups to support change.

Evidence the risk is being managed

- Very few employment appeals to Members.

- Staff turnover is low.

PP_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development

Quarterly Update

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

Managing and adapting to change is key if we are going to deliver the Council's vision.

That's why we need to develop and foster a workforce that is flexible, responsive and able to manage organisation change.

The consequences of this risk include dis-engaged staff, service delivery issues and low productivity.

We could also experience high levels of turnover and a likelihood that key staff would relocate to other organisations.

Controls to manage the risk

We have introduced a number of controls which manage the risk:

Our Corporate training programme (featuring mandatory training courses) ensures that staff have the right skills.

We have a staff engagement group to ensure we have feedback on what works and does not.

We run a managing in Dacorum programme that supports succession planning for new leaders and ensures our managers have the right skill set to manage staff effectively.

The People Strategy and New Normal Change programme focusses on staff having the right skills, values and experience.

Our Service Effeciency Programme (overseen by the Chief Operating Group) will also help to develop the change attitude within the organisation.

Evidence the risk is being managed

- Regular staff forum briefings with a bespoke information section on the intranet

- Good attendance in the training programmes.

- Services are well received from the public

- Positive staff surveys.

Risk Owner : Linda Roberts   Porfolio holder : Andrew Williams

PP_R018 Failure to understand and respond to the current and future technology needs of the Council

Quarterly Update

Technology has been a key part of the New Normal Programme and will continue to be a major strand of transformation work, providing an opportunity to review the Council's technology approach and to ensure it is fit for purpose for future ways of working within DBC.

Where opportunities present, the Council continues to move to cloud technologies, such as Microsoft Teams and OneDrive, providing greater flexibility of working approach and resilience.

Robotic Process Automation (RPA) went live in the Council within the quarter and further opportunities for the use of this technology are under review.

The Council is planning the drafting of a new Technology Strategy within Q1 and Q2.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

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 ICT issues can lead to significant knock-on costs, including delays in processing benefits or responding to service requests.

Failure to understand the technology needs of the Council will make it impossible to achieve many of the efficiencies and service improvements achievable through changing how we work.

Controls to manage the risk

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 core elements:

- the service desk
- infastructure
- business analysis
- projects
- business applications
- application development

We have an Digital Technology Strategy Sevice Plan.

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

The Technology Service has regular conversations with other council services and the Innovation & Improvement team work closely with Services to understand and improve business processes, including the potential introduction of new technology.

A technical project Manager is in place to ensure that planned improvements are achieved.

Work by specialist business applications resources within services is coordinated by ICT management.

All staff are provided with the necessary hardware including the laptops, teleworker phones, etc. as required to support remote working.

We take a category management approach to procurement.

Evidence the risk is being managed
- Regular dialogue between ICT and other services.
- Technology is discussed regularly at Leadership Team meetings
- ICT Strategy and Service Plan.
- New Normal Programme
- Project scrutiny at monthly Performance Board

Risk Owner : Linda Roberts   Porfolio holder : Andrew Williams

PP_R04 Failures in ICT resilience or security leading to significant system downtime

In Q4 overall systems availability was 100%. The Council deploys a wide range of security controls and resilience including diverse routes on the BT network to the Council's primary sites and data replicated across production and Disaster Recovery data centres.

DBC is certified compliant for use of the Government's Public Services Network (PSN) by the Cabinet Office, specifying policies on password and other security protocols, software updates, network access etc. It includes rigorous and independent penetration testing (undertaken in Q3) after which the Council was recertified for use of PSN earlier in the year.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probablity	Mitigated Risk Score
4	2	8

Impact

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 major impact on public facing services.

It could also lead to reputational damage or concerns about our capacity.

Controls to manage the risk

We have introduced a number of controls which manage the risk:

Technical Controls -

The Council has a secondary data centre which can be put into action in the event of a serious failure of the primary data centre.

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.

Servers exist in a virtual environment and are hosted across multiple physical machines, meaning there is less dependence on individual components.

Data is replicated across the two data centres and is also backed up so that it can be called back and restored if required.

Process controls -

Data back-ups are stored off site.

Security -

We have a number of security processes in place, all of which is underpinned (and assured) by our PSN compliance.

These include corporate firewalls, anti-virus software on end point devices, end point security solutions to block unknown devices, encrypted hard drives, managed permissions and a two factor authentication process.

Evidence the risk is being managed
Assurance - KPI's - ICT01 - % of incidents resolved in less than 2 days. ICT02 - Availability of primary systems. WEB01 - Website availability - High Level Recovery Plan and Recovery Time/Point objectives available on request - Successful tests of DR procedure – assuring that services can be restored within the secondary data centre using replicated data. - PSN Compliance. - Regular internal audits as reported to the Council's Audit Committee