

# OPERATIONAL RISK REGISTER

March 2016



## Performance and Projects - Robert Smyth

### CE\_M02 Failure of Council staff and Members to understand and embrace localism

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Building Community Capacity	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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	3 High	9 Amber	1 Very Unlikely	3 High	3 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
There is a risk that the Council will fail in one of its key Corporate Plan objectives - Building Community Capacity and helping communities to thrive and prosper.		<p>Building Community Capacity is one of the five priorities in the Council's Corporate Plan.</p> <p>Officer/Member training events on localism and the community rights.</p> <p>Setting up of Community and Localism Corporate Working Group. Guidance and processes on the community rights available to the public on the Council's website.</p> <p>Workshops held with Voluntary Service Organisations. Member Development session arranged with VSOs in September 2015.</p> <p>Twice yearly meetings between chief officers and Dacortium.</p> <p>Quarterly meetings of the Dacortium Sub-group at AD level.</p>		The controls in place ensure that there is a high degree of awareness about community and localism among officers and members.	

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<p>The setting up of the internal Health and Wellbeing Group as a sub-group of the Community and Localism Group.</p> <p>Co-operation and liaison between the Community Partnerships and Neighbourhood Action Teams.</p> <p>Love Your Neighbourhood events which bring together communities, VSOs, the Council and other local organisations.</p>	
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### Sign Off and Comments

Sign Off Complete

This risk has been reviewed and there are no changes to make.

The Community Partnership Team continue to deliver a range of community capacity related activities including Get, Set, Go Dacorum and the Public Health District Offer. Our housing and resident services also run a range of activities and programmes.

### CE\_M03 Failure to prepare policy and strategy around Localism

<b>Category:</b> Marketplace	<b>Corporate Priority:</b> Building Community Capacity	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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	3 High	9 Amber	1 Very Unlikely	3 High	3 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
The consequences are the same as for CE_M02 above.		Building Community Capacity is one of the five priorities in the Council's Corporate Plan.		The existing controls ensure that the Council has in place policies and strategies for working with the voluntary and community sector, encouraging	

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	<p>Officer/Member awareness and training events on localism and the community rights.</p> <p>Setting up of Community and Localism Corporate Working Group to advise staff and members on policy and strategy.</p> <p>Workshops held with Voluntary Service Organisations.</p> <p>Workshop arranged with senior members in June 2015.</p> <p>Twice yearly COG meetings with Dacortium.</p> <p>Quarterly meetings of the Dacortium Sub-group (AD level)</p> <p>The setting up of the internal Health and Wellbeing Group as a sub-group of the Community and Localism Group which advises the Health in Dacorum Committee.</p> <p>Representation at the Public Health Board (AD Chief Executive's Unit).</p> <p>Appointment of officer within the Partnerships Team who focuses on health and wellbeing and evidence based decision making.</p> <p>Co-operation and liaison between the Partnerships and Neighbourhood Action Teams.</p>	<p>involvement and self help, safeguarding the interests of vulnerable and deprived groups and communities, and promoting and developing resident led activities.</p>
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Sign Off and Comments

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Sign Off Complete

This risk has been reviewed and there are no reasons why there should be any changes.

The Community Partnership Team continue to deliver a range of community capacity related activities and our housing and resident services also run a range of activities and programmes.

## PP\_R01 The organisation does not have the necessary systems, resources or capacity to support evidence based decision making

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr Neil Harden	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<p>It's vital that we provide services which deliver outcomes for residents while maximising value for money.</p> <p>Creating an evidence based environment ensures that we direct resources to policies, programmes and approaches which are likely to have the most benefit.</p> <p>It also identifies those activities which might need to be stopped or changed.</p> <p>The programme also ensures that we learn lessons from other organisations as well as from the latest research and pilots.</p> <p>Crucially the use of data can help to identify what issues</p>		<p>Our Approach</p> <p>Knowing What Works is a programme of activities which will create and promote a culture of using evidence to make decisions.</p> <p>The programme is based around 8 projects which come together to address the different elements of an evidence-led organisation</p> <ul style="list-style-type: none"> <li>- Project 1: Promoting our approach</li> <li>- Project 2: Focusing on outcomes</li> <li>- Project 3: How to evaluate services</li> <li>- Project 4: Promoting good practice</li> <li>- Project 5: Making best use of data</li> <li>- Project 6: Using behavioural insight</li> </ul>		<ul style="list-style-type: none"> <li>- Established a programme of activity (Knowing What Works) to provide a clear vision and approach to addressing the risk</li> <li>- Produced and implemented strategy on behavioural insight</li> <li>- Implemented proposals to increase use of outcomes</li> <li>- Revised project management guidance.</li> <li>- Produced research reports on sickness and green waste.</li> <li>- Service redesign guidance/training sheets</li> </ul>	

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need to be addressed.

However if we do not use evidence as the basis for designing and delivering services it will lead to:

- poor performance/outcomes
- waste
- duplication
- opportunity costs

- Project 7: How to re-design services
- Project 8: Using data to make discoveries

Each of these projects sets out a series of actions which have been or are being delivered over the next 12 months.

These actions are supported by x2 Knowing What Works specialists.

Progress so Far

- A Knowing What Works strategy has been created and launched (Project 1)
- A series of communications and meetings have been held to publicise the programme (Project 1)
- The KPIs' for each team have been reviewed and recommendations have been made to increase the use of outcomes (Project 2)
- A number of staff members have taken part in the Cabinet Office Commissioning Forum (Project 2)
- The Love Your Neighbourhood Programme has demonstrated the use of holistic evaluation (Project 3)
- The project management process has been changed to put a greater focus on post project evaluation and assessment (Project 3)
- Created a project to upgrade and improve our performance system (Project 4)
- A nudge strategy has been published setting out how the organisation can use behavioural insight (Project 6)

- Corvu performance system.

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<ul style="list-style-type: none"> <li>- A series of behavioural insight reviews have been undertaken with HR, Housing, benefits and Regulatory services (Project 6)</li> <li>- DBC has completed a LGA funded pilot to use design theory to re-design our ASB service (Project 7)</li> <li>- DBC provides training to staff on using MOSAIC to map statistical trends (Project 8)</li> <li>- We have undertaken original research in a number of areas including waste services and sickness (Project 8)</li> </ul>	
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**Sign Off and Comments**

**Sign Off Complete**

In the last quarter we have continued to make good progress in promoting an evidence led way of working. We have undertaken life-size prototyping and testing of new Forum CSU area, housing process redesign work, developing service design training materials for DBC management training programme, and early stages of redesigning our website calendar to better promote the services we offer. The Improvement and Innovation Team have published a series of evidence-led research reports and a project is currently underway to upgrade the organisation's performance system (Corvu). This will improve the way that we use data, enabling more business intelligence capability. Ongoing work on the development of new CRM functionality will also help to increase our capacity.

**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> Cllr 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	
86% of adults use the internet regularly and people expect services that reflect their 24/7 online lives.		Our Approach  We have created a detailed Digital Dacorum programme		Assurance  - Digital Dacorum Strategy and Implementation Plan in	

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<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 cannot access services at a time and in a way that is best for them.</p>	<p>and plan of 10 projects which will transform our digital approach and ensure that we deliver a modern, 24/7 experience.</p> <ul style="list-style-type: none"> <li>- Project 1: website re-design</li> <li>- Project 2: improving website content</li> <li>- Project 3 &amp; 4: Re-designing services to make them digital ready and putting them online</li> <li>- Project 5: E-signatures</li> <li>- Project 6: Developing policy ideas to encourage people to channel shift</li> <li>- Project 7: Reducing digital exclusion</li> <li>- Project 8: Using social and digital media</li> <li>- Project 9: Increasing use of direct debits</li> <li>- Project 10: CRM and developing a citizens portal</li> </ul> <p>Each of these projects sets out a series of tasks and the programme runs for 24 months.</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> <p>Progress so Far</p> <ul style="list-style-type: none"> <li>- A Digital Dacorum Strategy and Implementation Plan have been launched</li> <li>- A designer has been commissioned and our new website goes live in March (Project 1)</li> <li>- Work has begun to improve the content on our</li> </ul>	<p>place</p> <ul style="list-style-type: none"> <li>- Website re-design process is underway</li> <li>- Content management process in place</li> <li>- Re-design and development of revenue benefits process</li> <li>- New online payment portal introduced</li> </ul> <p>What Next</p> <ul style="list-style-type: none"> <li>- Website re-design goes live (March 2016)</li> <li>- New services are put online in housing, waste, legal, ASB and the environment (Sept 15 - Jan 17)</li> <li>- Development of new digital inclusion measures (Sept 15 - Sept 16)</li> </ul>
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website and we've already reduced the number of pages by 25% (Project 2)

- The online council tax portal has been implemented and is now being tested. Development of an online solution for benefits has also gone live for testing. We have also launched an online solution for allotments and reports of homelessness (Project 3&4)
- An LGA funded research project to develop options for channel shift has been completed (Project 6)
- A detailed action plan has been developed for supporting digital inclusion (Project 7)
- A new social media strategy has been developed and implemented (project 8)
- Direct debits have been extended and a new payment portal has been introduced (Project 9)
- Proposals are in place for developing a new CRM solution (Project 10)

## Sign Off and Comments

### Sign Off Complete

Over the last quarter we have made good progress in the delivery of our digital approach (known as Digital Dacorum). Our new website has gone live, we have also improved content and reduced the number of webpages by 25%. We have introduced new functionality including benefits change of circumstances and allotments. We held a Digital Dacorum week to improve digital inclusion and we have also worked with Barclays to run a series of tea & teach events with Age UK. We have launched our new channel shift strategy and are continuing to sell the benefits of digital.

### PP\_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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 Impact</b>	<b>Residual Risk Score</b>



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3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>The ability to manage projects is vital if we are going to successfully deliver the Council's objectives and priorities.</p> <p>Good project management ensures that we deliver on time and under budget. It also enables us to maximise value for money and ensure that projects achieve what they set out to do.</p> <p>Poor project management leads to cost overruns, delays and a failure to achieve outcomes.</p> <p>It also causes opportunity costs and it can lead to the requirement for resource intensive remedial work in the future.</p>		<p>Our Approach</p> <p>We have recently launched Managing Projects Successfully, our new approach to project management.</p> <p>This provides detailed step-by-step guidance on how to develop, define, manage and evaluate a project.</p> <p>In addition we have a Corporate Project Management - Team Leader with responsibility for monitoring and improving the quality of project management.</p> <p>On a monthly basis we also produce programme monitoring reports which are scrutinised at a Member led Performance Board.</p> <p>Additional external expertise has also been procured for major contracts.</p>		<p>Assurance</p> <ul style="list-style-type: none"> <li>- 75% of strategic projects are on target</li> <li>- New project management approach has been launched</li> <li>- Introduction of project clinics to address issues or concerns</li> <li>- recruitment of specialist corporate project manager</li> <li>- Roll out of project management passport</li> </ul>	
<b>Sign Off and Comments</b>					
<p><b>Sign Off Complete</b></p> <p>The introduction of our new project management guidance coupled with the established monitoring schedule and the recruitment of a corporate project management specialist has helped manage the risk. We have also completed project management training (known as the passport) and introduced new rules to help improve the quality of project planning. In the last quarter 75% of strategic projects were delivered on time.</p>					

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## PP\_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management

<b>Category:</b> Reputational		<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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 performance is key to ensuring that we provide high quality and cost effective services.</p> <p>Good performance management requires a robust approach to measuring and monitoring key indicators. It also requires the focus, tools and support necessary to address poorly performing services.</p> <p>Without an effective approach to performance we are likely to see high costs, poor service and a failure to achieve our objectives.</p> <p>It also causes opportunity costs with resources being diverted away from other areas.</p>		<p><b>Our Approach</b></p> <p>Our approach to performance management is robust, effective and based around 3 key themes:</p> <p><b>Monitoring</b></p> <p>We have a well established performance management system (Corvu) which provides detailed reports on a monthly, quarterly and annual basis.</p> <p>We have also created a new report to monitor productivity by focusing on the most important 25% of indicators.</p> <p><b>Scrutiny</b></p> <p>We run monthly performance clinics with teams to focus on areas of poor performance and to develop suggestions for improvement</p>		<p><b>Assurance</b></p> <ul style="list-style-type: none"> <li>- 89% of quarterly indicators in March were in target (i.e. Green) and only 2 (2.5%) were out of target.</li> <li>- The overall trend is positive.</li> <li>- The Corvu system is established and in place.</li> <li>- A specialist Corporate Performance Management - Lead Officer is in place.</li> <li>- In a recent audit of performance management we received a 'Full' rating.</li> </ul>		

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<p>We hold a monthly performance meeting with Members and the Corporate Management Team and Chief Operating Group also review performance</p> <p>Target Setting</p> <p>Each Group Manager and Assistant Director had to agree targets and these were subject to a 'critical friend' challenge to ensure they were as stretching as they could be.</p>	
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**Sign Off and Comments**

**Sign Off Complete**

Performance in the last quarter was very positive. 89% of quarterly indicators were in target (i.e. Green) and 'only' 2.5% were over target. This is an improvement over the previous quarter and it reflects efforts to improve performance and address service issues. On this basis it is considered that the current risk rating is suitable.

**PP\_R03 Services are not supported to deliver continuous improvement and innovation**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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	
There are a wide range of challenges and pressures on DBC so it is important that services are able to do more with their resources.  In order to deliver value for money we need to foster a		Our Approach  We have reprofiled the performance and projects team and created a new Corporate Improvement and Innovation Team which includes a Digital Innovation		Assurance  - The Corporate Improvement and Innovation Team is in place.	

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<p>culture of improvement and innovation.</p> <p>Without improvement and innovation we are likely to see worse performance, greater pressures and wasted resources.</p> <p>A lack of improvement and innovation also leads to disengagement from residents and staff.</p> <p>Innovation and improvement can come in the form of new technology but it can also be inspired through lean processes and improved structures and models of delivery.</p>	<p>Officer and a Improvement and Innovation Officer.</p> <p>The role of the team is to stimulate innovation and improvement and this is done through a number of key ways:</p> <p>Knowing What Works</p> <p>The Knowing What Works programme (see earlier risk) stimulates innovation and new ideas as well as getting teams to make better use of analysis and data.</p> <p>Innovation Labs</p> <p>We have recently launched our 'innovation lab' which is a project to help teams re-design the way they provide services.</p> <p>The labs run over a couple of days and they use a series of innovation techniques and exercises to help teams re-think about how they work and come up with innovative solutions.</p> <p>External Research</p> <p>We have recently been selected as candidates for a number of innovative pilots including LGA funded research into design theory.</p> <p>We have also finalised a research plan.</p>	<p>- DBC has recently been involved in three external innovation pilots.</p> <ul style="list-style-type: none"> <li>- A statutory notice pilot (funded by the DCLG)</li> <li>- A channel shift pilot (funded by the LGA)</li> <li>- A design theory pilot to improve ASB (funded by the LGA)</li> </ul> <p>- Launch of Innovation Lab/Think Tank</p> <p>- Internal piloting of 'ideas box'.</p> <p>- Undertaking research for environmental services.</p>
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<p>Improvement Activities</p> <p>We have undertaken a number of process reviews as part of Digital Dacorum and we are currently developing a tool kit to help other teams review their service.</p> <p>The Better@Dacorum programme also allows people to ask questions and it raises awareness about different improvement agendas.</p>
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**Sign Off and Comments**

Sign Off Complete

We are continuing to look at ways to foster innovation and improvement. We are running a number of major change and improvement programmes including Knowing What Works, Digital Dacorum and Dacorum Anywhere. We have also improved our approach to project management through our 'managing projects successfully' programme. We have also published our Corporate Plan which sets out the areas for improvement and development.

**PP\_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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. This includes both hardware and business applications (i.e. software) as well as the service desk and special projects.		Our Approach  We have put in place the necessary structure, plans, budgets and vision to deliver a high quality IT service.		Assurance  KPI's	

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<p>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.</p> <p>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.</p> <p>It will also make other agenda's like Digital Dacorum harder to implement.</p>	<p>The service is based around four core elements:</p> <ul style="list-style-type: none"> <li>- the service desk</li> <li>- infrastructure</li> <li>- special projects</li> <li>- business applications</li> </ul> <p>In terms of controls we have introduced a robust structure and a detailed ICT Strategy and Improvement Plan.</p> <p>We also have an established staffing compliment and budget which has been shaped around the ICT needs of DBC.</p> <p>Having a technical project Manager in place has also ensured that further improvements are made.</p> <p>Each service has an in-team specialist business applications resource and there is a central applications lead to coordinate work.</p> <p>Our service desk is closely monitored and they are managed by a dedciated Team Leader covering infrastructure and service desk.</p> <p>All staff are provided with the necessary hardware including the roll out of laptops as part of the Dacorum Anywhere programme.</p>	<p>ICT01 - % of incidents resolved in less than 2 days</p> <p>ICT02 - Availability of primary systems</p> <p>WEB01 - Website availability</p> <ul style="list-style-type: none"> <li>- Full staffing complement.</li> <li>- ICT Service Plan.</li> <li>- TOR for joint Customer Insight working group.</li> <li>- Digital Dacorum Strategy</li> </ul>
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## Sign Off and Comments

Sign Off Complete

The residual and inherent risk rating remains the same. The ICT service has continued to perform well. Primary and web systems availability is above target and we have started work to implement a number of improvements including virtualising telephony and deploying a new network access solution (called Direct Access). Performance in relation to incident resolution has dipped slightly due to staff vacancies but this has now been resolved.

### PP\_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> Robert Smyth	<b>Portfolio Holder:</b> Cllr 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	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The Performance and Projects Team and the Corporate Admin Team are key central resources which support the organisation in a number of areas including:</p> <ul style="list-style-type: none"> <li>- performance and project management</li> <li>- digital services</li> <li>- innovation and improvement</li> <li>- corporate support</li> <li>- postage, printing and scanning</li> <li>- delivery of electronic document management</li> <li>- complaints</li> </ul> <p>Without these functions it is likely that services would be more costly, inefficient and would deliver worse</p>		<p><b>Our Approach</b></p> <p>We have put in place the necessary structure, plans, budgets and vision to deliver cost effective services.</p> <p>In particular, the controls utilise well established finance and DBC wide controls (including service planning) as well as relying on day to day management.</p> <p>A number of improvement activities have also taken place including reprofiling the team to increase focus on corporate improvement and innovation.</p> <p>We also have a well suite of established performance</p>		<p><b>Assurance</b></p> <p>All performance indicators are in target (i.e. Green):</p> <ul style="list-style-type: none"> <li>- % Stage 1 complaints dealt with on time (98.68%)</li> <li>- % Stage 2 complaints dealt with on time (86.67%)</li> <li>- % Stage 3 complaints dealt with on time (100%)</li> <li>- Services are being delivered on or just below budget</li> <li>- All live projects directly managed by the service are being delivered on time and in budget.</li> <li>- Service Plans for both Corporate Improvement and</li> </ul>	

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<p>outcomes.</p> <p>The ability of the organisation to improve and change would also be reduced and the move to a more digital way of working would be negatively impacted.</p> <p>It would also be necessary to contract other providers to undertake work, for instance scanning which would come with a cost.</p>	<p>indicators.</p> <p>In addition the team contains a number of qualified project managers which helps ensure that new tasks are delivered on time and in budget.</p>	<p>Innovation and Corporate Support are published.</p>
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**Sign Off and Comments**

**Sign Off Complete**

The risk of insufficient capacity to deliver the work of corporate support and performance and projects continues to be managed through planning, budgeting and management of the team's capacity.

Performance across both areas continues to be good and we have seen a number of new functions or services being provided including support for the move to the Forum and the Mayor's Office.

The only area of concern was a delay in dealing with two Stage 3 complaints by operational services. However these issues have been addressed and the Corporate Admin team has recently completed a review of our approach to complaints.

**PP\_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels**

<b>Category:</b>	<b>Corporate Priority:</b>	<b>Risk Owner:</b>	<b>Portfolio Holder:</b>	<b>Tolerance:</b>
Financial	Dacorum Delivers	Robert Smyth	Cllr Neil Harden	Terminating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>
3 Likely	3 High	9 Amber	3 Likely	3 High
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>
The move to a 'paperless office' is a key consequence and driver for a more flexible and digital way of working.		Our Approach		Assurance



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March 2016



<p>In 2014/15 DBC spent over £28k on internal printing and an estimated £10k on paper.</p> <p>Paper also attracts significant storage and disposal costs and this issue will intensify as we move over to the streamlined Forum.</p> <p>The use of paper also undermines efforts for digital efficiency and it reinforces old fashioned processes and approaches.</p> <p>Ultimately it sends out the wrong message and undermines the cultural change that we are trying to deliver as part of Digital Dacorum.</p>	<p>The roll out of Dacorum Anywhere (which includes provision of laptops, phones and the ability to work remotely using Citrix) has reduced the need to use paper as a flexible communication tool.</p> <p>Our Digital Dacorum programme is designed to reduce postage and printing over the next 2 years. This includes putting paper-based services online and reducing the amount of administration associated with processes.</p> <p>We have implemented electronic document management including e-post which significantly reduces the need for paper.</p> <p>We have also embarked on a major programme of back-scanning and archiving of paper records.</p> <p>We have a reprographics department in place to manage printing and we run regular reports and monitor costs to address high instances of personal printing.</p> <p>We have also secured an ambitious commitment from CMT to reduce internal printing by January.</p>	<ul style="list-style-type: none"> <li>- Northgate has digitised over 2.2 million documents and our internal admin team has scanned thousands of documents.</li> <li>- In Q3 (2015/16) we printed 613k sheets of paper.</li> <li>- EDRMS is operational and staff are using e-post.</li> <li>- The Forum Cultural Project has been set up and this will identify ways to reduce paper usage.</li> </ul> <p>What Next</p> <ul style="list-style-type: none"> <li>- Work with individual teams to reduce printing on a month by month basis (On-going)</li> <li>- Implement a new print management solution (March - October)</li> <li>- Scanning and archiving of all existing paper records (July)</li> </ul>
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## Sign Off and Comments

### Sign Off Complete

The inherent and residual risk rating remains the same. A number of controls and improvements have been put in place including the full roll-out of e-post, the launch of a new printing report platform (to identify who is printing and posting) and we finalised the tender process for our print and post software. This links with work on Digital Dacorum and the preparation for the Forum as part of the Forum Cultural Programme. In April this month we have achieved a 20% reduction on printing compared to the previous year.

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