STRATEGIC RISK REGISTER

December 2016

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

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Legal & Regulatory	Dacorum Delivers		James Deane	Graeme Elliot	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
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. 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. 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. For example, failure to follow the correct protocols prescribed under the data protection legislation could result in the following consequences for the Council:	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. 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. 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. Data Protection policy & procedures Health & Safety policy & procedures Risk Management framework Safeguarding policy & procedures Financial Regulations Procurement Standing Orders Constitution	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. The Risk Management framework and Procurement Standing Orders were audited in 2014/15 and achieved a SUBSTANTIAL level of assurance. Data Protection, Health and Safety, the Constitution (Corporate Governance) and the Financial Regulations (Main Accounting) are in the Internal Audit plan for review in 2015/16.

STRATEGIC RISK REGISTER

December 2016

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 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.	Emergency Plan Human Resources terms & conditions	

Sign Off and Comments
Sign Off Complete
The HSE investigation into the monitoring of Hand Arm Vibration at Cupid Green continues. Due to the sensitive nature of information relating to this investigation, Members will be kept updated through the portfolio-holder.

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.

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
People/Employees	Dacorum Delivers		Sally Marshall	Neil Harden	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber

Consequences	Current Controls	Assurance
• The quality of service delivery is likely to be adversely affected due to a lack of resources and/or skills to	- Leading in Dacorum continues to be delivered (all courses stated in risk register)	• Across 2015/16 the Council had a voluntary annual turnover rate of 10.6% (76 staff). This compares

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.
• A 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.

- People strategy to be implemented in early 2017 which will cover issues including graduate scheme, apprenticeship scheme, succession planning, reviewing T&Cs etc.
- Continuation of sharing services with other LAs, with policy development and transactional/operational Hr activities
- The new approach for service planning for focuses heavily on service innovation, service efficiencies and workforce planning.
- All leadership appointments are subject to behaviour tests which will assist with assessing their understanding and approach to partnership working. This control will reduce the risk as it will ensure that candidates who are appointed to leadership positions within the Council will have demonstrated that they display a positive approach to partnership working.

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%).
• Opportunities for collaboration and shared services are being actively considered across Hertfordshire in relation to Legal, HR, Information Management, Insurance and Payroll Services.
• Recruitment for leadership posts is generally competitive with a good number of applications being received from suitably qualified candidates for vacant posts.

Sign Off and Comments
Sign Off Complete

STRATEGIC RISK REGISTER

December 2016

Recruitment and Retention:

Our recruitment process is well-established including be-spoke training for managers, job adverts across a range of media (including social media) and up-to-date recruitment policies and the use of behaviour based assessments. We have also appointed a new specialist recruitment agency. However we know that more can be done and as part of our new People Strategy, we are undertaking a number of projects to improve how we recruit, select and retain high performing staff.

Development and Training:

Our skills and management training programme (Leading in Dacorum) continues to be delivered successfully and in 2015/16 we provided over 900 delegate training places for staff. The new People Strategy also sets out our vision and plans for organisational development including ensuring that we provide a dedicated training budget for each team and that we consider introducing coaching skills across the organisation.

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

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Corporate	Dacorum Delivers		Sally Marshall	Neil Harden	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
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. 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	Information Security Officer appointed responsibilities include: • 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.	- Information Security Officer appointed - Various ICT policies and procedures in place - Compulsory training for staff on Data Security - PSN Compliance

data. 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. Consequences of Risk – 1. Poor decision making due to ineffective use of or insufficient availability of data and information sharing. 2. Loss, misrepresentation or unauthorised disclosure of sensitive data, DBC has the potential to be susceptible to cyber-attacks or sabotage. 3. Under performance. Breach of Data Protection Act leading to legal actions, fines, adverse publicity, and additional remedial and data protection costs. 4. Significant interruption of vital services leading to failure to meet duties and to protect people, finances and assets. 5. Potential damage to DBC's reputation.	• 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. • 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	

Sign Off and Comments
Sign Off Complete

As noted in previous reports, we have a controls to ensure that we effectively manage our data protection responsibilities.

We run quarterly training courses on the Data Protection Act, Information Security Management and the Freedom of Information Act. Our guidance requires staff to attend a refresher course at least once every four years. Staff are also required to review and sign a number of data protection policies. All suppliers working with our data are also required to complete an 'accreditation form'.

We have secured our annual PSN compliance assessment which ensures that our processes and network & security controls meet the Cabinet Office's exacting security requirements. This includes anti-virus software, corporate firewalls and various authentication processes. The planned move to a new remote working solution will build on this approach. The move to the Forum was a potential risk, however through various checks and processes we have taken steps to ensure that physical data was safely migrated. In addition as we decommission the existing Civic Centre we will be undertaking a series of measures, led by COG, to ensure that all data is safely removed.

Given the range of measures and controls we do not consider it necessary to change the ratings for this risk.

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	4 Very Likely	3 High	12 Red

Consequences	Current Controls	Assurance
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: • 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	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	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.

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)
The government now propose two further changes which, if enacted, will further constrain the capacity of the HRA Business Plan viability:
• 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
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:
 The financial viability of the HRA to meet its current 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.

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:
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.
Reducing the costs of running the service through efficiency and service redesign (in partnership with tenants and leaseholders).
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.
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 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

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.

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
• 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	

Sign Off and Comments

Sign Off Complete

The government has confirmed that sale of high value council homes will not commence in 2017/18 and has yet to provide any detail of amounts and timing. The HRA business plan will have options as and when it comes in to meet the impact which will be brought before members. Pay to Stay is now not a requirement.

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

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Dacorum Delivers		James Deane	Graeme Elliot	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 five years, resulting in the Council's need to find savings of £5m since 2010/11. Further funding reductions in excess of £3m are forecast over the next four years, which increase 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-democracy/dacorum_corporateplan_web.pdf?sfvrsn=2) Sustained funding reductions of this magnitude are not	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 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-	There were three internal audit reviews undertaken by Mazars during 2014/15, which provide an external view of the effectiveness of the controls implemented by the Council to manage the financial risks to delivering its priorities. The audits on 'Efficiency Savings' and 'Main Accounting' received a Full level of assurance (the highest available), and the audit on 'Budgetary Control' received a Substantial level of assurance (the second highest available). These internal audit opinions provide assurance that the

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. 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.

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 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

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.

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.

Sign Off and Comments

Sign Off Complete

The provisional Local Government Finance Settlement was announced in December 2016, and was in line with the 4-year deal approved by Government in November 2016. This means that there are no material funding changes to the MTFS.

A draft version of the MTFS will be issued to Cabinet along with the Budget papers in February 2017. The most recent version of the draft shows that the Council continues to identify initiatives that make significant inroads into the savings targets required for future years. Senior management focus will be required to ensure that these intiatives are delivered successfully and on time in order to ensure the medium-term deliverability of the council's objectvies.

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:
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
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	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	The process for setting out development delivered is through the Annual Monitoring Report. The agreed process for CIL will see an annual report setting out income due, achieved and expenditure made on agreed infrastructure.

expects the development process and local partnerships to deliver it. Failure to provide this infrastructure will have a number of damaging consequences: 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	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. 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: 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 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	Regular reports are made as set out above in controls.

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 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:

• 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

There are no material changes at this point while government considers policy direction for both housing and planning.

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

Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Reputational	Dacorum Delivers		Sally Marshall	Neil Harden	Treating

Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	3 High	6 Amber

Consequences	Current Controls	Assurance
The risk of not using social media - 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.	In order to mitigate these risks we have put in place a number of controls: The risk of not using social media - 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.	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

- 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.

Managing the risk of social media

- 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 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

- 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.

Managing the risk of social media

- 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.

- We use a subscription service that manages and secures accounts.

- All staff are required to read and sign-up to a range of

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.

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

Sign Off and Comments

Sign Off Complete

We continue to deliver a strong but managed social media presence. We posted over 1,928 outbound messages, received over 262 direct messages which were responded to in accordance with our social media policy and guidance, and had a total twitter reach of 5.9 million viewers across our 18 social media accounts and networks. Some of the campaigns we have run include the widely publicised "Vote Hemel" (The Great British High Street Awards) campaign, events (Halloween and Christmas lights), recycling (food waste and Christmas tree recycling) and celebrating achievements (Max Whitlock and Jess Stretton). The success of our social media work is reflected in the local government ranking (source: net natives) which placed Dacorum Borough Council as the highest ranked (of the 10 borough councils in Hertfordshire) for both October and November 2016.

As highlighted previously, we use a range of management and security measures including the enforcement and implementation of our social media and ICT policies and our dedicated social media management system (Crowd Control). We seek to mitigate the risk of negative social media responses through our social media management system and by having a monitoring system in place which ensures we have staff available to respond to any issues. We have also agreed to routinely remove posts from individuals who have been restricted in the way they communicate with the Council, and all vexatious or inappropriate language is automatically deleted from our accounts as part of the risk management software.