

# OPERATIONAL RISK REGISTER

December 2016



## 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
----------------------------------	--	------------------------------------	---	-------------------------------

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>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 have 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> <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>	<ul style="list-style-type: none"> <li>- Specialist digital staff are in place (web team and channel shift advisor)</li> <li>- Digital Dacorum Strategy and Implementation Plan has been published</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

December 2016



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

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.

Progress so Far

- A Digital Dacorum Strategy and Implementation Plan has been launched
- Our new website has gone live  
(Project 1)
- We improved the content on our website and reduced the number of pages  
(Project 2)
- An online solution has been introduced for benefits, green waste charging, allotments, reports of homelessness, planning payments, pre planning application advice, taxi complaints and the Dacorum Card.  
(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 with pilots completed in the supported housing team (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

# OPERATIONAL RISK REGISTER

December 2016



solution (Project 10)
<b>Sign Off and Comments</b>
<p><b>Sign Off Complete</b></p> <p>The main focus has been on supporting the move to the digitally enhanced Forum, which includes a Fast track self-service area, total wireless coverage and video conferencing in all meeting rooms. However we have also continued to digitise a number of internal processes including Digital expenses, launched "DO IT on Dennis", parking permit applications and will soon be launching ID card applications, business card applications, meeting room layout and refreshment forms. We have also begun the discovery phase on new supplier forms and an automated way of running officers signatures. We have introduced new customer online forms including the taxi complaints planning payments and pre-planning application advice application and payment form and the Dacorum Card application.</p> <p>In terms of the impact of Digital Dacorum we have seen 112,000 website visits, 19,672 web payments (50% of the total payments in Q3 2016. With the further 9247 coming in on automated payments, non-human transactions cover almost 80% of all payments). There have been 584 online Direct Debit signups and we have seen cash payments at their lowest ever level (£750).</p> <p>We have also received an internal audit review (by Mazars) of our approach to the management and governance of Digital Dacorum.</p>

<b>PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints</b>					
<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.		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.		<ul style="list-style-type: none"> <li>- We monitor performance, projects and complaints on a monthly, quarterly and annual basis</li> <li>- We have a dedicated performance and project</li> </ul>	

# OPERATIONAL RISK REGISTER

December 2016



<p>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.</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>We have a well established performance management 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>management system (Corvu)</p> <ul style="list-style-type: none"> <li>- We have a project management framework (managing projects successfully)</li> <li>- We have a detailed complaints policy and procedure</li> </ul>
---	---	--

## Sign Off and Comments

### Sign Off Complete

We deliver a robust and effective approach to performance, projects and complaints. 69% of high priority KPIs are in target and 69% of strategic projects are on target. We received 129 Stage 1 complaints in Q3 and 91% were resolved in our agreed deadline.

The Improvement and Innovation Team have also provided 38 days of internal consultancy helping to support service re-design and innovation in areas including Housing and Finance.

In terms of delivery we have continued to roll-out the new performance reporting system and have made further improvements to project reporting with the aim to introduce a new approach in April. Work is also underway to implement our new complaints policy.

### PP\_R014 Failure to achieve the service outcomes outlined in each of the new community 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
---	--	------------------------------------	---	-------------------------------

# OPERATIONAL RISK REGISTER

December 2016



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>The community contracts provide vital support services for some of the most vulnerable residents in Dacorum.</p> <p>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>However if we don't achieve the outcomes from each contract, the community will receive inadequate services which can have serious consequence and lead to higher demand for reactive Council services e.g. homelessness, ASB.</p> <p>Failure to deliver would also adversely affect the capacity of the local VCS, with implications for the broader support base.</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 undertaken 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 and these will be reported to the CEO and Portfolio Holder.</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 an audit of our process by Mazars.</p>		<ul style="list-style-type: none"> <li>- Commissioning Tender Returns</li> <li>- Individual Contracts and Agreements</li> <li>- KPI Monitoring Reports</li> </ul>	
Sign Off and Comments					

# OPERATIONAL RISK REGISTER

December 2016



## Sign Off Complete

All contracts have completed the procurement process and all have gone live. We have held a number contract meetings with each of the service providers. These meetings enable us to monitor performance as well as to build relationships. We have held the first breakfast networking meeting which aims to enable the providers to work closely together rather than in silos to meet their contract outcomes and provide the best possible holistic service to Dacorum residents. Subsequent network meetings will be held on a quarterly basis.

The commissioning process has worked well but we are continuing to review our approach with the aim of learning lessons and improving the way we work with the voluntary and community sector. We are also meeting regularly with Dacortium to explore new opportunities and to ensure that we continue to build a strong relationship with the community and voluntary sector.

While we haven't yet received a final report, the verbal feedback from our internal audit was positive.

## 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	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
<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</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</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</p>	

# OPERATIONAL RISK REGISTER

December 2016



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.

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.

regularly contacted for a statement or comment on the article being published.

- 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.

- We have a communications strategy and a social media strategy. We also have a detailed service plan for communications.

## Sign Off and Comments

### Sign Off Complete

We continue to operate a proactive and engaged social media programme. In Q3 we posted over 1,928 outbound messages across our 18 social media accounts, 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 social media 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.

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

# OPERATIONAL RISK REGISTER

December 2016



<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

December 2016



The HR team provides dedicated support and coaching for all managers engaged in employee relation issues. We also 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. Staff turnover remains low.

The new People Strategy has been drafted and work is underway on a number of critical projects including : 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	
<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>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

December 2016



Staff not understanding the new culture within the forum could also cause productivity issues and relationship problems.	<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 introduced a range of projects, activities and programmes to support organisational change. In the last quarter the Improvement and Innovation team have provided 38 days of internal 'change consultancy' to help services re-design processes, use nudge theory to re-write letters and provide training on engaging with residents. The team have also begun work on a review of the housing service. However, from January this internal support will be increased and in 2017 the team will provide over 120 days of internal consultancy support. The Forum Cultural Board has been central to ensuring that staff were able to move over to the new building with minimal disruption and the feedback has been extremely positive. A new corporate efficiency strategy has been produced and work is underway on a new transformation strategy, ready for go-live in April.

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

<b>Category:</b> Technical/Operational	<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	
ICT is central to the performance of departments. This		We have put in place the necessary structure, strategy,		- Regular dialogue between ICT and other services.	

# OPERATIONAL RISK REGISTER

December 2016



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.

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 services and we take a category management approach

- 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

December 2016



to procurement.

## Sign Off and Comments

### Sign Off Complete

Arcus Consultancy is continuing to work on the review of our line-of-business applications (e.g. Orchard, Flare etc.) with the aim of streamlining and improving the resilience of our systems. This work is due to report in February. Work is also continuing on implementation of new technologies to improve remote access and contact including upgrading to Skype for Business and installing Direct Access. However, with the impact of the move to the Forum, this is now due to complete in Summer 2017. All Forum meeting rooms have been equipped with video and virtual conferencing equipment and in 2017 work will begin on a refresh and update of desktop equipment and Microsoft software. Requirements are being assembled on which devices will best fit the needs of the Council in coming years in consultation with services, including planned trials of mobile devices.

### 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>	
<p>ICT is central to the performance of departments.</p> <p>A failure in ICT resilience or security would see loss of access to some or potentially all ICT applications and services.</p> <p>This would have serious consequences for productivity, communication links with the public and would have a</p>		<p>We have introduced a number of controls which manage the risk:</p> <p>Technical Controls -</p> <p>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.</p>		<p>Assurance</p> <p>- KPI's - ICT01 - % of incidents resolved in less than 2 days. ICT02 - Availability of primary systems. WEB01 - Website availability</p> <p>- High Level Recovery Plan available on request</p>	

# OPERATIONAL RISK REGISTER

December 2016



major impact on public facing services.

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

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.

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 at Cupid Green.

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

- Successful tests of DR procedure – assuring that services can be restored within the secondary data centre using replicated data.

- PSN Compliance.

# OPERATIONAL RISK REGISTER

December 2016



	permissions and a two factor authentication process (name and crypto card).	
<b>Sign Off and Comments</b>		
<p><b>Sign Off Complete</b></p> <p>Our approach to ICT resilience continues to be robust. Work is underway on resilient connectivity between The Forum and the data centres (removing common path to local BT exchange) and this is expected to be completed in March 2017. Our new server room has been installed and we have completed the virtualisation of our telephony system. In October we received our PSN compliance certification and in Q3 overall systems availability was 99.81% and web availability was 99.9%.</p>		