



FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committees promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.

WEDNESDAY 4 NOVEMBER 2015 AT 8 PM

BULBOURNE ROOM, CIVIC CENTRE, HEMEL HEMPSTEAD

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Ashbourn	E Collins	Silwal
Barnes	Douris (Vice-Chair)	Taylor
Birnie	Fethney	Tindall
B Chapman (Chair)	Imarni	
Clark	Mills	

Substitute Members: Councillors Anderson, Brown, Guest, Link, Matthews, Ransley, and W Wyatt-Lowe

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1. MINUTES

To confirm the minutes of the meeting held on 7 October 2015 as previously distributed; see link below:

<http://www.dacorum.gov.uk/docs/default-source/council-democracy/resources---07-10-15---minutes.pdf?sfvrsn=0>

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter, who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw to the public seating area.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests or the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interest are defined in Part 2 of the Members' Code of Conduct.

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

None

6. ACTION POINT FEEDBACK FROM PREVIOUS MEETING

None



AGENDA ITEM: 7a

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	4th November 2015
PART:	1
If Part II, reason:	

Title of report:	Quarter 2 Performance Report – Legal Governance; Democratic Services; Commissioning, Procurement & Compliance; and People
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents and Corporate Services</p> <p>Author/Responsible Officers:</p> <p>Steven Baker, Assistant Director (Chief Executive’s Unit)</p> <p>Mark Brookes, Group Manager (Legal Governance)</p> <p>Jim Doyle, Group Manager (Democratic Services)</p> <p>Ben Hosier, Group Manager (Commissioning, Procurement and Compliance)</p> <p>Matt Rawdon, Group Manager (People)</p>
Purpose of report:	To provide Members with the performance report for quarter two in relation to Legal Governance; Democratic Services; Commissioning, Procurement and Compliance; and People.
Recommendations	That Members note the report.
Corporate objectives:	<p>Resources and Value For Money;</p> <p>Optimise Resources and Implement Best Practice.</p>

Implications:	<u>Financial</u> None.
'Value For Money Implications'	<u>Value for Money</u> Monitoring Performance supports the Council in achieving Value for Money for its citizens.
Risk Implications	Risk Assessment completed for each service area as part of service planning and reviewed quarterly.
Equalities Implications	Equality Impact Assessment completed for each service area as part of service planning and reviewed quarterly.
Health And Safety Implications	None
Consultees:	Cllr Neil Harden, Portfolio Holder for Residents and Corporate Services
Background papers:	Annex 1: Commissioning, Procurement and Compliance Information Annex 2: Quarter 2 Performance Report Annex 3: Quarter 2 Operational Risk Register

- Members will find attached to this report the Corvu performance data for Legal Governance; Democratic Services; Commissioning, Procurement and Compliance; and People, together with the Operational Risk Register, in relation to quarter 2 of 2015/16. Members will note that the indicator HR06 (end of year profile for sickness absences) has moved from amber back into red since the last quarter. This is a corporate statistic relating to all Council employees – not just those working in the Chief Executive's Unit. Steps to tackle absenteeism are referred to in paragraph 2 below.

PEOPLE GROUP

HUMAN RESOURCES

Sickness Absence – FirstCare System

- The new sickness absence system was implemented on 1 August 2015, and is providing significantly more sickness data to managers and helping identify which managers need more support in managing their team's sickness absence. A project has been launched to support the Council in reducing absenteeism, particularly focussing on the areas with high levels of sickness.

COMMUNICATIONS & CONSULTATION

New Intranet

3. The new internal communications platform will have an improved look which will make it easier for staff to see the important news, documents and updates. The communications team are currently working with managers to make sure all the data is up to date and any unwanted data is removed ready for the launch in November 2015.

COMMUNITY PARTNERSHIPS

Get Set, Go Dacorum

4. The performance statistics for year 1 of the Get Set, Go Dacorum project (September 2014 to September 2015) were submitted to Sport England and have been approved. This will now see the release of the funds for year 2. 98% of the KPIs were achieved in the number of people attending in year 1 and the target was exceeded for the number of times people attended. The next quarter report will provide statistics on attendance for the projects in year 2.

Voluntary Sector Commissioning – Strategic Partner Programme

5. We are currently in the 8 week consultation stage with the strategic partners on the proposed service outcomes, except the CAB who have already been consulted. Feedback has recently been received from the Finance and Resources and the Housing and Community Overview and Scrutiny Committees. Cabinet received a report on 20 October and gave approval to:
 - Replacing the existing core funding arrangements for the Council's Strategic Partner voluntary sector organisations with an outcome based commissioning model with effect from 2016/17.
 - The proposed financial envelope of £619,000 and the revised distribution of those funds between the services from 1 April 2016.
 - The new groupings of services which make up each contract to be tendered.
 - The contract duration of a minimum of three years with an option to extend for up to a further 24 months based on the performance of the contract.
 - The phased tendering implementation timetable.
 - The service outcomes for the Advice, Information and Advocacy Service.
 - The Portfolio Holder for Residents and Corporate Services having delegated power to make all future decisions relating to the commissioning of voluntary sector services in 2016/17. This will include decisions on the service outcomes (except for the Advice, Information and Advocacy Service), any variations or amendments to the tendering timescales and contract awards.

ORGANISATIONAL DEVELOPMENT / TRAINING

Apprenticeship scheme

6. Cabinet at its meeting on 20 October approved the establishment of a new Apprenticeship Scheme Framework to support the Council's workforce development needs and contribute to the economic regeneration of Dacorum.

LEGAL GOVERNANCE

7. Legal Governance continues to be heavily involved in many of the Council's critical projects. In particular, significant legal support is being provided in relation to the Gade Zone regeneration project. On the 24th September the team completed the contractual documentation for the purchase of the Health Centre which will enable residential development to progress around The Forum building. The Health Trust will be moving to the Council owned premises at 39/41 The Marlowes and the team have completed a 15 year lease of this property to the Health Trust.

The Legal Team

8. The Legal Team frequently represent the Council in the courts and tribunals, leading on injunctions, prosecutions and defending employment tribunal cases. In the last quarter the Legal Team -
 - Successfully obtained a committal to prison for breach of an anti-social behaviour order.
 - Successfully defended an appeal against sentencing for an unlicensed house in multiple-occupation.
 - Successfully defended a claim made in the County Court that the Council had acted illegally in pursuing a person for failure to pay Council Tax.
 - Obtained an order for costs in the sum of £31,000 against a person who unsuccessfully defended a footpath obstruction claim made by the Council. The defendant has paid the cost in full.

The Licensing Team

9. The Licensing Team have for the last 12 months been carrying out a review of the Council's statutory licensing policies, under the Licensing Act 2003 (alcohol, entertainment and late night refreshment licences) and the Gambling Act 2005 (betting, gaming and lottery licences). The consultation period has now closed and the final policies (amended following consultation) will be considered by the Licensing Committee in November with a final decision to adopt the revised policies by Full Council later this year.

Recruitment

10. Christopher Gaunt has been appointed as Legal Governance Team Leader. Chris will be responsible for all property, planning and contract work and for managing the team which completes instructions in that area. Chris was formerly the Litigation Solicitor at the Council and will retain a litigation case load to add resilience where required.
11. Jamie Byiers has been appointed as a Licensing Officer and will be responsible for the processing of various licensing applications which the team deal with.

DEMOCRATIC SERVICES

12. During Quarter 2, Member Support managed and organised the following:

- Published 22 Agendas
- Completed 21 Sets of minutes
- Spent 29 hours at evening meetings
- Spent 1 hour 30 minutes at daytime meetings
- Processed 26 public speaker requests
- Processed 8 Portfolio Holder decisions.
- Processed 4 Officer Decisions

Member Development

13. Nine member training sessions were held in Quarter 2, including two mandatory sessions. There was also the voluntary sector speed dating event all of which received positive feedback.
14. A full programme of member development sessions up to February 2016 has been produced in consultation with the Member Development Steering Group. In addition a session on the Budget Setting Process has also been scheduled. It is too early to be certain but the good start would suggest that the target of 5 training sessions per year for each Member is achievable.

Parish and Community Liaison

15. During Quarter 2 the Town, Parish & VCS Officer helped organise the Voluntary Sector 'Speed Dating' event on 1 September 2015. The session gave members the opportunity to meet with representatives from the voluntary sector to discuss their services and their relationship with the Council.
16. Work has been underway to prepare for the annual Town and Parish Council Conference which is scheduled for 27 November 2015. A full agenda has been produced and the event will include a 'market place', where various services will exhibit the benefits of shared working with parish and town representatives.

Electoral Registration

17. The Annual Canvass of properties has been underway since early September and the Electoral Registration Team has been engaged in collecting and collating the information gathered from more than 62,000 forms in order to compile the 2015 Electoral Register. The process is now into the final 'house to house' enquiry stage, with those properties from which no form has been returned visited at least twice to try and complete an accurate canvass of electors.
18. By the time of writing, about 49,000 forms have been returned, which is approximately 78%. Of these returns about 36% were made using the automated services i.e. phone, text or online.
19. The information gathered in this canvass will contribute to the transition to Individual Electoral Registration (IER), which is still on schedule to commence in 2016/17.

COMMISSIONING, PROCUREMENT & COMPLIANCE

20. The performance information for Commissioning, Procurement and Compliance is set out in annex 1 to this report.

OPERATIONAL RISK REGISTER

21. The updated Operational Risk Register is annexed to the report. There have been no changes to the residual risk scores since quarter 1.

ANNEX 1

COMMISSIONING, PROCUREMENT & COMPLIANCE

1. This report includes the performance information relating to those services which make up Commissioning, Procurement & Compliance Group i.e. Commissioning & Procurement, Compliance & Client Management.

KEY PERFORMANCE INDICATORS

2. This is the first year that performance indicators have been reported on for the Commissioning & Procurement and the Compliance element of the Service. These new indicators are in addition to the performance indicators that have been reported on for the Customer Service Centre Gateway (CSCG) contract under the Client Management element of the Service.

Key Performance Indicators for the first two quarters April – September 2015 are as follows;

Objective	Annual Target	Qtr. 1 Actual	Qtr. 2 Actual	Qtr. 3 Actual	Qtr. 4 Actual
Cashable savings from improved commissioning & procurement activities	£239,026	£231,978	£336,054		
% of spend via collaborative contracts	£3,983,773	£883,514	£1,972,285		
% of spend with Dacorum-based small to medium sized enterprises	£7,500,000	£2,044,996	£3,290,450		
Number of apprenticeships via contracts	12	9	10		
% of spend with the Third Sector	£1,991,886	£826,546	£1,084,724		

Cashable Savings

General Fund - Revenue

- FM Services - The Council have closed Unit B which has reduced the annual cost by £41,167.
- FM Services - The annual responsive repairs & maintenance budget for 2015/16 will be reduced saving £14k so far this year.
- IT Licences - The contract with Welldata for the info@work part of the services they provide has been cancelled which has delivered a saving of £4k so far this year.
- CSU Contract – The contractual cost reductions with Northgate have delivered savings of £189,310 so far this year.

Housing Revenue Account - Revenue

- Energy - The CCL and VAT review has delivered savings of £19,120 so far this year.
- Energy – Energy reconciliation has delivered a refund of £3,825 so far this year.
- Construction – LHC Framework rebate has delivered £3,904 in income generation.

General Fund & Housing Revenue Account - Revenue

- Telephones - The new telephony rates have delivered savings of £20,500 so far this year.
- Postage - Mailmark & the enforcement of 2nd class mail have delivered £17,978 of savings so far this year.
- The new mobile phone rates have delivered savings of £4,250 so far this year.

Collaborative Contracts

Collaboration	Annual Expenditure	Expenditure Type
Laser Energy Buying Group	£1,084,088	Energy Supplies
ESPO Framework	£706,872	Banking/ICT/Temp Staff
Watford Borough Council	£630,000	Parking Enforcement
Crown Commercial Services	£476,987	Vehicles/Telephones/ICT
Hertfordshire CC Framework	£433,918	FM Services
HCC Framework	£207,894	Fleet
Braintree Framework	£152,620	Fleet
HCA Framework	£97,655	Property Consultancy
Watford/3 Rivers/Hertsmere/DBC	£53,550	Demographic Study
ESPO Framework	£49,999	Fleet
Pfh & TPPL Framework	£42,580	Fleet
Hertsmere Borough Council	£8,408	FOI Software

Dacorum Based SME Expenditure

Agresso Category	Quarterly Value	Expenditure Type
Financial Services	£914,092	Grants & Parish Councils
Works - Construction, Repair & Maintenance	£633,249	Construction
Arts & Leisure Services	£371,198	Sports Trust
Facilities & Management Services	£357,687	CCTV
Environmental Services	£341,705	Demolition
Information Communication Technology	£207,460	Telephony & Copiers
Horticultural	£108,091	Trees & Woodlands
Building Construction Materials	£93,549	Carpets
Human Resources	£74,815	Grant
Vehicle Management	£63,575	Mechanics
Cleaning & Janitorial	£53,036	Cleaning Materials & Maintenance
Unmatched	£45,867	-
Consultancy	£43,818	Grant

Highway Equipment & Materials	£39,528	Landscaping
Public Transport	£21,287	Removal Services
Catering	£13,064	Catering
Education	£5,923	Aerial Services
Housing Management	£5,800	Grants
Social Community Care Supplies & Services	£5,002	Grant
Clothing	£4,500	Personal Protective Equipment
Sports & Playground	£3,950	Sports Equipment
Mail Services	£3,130	Courier Services
Stationery	£2,753	Office Supplies
Furniture	£2,373	Furniture
Healthcare	£1,080	Healthcare

Apprenticeships

Number of apprenticeships on Osborne Total Asset Management contract	6
Number of apprenticeships on Northgate CSCG contract	4

Third Sector Spend

Organisation	Value	Notes
Dacorum Sports Trust	£331,934	£13,184 Disabled Sports Club Grant, £318,750 Dacorum Sports Trust Ltd Management Fee
Dacorum District Citizens Advice Bureau	£196,890	£25k Money Advice & Support in line with SLA, £171,890 Strategic Partner Programme
Community Action Dacorum Borough Council	£156,825	Strategic Partner Programme including Shopmobility & Domestic Violence Forum
Age UK Dacorum	£75,950	£15k Friendship Teas, £40,900 Strategic Partner, £10k Public Health District Offer Year 1
Dacorum Heritage Trust	£58,000	Strategic Partner Programme
Volunteer Centre Dacorum	£56,960	Strategic Partner Programme
Relate Dacorum, Watford & Three Rivers	£48,610	Strategic Partner Programme
Herts Mediation Service	£36,730	Strategic Partner Programme
Hemel Hempstead Day Centre Ltd	£34,200	Strategic Partner Programme
Nash Mills Village Hall Association	£33,514	
Druglink	£31,665	Strategic Partner Programme
DENS	£20,500	Strategic Partner Programme including Dacorum Rent Aid
Urban Access	£11,850	£10,600 Strategic Partner Programme, £1,250 Dacorum Youth Group
The Chilterns Conservation Board	£7,309	
Community Development Agency for Hertfordshire	£6,500	
Sunnyside Rural Trust Limited	£5,000	Local Food Co-Ordinator Post
Swan Youth Centre	£5,000	Towards the cost of running Breathing Space
Dacorum Sports Network	£4,944	
Hospice of St Francis	£4,800	Towards the cost of a MOTO med seated exercise bike
Cruse Bereavement Care Hertfordshire	£2,000	Towards the cost of bereavement support to Children, Young People & Adults in Dacorum
Samaritans of South West Herts	£1,000	Towards the cost of training new volunteers

COMMISSIONING & PROCUREMENT

- The Commissioning and Procurement Team continues to support the voluntary sector commissioning project which is on target to commence the tendering aspect of the project during quarter 3. A report on the commissioning of the voluntary sector was presented to this Committee on 7th October.

COMPLIANCE

- A short guidance document has been produced by the team providing advice and guidance on the commissioning & procurement standing orders to support officers with their procurement activities.

The Council have received no formal challenges in relation to its commissioning & procurement activities during quarters 1 & 2.

CLIENT MANAGEMENT

CSCG - Customer Service Centre Gateway
 CSU – Customer Service Unit
 CRM - Customer Relationship Management system

Background

- The contract for the delivery of the Customer Service Centre Gateway (CSCG) has been provided by Northgate Information Solutions UK Ltd since 5 August 2013.

Performance of the CSCG Contract

- This report covers a transition period where the measurement of Key Performance Indicators has changed. From 1st August 2015 a number of new KPIs more appropriate to the service being delivered are being reported. The new set of KPIs now gives a clearer indication of the customer experience and allows further analysis to be carried out¹. The figures no longer include the calls being handled through the automated systems and will focus management on ensuring the service is improved over the remainder of the contract.

Key Performance Indicators for the quarter April – July 2015

Call Handling	April	May	June	July
% Calls abandoned	1%	2%	2%	2%
Target	5%	5%	5%	5%
% Calls answered in 20 seconds	91%	86%	81%	83%
Target	70%	70%	70%	70%
Opening Hours Actual	100%	100%	100%	100%
Opening Hours Target	100%	100%	100%	100%
Face to Face	April	May	June	July
% Customers served in 5 minutes	72%	75%	74%	74%
Target	70%	70%	70%	70%

Less than 30 minutes wait for 95% Customers	100%	100%	100%	100%
Target	95%	95%	95%	95%
Opening Hours Actual	100%	100%	100%	100%
Opening Hours Target	100%	100%	100%	100%

See attached appendix1

Key Performance Indicators for August – September 2015

Call Handling	August	September
Calls Handled	10593	11261
Average time for calls to be answered in Call Centre	1 minute 50 Seconds	1 minute 34s
Target	3 Mins 30 Seconds	3 Mins 30 Seconds
% Calls abandoned in Call Centre	12.7%	10.8%
Target	20%	20%
Face to Face	August	September
Total Customers Served	4731	5105
% Customers waiting more than 20 minutes	0.1%	0%
Target	5%	5%
Customer average wait time	3 min 58 seconds	4minutes 36 seconds
Target	7 minutes 30 seconds	7 minutes 30 seconds

Non-KPI Data, July – September 2015

	July	August	September
Average wait time	2 minutes 46s	See KPI above	See KPI above
Longest wait time	25m 18s	18m 47s	28m 58s
Average call length	3m 23s	3m 19s	3m 13s
Enquiries resolved at first point of contact	96%	96%	97%

Stakeholder Feedback

- Northgate are required to undertake stakeholder satisfaction surveys every 3 months at a Group Manager level. The purpose of the survey is to ascertain stakeholder satisfaction levels across key elements of our service delivery and identify any gaps in our service

provisions to ensure that we succeed in our drive for continuous improvement. Surveys were issued to 8 Group Managers and to the Commercial Contracts and Supplier Relationship Lead Officer in August.

Survey Results

- 100% of stakeholders were satisfied with Information given to Customers,
- 87.5% of stakeholders were satisfied that the service was professional,
- 87.5% of stakeholders were satisfied with the Insight and Responsiveness to change,
- 87.5% of stakeholders were satisfied with the Quality, KPI's and Survey.

Overall Group Managers are satisfied with the service.

Customer Feedback

8. Northgate undertake a customer enquiry survey after an interaction with a customer in the CSU. The purpose of the survey is to obtain feedback from customers on their chosen method of contact as well as customer satisfaction levels across key elements of service delivery. The information collected from this survey also highlights any avoidable contact and channel shift opportunities. This survey was conducted during the period April to June this year and reported on in October

Survey Results - 9136 replies (Face to Face: 5992 & Telephone: 3144)

The survey showed that:

- 95 % of customers are very *satisfied* with the service provided by the Customer Service Unit
- 94% of customers agreed that their query was resolved by the CSU
- 60% of customers said they service they were enquiring about was not available online such as chasing a benefit claim, didn't understand a benefits letter and providing proof/supporting evidence.
- 29% people they prefer to deal with enquires face to face and 23% prefer to deal with enquiries over the phone
- 38% of enquiries made were regarding benefits and 25% of enquiries were to supply evidence for a claim
- 19% of enquiries were regarding Payments and 9% of these were for Housing Rent.

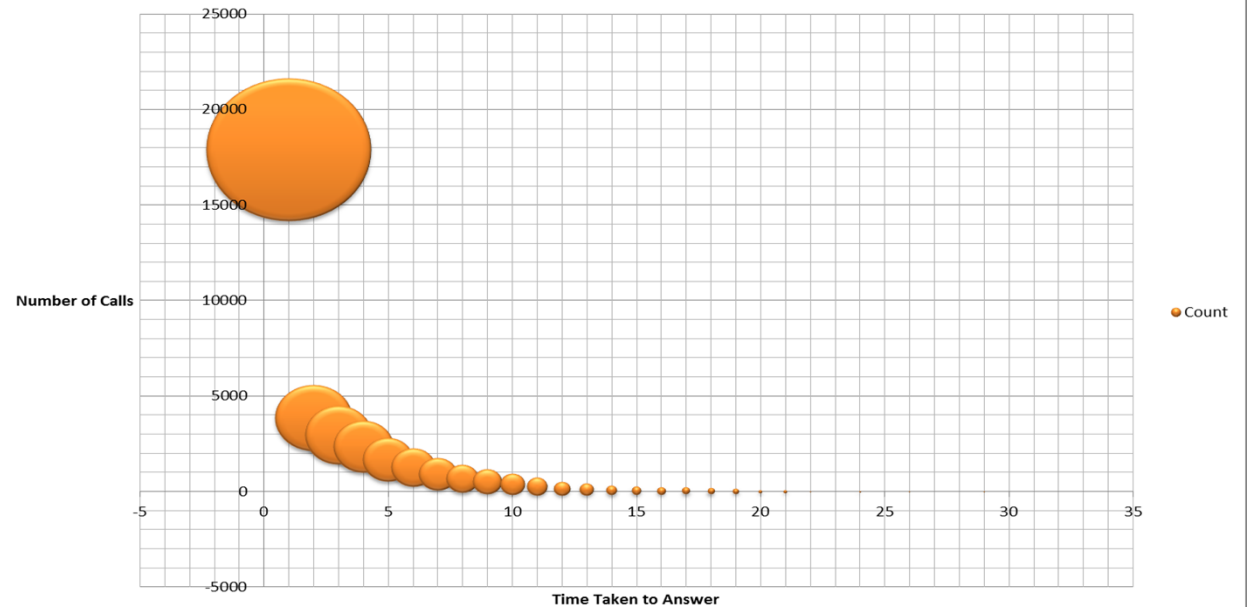
CRM

9. As part of the agreement, Northgate Public Services have implemented their own CRM solution (Front Office Enterprise) for Northgate staff with cooperation from officers within the Council. This enables Northgate to read, write and develop the application in a way that meets their business need. The system is now integrated with Northgate's Revenues and Benefits system. Integration is underway with Civica Flare system and with Orchard. Delivery of the CRM system has been delayed due to a number of factors including ensuring PSN compliance and system security. Overall, subject to no further delays we are still expecting to be able to deliver the full integration of agreed systems by December 2015.

Appendix 1

Wait Time	Count	Percentage of total
0 - 59 seconds	17890	53.642%
1min - 1min 59 sec	3861	11.577%
2min - 2min 59sec	2955	8.860%
3min - 3min 59 sec	2337	7.007%
4min - 4min 59 sec	1671	5.010%
5min - 5min 59sec	1267	3.799%
6min - 6min 59 sec	920	2.759%
7min - 7min 59 sec	666	1.997%
8min - 8min 59sec	539	1.616%
9min - 9min 59 sec	392	1.175%
10min - 10min 59 sec	274	0.822%
11min - 11min 59sec	163	0.489%
12min - 12min 59sec	126	0.378%
13min -1 3min 59 sec	74	0.222%
14min - 14min 59 sec	58	0.174%
15min -1 5min 59sec	45	0.135%
16min - 16min 59 sec	39	0.117%
17min -1 7min 59 sec	29	0.087%
18min -1 8min 59sec	24	0.072%
19min - 19min 59 sec	8	0.024%
20min - 20min 59 sec	8	0.024%
21min - 21min 59sec	1	0.003%
22min - 22min 59 sec	0	0.000%
23min - 23min 59sec	2	0.006%
24min - 24min 59 sec	0	0.000%
25min - 25min 59 sec	1	0.003%
26min - 26min 59sec	0	0.000%
27min - 27min 59 sec	0	0.000%
28min - 28min 59 sec	1	0.003%

The Graph below shows the number of calls and the time taken to answer. The size of each bubble represents the percentage of total calls taken at that point



Further analysis of the data shows -

- 33351 calls were answered during July , August and September
- 2 minutes 5 seconds: Average time to answer during July August and September
- 54% (17890) of calls were answered within 1 minute
- 90% (29981) of calls were answered in less than 6 minutes
- 99% (33061) of calls were answered in less than 13 minutes

F&R OSC QUARTERLY PERFORMANCE REPORT

Chief Executive's Unit

September 2015



Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
CPC01 - Cashable savings from improved commissioning and procurement activities	Steve Baker Ben Hosier	No Data No Target		£231978 Target: 59756	↓	£336054 Target: 119513	✓	Updater The cumulative cashable savings delivered is £336,054 (or 141%) of the annual target for 2015/16.	
CPC02 - Amount of spend via collaborative contracts	Steve Baker Ben Hosier	No Data No Target		£883514 Target: 995943	↑	£1972285 Target: 1991886	✓	Updater The accumulative expenditure via collaborative contracts is £1,972,285 (or 50%) of the annual target for 2015/16.	
CPC03 - Amount of spend with Dacorum-based small to medium sized enterprises	Steve Baker Ben Hosier	No Data No Target		£2044996 Target: 1875000	↓	£3290490 Target: 3750000	✓	Updater The cumulative expenditure with Dacorum-based SME's is £3,290,490 (or 44%) of the annual target for 2015/16.	
CPC04 - Number of apprenticeships via contracts	Steve Baker Ben Hosier	No Data No Target		9 Target: 3	↓	10 Target: 6	✓	Updater The cumulative number of apprenticeships on DBC contracts is 10 (or 83%) of the annual target for 2015/16.	
CPC05 - Amount of spend with on the Third Sector	Steve Baker Ben Hosier	No Data No Target		£826546 Target: 497972	↓	£1084724 Target: 995943	✓	Updater The cumulative expenditure with the Third Sector is £1,145,993 (or 58%) of the annual target for 2015/16.	
CSU02 - Percentage of enquiries that are resolved at first point of contact within the Customer Service Centre	Mark Housden Tracy Lancashire	99.20% (17223/17362) Target: 90.00	↑	99.35% (16120/16226) Target: 90.00	↑	99.46% (15193/15275) Target: 90.00	✓	Owner Performance continues to be maintained	

Monitoring Information

Report run: 22/10/2015



F&R OSC Quarterly Performance Report - Chief Executive's Unit September 2015

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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre	Mark Housden Tracy Lancashire	79.22% (408/515) Target: 80.00	↑	99.75% (5555/5569) Target: 80.00	↓	99.57% (5777/5802) Target: 80.00	✓	Owner Satisfaction levels continue to be maintained	
CSU05 - Percentage of enquiries that are resolved at first point of contact within the Contact Centre	Mark Housden Tracy Lancashire	96.33% (181440/18834 3) Target: 90.00	↑	99.44% (179678/180685) Target: 90.00	↓	98.80% (83872/84890) Target: 90.00	✓	Owner Performance continues to be maintained	
CSU06 - Percentage of customers satisfied with service received from the Contact Centre	Mark Housden Tracy Lancashire	71.43% (5/7) Target: 80.00	↑	98.22% (2974/3028) Target: 80.00	↑	98.66% (3825/3877) Target: 80.00	✓	Owner Satisfaction levels continue to be maintained	
CSU09 - Head of Service Satisfaction Survey Score	Mark Housden Tracy Lancashire	83 Target: 45	↓	50 Target: 45	↑	57 Target: 45	✓	Owner This equates to a satisfaction level of 81% Overall Group Managers are satisfied with the service that is being provided.	
CSU10_Q - Call Handling: Average Wait Time	Mark Housden Tracy Lancashire	No Data Target: 210.00		No Data Target: 0		102.00 Second (s) Target: 210.00	✓	Owner This is a new measure introduced in August following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. Performance during August and September is above target.	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
CSU11_Q - Call Handling: Abandoned Call Rate	Mark Housden Tracy Lancashire	No Data Target: 20.00		No Data Target: 0		11.73% (2900/24728) Target: 20.00	✓	Owner This is a new measure introduced in August following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. Performance during August and September is above target.	
CSU13_Q - Face to Face: Waiting time more than 20 Minutes	Mark Housden Tracy Lancashire	No Data Target: 5.00		No Data Target: 0		0.06% (6/9836) Target: 5.00	✓	Owner This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. Service levels remain very high with only 6 visitors experiencing a wait of more than 20 minutes throughout August and September.	
CUS12_Q - Face to Face: Average Wait Time	Mark Housden Tracy Lancashire	No Data Target: 450.00		No Data Target: 0		257.00 Second (s) Target: 450.00	✓	Owner This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. Average Time to see customers during August and September was 4 minutes 17 seconds which is above target.	
DPA01 - Percentage of DPA requests met in 40 days	Mark Brookes John Worts	100.00% (10/10) Target: 100.00	➡	100.00% (15/15) Target: 100.00	➡	100.00% (10/10) No Target	✓	Updater	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
FOI01 - Percentage FOI requests satisfied in 20 days	Mark Brookes John Worts	94.74% (162/171) Target: 100.00	↗	99.22% (128/129) Target: 100.00	↘	98.89% (178/180) No Target	✓	Owner The target dates for 2 FOI's were missed in the last quarter which were due to staff absences.	
HR01 - Total number of staff in post	Matt Rawdon Anne Stunell	724 Staff Info Only	↘	685 Staff Info Only	↘	681 Staff Info Only	✓	Updater Slightly less employees than last quarter and less than last year. All EMF's are being scrutinised by COG	
HR02 - Total number of leavers	Matt Rawdon Anne Stunell	18 Leavers Info Only	↗	25 Leavers Info Only	↗	25 Leavers Info Only	✓	Updater Same amount of leavers as last quarter, more leavers than last year	
HR03 - Total days lost through sickness absence	Matt Rawdon Anne Stunell	1592.07 Days Info Only	↗	1449.62 Days Info Only	↗	1856.03 Days Info Only	✓	Updater More absence than last quarter; similar absence to last year	
HR04a - Total days lost through SHORT TERM sickness absence	Matt Rawdon Anne Stunell	518.26 Days Info Only	↘	353.60 Days Info Only	↗	450.78 Days Info Only	✓	Updater More absence than last quarter; but less than last year	
HR04b - Total days lost through LONG TERM sickness absence	Matt Rawdon Anne Stunell	1073.81 Days Info Only	↗	1096.02 Days Info Only	↗	1405.25 Days Info Only	✓	Updater More absence than last quarter and last year Owner Identifying that long term sickness absence is an issue for us at the moment.	
HR05 - Average days lost due to sickness absence per FTE	Matt Rawdon Anne Stunell	0.77 Days (1592/2064) Target: 2.00	↘	0.72 Days (1450/2024) Target: 2.00	↘	0.92 Days (1856/2022) Target: 2.00	✓	Owner Higher than last quarter and last year	

 Monitoring
  Information

Report run: 22/10/2015

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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
HR06 - Average number of days lost due to sickness absence per FTE (end of year profile)	Matt Rawdon Anne Stunell	8.90 Days Target: 8.00	↓	8.78 Days Target: 8.00	↓	10.00 Days Target: 8.00	✓	Updater Higher than last quarter and last year; above target Owner A sickness project has been initiated to reduce absenteeism at the Council. This will be delivered by Neighbourhood Delivery Directorate, HR and the Performance team.	
HR10 - Percentage of employees who have been absent on more than 2 occasions in the quarter	Matt Rawdon Anne Stunell	5.25% (37/705) Target: 8.00	↓	4.49% (31/691) Target: 7.00	↓	4.31% (30/696) No Target	✓	Updater Below target, lower than last quarter and last year	
LG01 - Percentage of draft new commercial leases sent to the prospective tenants/their Solicitors within 10 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (5/5) Target: 100.00	→	100.00% (4/4) No Target	→	100.00% (5/5) No Target	✓	Updater Another excellent quarter from the team	
LG02 - Percentage of draft commercial lease renewals sent to tenants/their Solicitors within 15 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (3/3) Target: 100.00		100.00% (4/4) No Target		No Incidents (0/0) No Target	✓	Updater No instructions for September, good to see quarterly target met	
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (29/29) Target: 100.00	→	100.00% (24/24) No Target	→	100.00% (22/22) No Target	✓	Updater Excellent to see this target being consistently met	
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	Mark Brookes Barbara Lisgarten	No Incidents (0/0) Target: 100.00		100.00% (3/3) No Target	→	100.00% (1/1) No Target	✓	Updater The number of possession proceedings are low because of insufficient instructions at times or withdrawal of instructions by the client (e.g. the circumstances of the case have changed etc.)	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
LG07 - Percentage of Licensing Act 2003 decision letters sent to applicants/licensees within 5 working days of the date of the Sub Committee hearing	Mark Brookes Ross Hill	100.00% (2/2) Target: 100.00		No Incidents (0/0) No Target		No Incidents (0/0) No Target	✓	Owner There were no committees in the last quarter.	
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	Mark Brookes Barbara Lisgarten	100.00% (1/1) Target: 100.00	➔	100.00% (1/1) No Target	➔	100.00% (4/4) No Target	✓	Owner 100% is pleasing to note	
MS01 - Average number of training opportunities taken up per Member	Jim Doyle Michelle Anderson	No Data Target: 0.5		1.1 Opportunities (55/51) Target: 0	➔	1.1 Opportunities (56/51) No Target	✗		

OPERATIONAL RISK REGISTER

September 2015



Chief Executive's Unit - Steve Baker					
CE_F01 Lack of resources to be able to spend the appropriate time analysing the Councils 3rd party expenditure					
Category: Financial	Corporate Priority: Dacorum Delivers		Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
<p>The procurement service will remain reactive in its approach and will have limited ability to focus on those areas of procurement which account for the majority of the Council's 3rd party expenditure.</p> <p>It will also expose the Council to potential breaches of the Public Contracts Regulations due to the failure to aggregate the value of contracts for the same supplies or services.</p> <p>There will be an increased likelihood that the Council will incur expenditure that is not under contract. It will reduce the Council's ability to achieve savings through procurement.</p>		<ul style="list-style-type: none"> - Spikes Cavell spend analysis undertaken - Realignment of the Service will increase resource capacity - Stradia procurement consultants have been appointed to provide additional support for the procurement of the Total Asset Management Contract, the affordable housing new build and the PSQ thereby releasing capacity within the in house procurement team to analyse 3rd party expenditure. - The Council have commissioned V4 Services to provide category management support which will increase capacity whilst delivering savings. 		<p>The commissioning of Stradia and V4 services has released a DBC officer to analyse third party expenditure. It has also enabled the third party expenditure to be 'pro-classed' in Agresso which will allow the spend to be analysed in real time. This has effectively removed the risk.</p>	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>This risk has been reviewed for Q2 and there are no grounds to make any changes.</p>					

OPERATIONAL RISK REGISTER

September 2015



CE_F02 Lack of resources to be able to design and implement a Category Management approach to the Councils 3rd party expenditure					
Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
The consequences are the same as for CE_F01 above.		- Realignment of Service will increase the resource capacity. - The appointment of Stradia procurement consultants to provide additional support for the major procurement contracts has increased the capacity of the in house team to deliver category mana		The use of V4 Services has enabled the Council to design and implement a category management approach. Once the toolkit is introduced and used consistently category management will have become embedded within the Council.	
Sign Off and Comments					
Sign Off Complete					
This risk has been reviewed for Q2 and there are no reasons to make any changes.					

CE_M02 Failure of Council staff and Members to understand and embrace localism					
Category: Marketplace	Corporate Priority: Building Community Capacity	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

September 2015



<p>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>	<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> <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>	<p>The controls in place ensure that there is a high degree of awareness about community and localism among officers and members.</p>
<p>Sign Off and Comments</p>		

OPERATIONAL RISK REGISTER

September 2015



Sign Off Complete
This risk has been reviewed for Q2 and there are no reasons to make any changes.

CE_M03 Failure to prepare policy and strategy around Localism					
Category: Marketplace	Corporate Priority: Building Community Capacity	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	
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. Officer/Member awareness and training events on localism and the community rights. Setting up of Community and Localism Corporate Working Group to advise staff and members on policy and strategy. Workshops held with Voluntary Service Organisations. Workshop arranged with senior members in June 2015. Twice yearly COG meetings with Dacortium. Quarterly meetings of the Dacortium Sub-group (AD		The existing controls ensure that the Council has in place policies and strategies for working with the voluntary and community sector, encouraging involvement and self help, safeguarding the interests of vulnerable and deprived groups and communities, and promoting and developing resident led activities.	

OPERATIONAL RISK REGISTER

September 2015



<p>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>level)</p>
Sign Off and Comments	
<p>Sign Off Complete</p> <p>This risk has been reviewed for Q2 and there are no reasons why there should be any changes.</p>	

CE_R01 Failure to deliver successful elections

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Legal sanction and re-run of election at DBC expense.		- Election Preparation Plan and Risk Assessment		The Parliamentary, Borough and Parish/Town Council	

OPERATIONAL RISK REGISTER

September 2015



<p>Loss of faith in elections process. Intense scrutiny on future referenda Potential 'Failed service' designation from Electoral Commission. Personal Financial liability for Returning Officer. Invalid or unsubstantiated election Results. Dissatisfaction of key stakeholders with the borough council elections and the process for future referenda.</p>	<ul style="list-style-type: none"> - Establish Election Team, allocate resources, audit and prepare equipment - Oversee actual Election - Check Results - Conclude election paperwork - Clear and Store election equipment - Prepare Ele 	<p>elections held in May 2015 were conducted successfully which demonstrates the effectiveness of a comprehensive action plan which is monitored and updated every two weeks by the Chief Executive, as the Returning Officer, and the AD Chief Executive's Unit and the Group Manager (Democratic Services) as the two Deputy Returning Officers. The same approach will be used for the PCC elections in 2016.</p>
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Sign Off and Comments

Sign Off Complete

This risk has been reviewed for Q2 and no changes are necessary. Elections for the Police and Crime Commissioners will be held in May next year and Members will receive updates when preparations for those elections commence later this year.

CE_R08 The CSGC contractor focuses attention on meeting speed of response targets and not quality of service

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability 2 Unlikely	Inherent Impact 3 High	Inherent Risk Score 6 Amber	Residual Probability 3 Likely	Residual Impact 3 High
Consequences		Current Controls	Assurance	
<p>Calls are not resolved at first point of contact. Insufficient time is dedicated to callers to ensure that call has been fully resolved in a satisfactory manner. Reputational damage to the Council.</p>		<ul style="list-style-type: none"> - Six monthly customer satisfaction survey - Quarterly quality assessment by Group Managers - Monthly meetings with back officers to assess service delivery and monthly operational Board meetings to escalate issues. - monitoring of complaints and perfo 	<ul style="list-style-type: none"> - Monthly performance reports - Minutes of Operational Board meetings - Quarterly Partnership Board meetings <p>All of the above provide assurances that the CSGC contractor maintains focus on achieving the response targets and quality of service.</p>	

OPERATIONAL RISK REGISTER

September 2015



Sign Off and Comments					
Sign Off Complete This risk has been reviewed for Q2 and there are no grounds to make any changes.					
CE_R09 During the transformation of the CSCG there is a high level of requirement for DBC staff resource					
Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The Customer Relationship Management and Channel Shift projects cannot be implemented in the timescales resulting in reduced value from the contract or increased resource impact on DBC to maintain the pace.		- Digital Dacorum project set up with involvement from Northgate to support work to implement channel shift and development of customer insight. - CRM project board overseeing delivery of CRM.		- Terms of Reference of Digital Dacorum. - Digital Dacorum project streams include channel shift and web functionality and development, digital inclusion - Project plan for CRM implemented.	
Sign Off and Comments					
Sign Off Complete This risk has been reviewed for Q2 and no changes are necessary.					
CE_R10 The introduction of inform 360 and automated self-service options via telephone reduces access and/or satisfaction with contact					
Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

OPERATIONAL RISK REGISTER

September 2015



3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Increase in customer dissatisfaction with the Council. Potential reduction in contact with customers and missed opportunities for citizen insight		<ul style="list-style-type: none"> - Monthly meetings and quarterly audits with GMs to assess quality of customer contacts - Monitoring of customer comments and complaints - Review of scripts by Service Information Coordinators 		Minutes of Operational and Partnership Board meetings - Digital Dacorum project streams include channel shift and web functionality and development, digital inclusion	
Sign Off and Comments					
Sign Off Complete This risk has been reviewed for Q2 and there is no reason to make any changes.					
CE_R11 Integration of CRM systems cannot be accomplished due to technical difficulties or high cost					
Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The CRM project cannot be completed resulting in failure of the CSCG project and reduced impact of Citizen Insight and Evidence Based Decision Making initiatives. Resource intensive manual operations introduced as work around solutions		<ul style="list-style-type: none"> - Integration requirements identified in the CRM PID. Integrations assessed and taken forwards on the basis of need, impact and costs CSU Knowledge hub created with up to date online manuals to support development of CRM and training of staff. 		CRM Project Initiation Document and project plan. Delivery requirements identified by workshops CRM project board oversight	

OPERATIONAL RISK REGISTER

September 2015



Sign Off and Comments

Sign Off Complete

This risk has been reviewed for Q2 and there are no reasons to make any changes.



AGENDA ITEM: 7b

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	4th November 2015
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 2 2015/16 – Performance and Projects
Contact:	Neil Harden, Portfolio Holder for Residents and Regulatory Services Author/Responsible Officer: Robert Smyth, Assistant Director (Performance and Projects)
Purpose of report:	To provide the Committee with analysis of performance and risk management within the Performance and Projects division of the Chief Executive's Department.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 2, 2015/16.
Corporate objectives:	Effective performance and project managements are central to delivery of all the Council's objectives.
Implications:	<u>Financial</u>
'Value For Money Implications'	Poor performance leads to increases in costs, waste and a failure to deliver key projects and service objectives. <u>Value for Money</u> Effective performance and project management supports the achievement of value for money in the pursuit of the Council's

	objectives
Risk Implications	Risk Assessment reviewed September 2015
Equalities Implications	There are no direct equalities implications arising from this report.
Health And Safety Implications	There are no direct health and safety implications arising from this report
Consultees:	None
Background papers:	Attached: <ol style="list-style-type: none"> 1. Quarter 2 Performance Reports 2. Quarter 2 Operational Risk Report
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This is a quarterly report to the committee detailing performance and risk management for the various functions of the Division: <ul style="list-style-type: none"> - Performance management - Project management - Corporate improvement and innovation - Digital service delivery (Digital Dacorum) - ICT - Corporate support, administration and complaints
Key Terms, Definitions & Acronyms	ICT systems – These are the different computer systems/business applications that teams use to process and manage their data. Examples include Agresso (finance) and Corvu (performance). Primary Systems – These are the main computer systems/business applications that each team uses. There will be some smaller systems but this covers all key data. Examples Agresso (finance) and Corvu (performance) and Orchard (housing). Digital Dacorum – The name for a programme of 10 projects which are designed to deliver digital transformation across the business. This includes website re-design and putting new services online.

	CMT – Corporate Management Team which comprises the Chief Executive, Corporate Directors and Assistant Directors
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Introduction

- 1.1 The following report provides an assessment of performance and risk across the Performance and Projects Division in Quarter 2, 2015/16.
- 1.2 The report covers four operational areas:
 - 1.2.1 Complaints handling
 - 1.2.2 ICT systems¹ and process performance
 - 1.2.3 Website availability
 - 1.2.4 Productivity
- 1.3 A detailed review of the Division's risk register has also been undertaken and the result of this analysis is provided below.

Monitoring Performance

Summary

2.1 Overall performance continues to be positive. Of the seven targetable indicators; six (86%) were in target (Green) and one (14%) was just outside of target (Amber).

Detailed Analysis

Complaints Handling

3 The total number of complaints has reduced. More research needs to be undertaken to understand the cause of this. However initial discussions with the CSU suggest that this might be related to improvements in how we deal with key transactions including benefits and waste collection.

3.1 Over the last quarter complaints performance has improved. This reflects work to ensure that all teams are aware of the policy and process for managing a case.

3.2 A first draft of our complaints review has also identified areas for further development and we will be publishing a final review shortly.

ICT Systems and Process Performance

3.3 Service resolution remains above target and after a sustained recruitment and training campaign, we have now addressed issues related to 'processing of new starters'.

3.4 Nevertheless we are continuing to identify ways to improve the use of self-service including reviewing our self-service system.

3.5 The availability of primary systems² is also above target which demonstrates that our resilience activity has been successful. We are also in the process of upgrading our firewall which will further strengthen our capability.

Website Availability

3.6 Website availability (99.96%) is above target. However we are currently working on a re-design of our website which will improve its appearance and navigability. This is due to go-live in February.

Productivity Analysis

4 To ensure that we measure productivity and effectiveness we have created a new report looking at our high priority indicators (HPI).

4.1 The HPI are the thirty most important measures from across the organisation and together they provide a good indication of the overall performance of DBC.

4.2 In the last quarter twenty one (72%) of the HPIs was on or above target. Six (21%) were just outside of target and two were rated as significantly outside of target (7%).

Risk Management

Summary

5. There have been no changes to the residual or inherent risk scores. An update has been provided in relation to each risk.

Updated Risks

PP_R01 the organisation does not have the necessary systems, resources or capacity to support evidence based decision making

- 7.1 Progress has been made in delivering the Knowing What Works programme.
- 7.2 This includes nudge workshops and research into waste services. However more will be done over the next three months to ensure this approach is embedded across the organisation.

PP_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits

- 7.3 Work has begun on the re-design of our website. We have also started to develop new online functionality for benefits and council tax.

PP_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget

- 7.4 77% of strategic projects are being delivered on time. New project management guidance has been developed and implemented.

PP_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management

- 7.5 76% of all indicators were delivered in target and 17% were only just over target.
- 7.6 Our approach to performance management is well established and we are currently undergoing an audit to provide assurance as well as to identify any areas for improvement.

PP_R03 Services are not supported to deliver continuous improvement and innovation

- 7.7 We have launched a number of major change and improvement programmes. This includes Knowing What Works and Digital Dacorum. We have also launched our new Innovation Lab.

PP_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service

- 7.8 The ICT service has continued to achieve its indicator targets and it has improved performance in relation to new starter requests. A number of additional developments are also being implemented.

PP_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects

7.9 The Corporate Admin Team and Corporate Improvement and Innovation Team continue to provide an effective service. They are also supporting a number of external teams in reviewing and re-designing services.

PP_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels

7.10 A number of controls and improvements have been put in place including the roll-out of e-post. We are also bringing forward a dedicated project to reduce print and postage.

F&R OSC QUARTERLY PERFORMANCE REPORT

Performance and Projects

September 2015



Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
CS01a - Total stage 1 complaints received for the Council	Robert Smyth Cassie O'Neil	143 Complaints Info Only	↓	152 Complaints Info Only	↓	123 Complaints Info Only	✓	Owner	
CS01b - Total stage 2 complaints received for the Council	Robert Smyth Cassie O'Neil	12 Complaints Info Only	↑	12 Complaints Info Only	↑	17 Complaints Info Only	✓	Owner	
CS01c - Total stage 3 complaints received for the Council	Robert Smyth Cassie O'Neil	4 Complaints Info Only	↑	4 Complaints Info Only	↑	5 Complaints Info Only	✓	Owner	
CS02a - Percentage stage 1 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	88.48% (146/165) Target: 80.00	↑	89.17% (140/157) Target: 80.00	↑	92.11% (105/114) Target: 80.00	✓	Owner Performance over the last quarter has been positive. However we are continuing to review our approach to identify areas for improvement.	
CS02b - Percentage stage 2 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	88.89% (16/18) Target: 80.00	↑	84.21% (16/19) Target: 80.00	↑	100.00% (11/11) Target: 80.00	✓	Owner Excellent performance.	
CS02c - Percentage stage 3 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	75.00% (3/4) Target: 80.00	↑	100.00% (4/4) Target: 80.00	→	100.00% (7/7) Target: 80.00	✓	Owner	
ICT01 - Percentage of incidents resolved in less than 2 days	Ben Trueman Amanda Jeffries	93.81% (1137/1212) Target: 80.00	↓	92.90% (994/1070) Target: 90.00	↓	92.38% (934/1011) Target: 90.00	✓	Owner	
ICT02 - Availability of primary systems (office hours)	Ben Trueman Amanda Jeffries	99.83% Target: 99.00	↑	100.00% Target: 99.00	↓	99.90% Target: 99.00	✓	Owner	

Monitoring Information

Report run: 20/10/2015

F&R OSC Quarterly Performance Report - Performance and Projects September 2015

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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
ICT03 - Percentage of New Starter Requests processed in 5 working days from notification	Ben Trueman Amanda Jeffries	89.09% (49/55) Target: 95.00	↗	72.13% (44/61) Target: 97.00	↗	95.74% (45/47) Target: 97.00	✓	Owner Fully staffed and trained service desk now in place	
WEB01 - Percentage website availability	Ben Trueman Murtaza Maqbool	99.98% Target: 99.00	↘	99.98% Target: 99.00	↘	99.96% Target: 99.00	✓	Owner	

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Performance and Projects - Robert Smyth					
PP_R01 The organisation does not have the necessary systems, resources or capacity to support evidence based decision making					
Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Robert Smyth	Portfolio Holder: Cllr Neil Harden	Tolerance: 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 need to be addressed.</p> <p>However if we do not use evidence as the basis for</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"> - Project 1: Promoting our approach - Project 2: Focusing on outcomes - Project 3: How to evaluate services - Project 4: Promoting good practice - Project 5: Making best use of data - Project 6: Using behavioural insight - Project 7: How to re-design services - Project 8: Using data to make discoveries 		<ul style="list-style-type: none"> - Established a programme of activity (Knowing What Works) to provide a clear vision and approach to addressing the risk - Produced and implemented strategy on behavioural insight - Implemented proposals to increase use of outcomes - Revised project guidance to increase use of evidence - Undertook research on waste services - Launched the Innovation Lab. 	

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<p>designing and delivering services it will lead to:</p> <ul style="list-style-type: none"> - poor performance/outcomes - waste - duplication - opportunity costs 	<p>Each of these projects sets out a series of actions which have been or are being delivered over the next 12 months.</p> <p>These actions are supported by x2 Knowing What Works specialists.</p> <p>Progress so Far</p> <ul style="list-style-type: none"> - 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 are taking 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) - A nudge strategy has been published setting out how the organisation can use behavioural insight (Project 6) - A series of behavioural insight reviews have been undertaken with HR, Housing and Regulatory services and an action plan is being implemented to introduce the new ideas (Project 6) - DBC is part of a LGA funded pilot to use design theory 	
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		to re-design our ASB service (Project 7) - DBC provides monthly training to staff on using MOSAIC to map statistical trends (Project 8)			
Sign Off and Comments					
Sign Off Complete					
Good progress has been made in the implementation of key elements in our Knowing What Works programme. This includes nudge workshops and research into waste services. However, further work needs to be undertaken to promote the use of evaluation. In addition we need to maintain communications and to work with services to ensure they are considering the use of evidence.					
PP_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face to face visits					
Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Robert Smyth	Portfolio Holder: Cllr Neil Harden	Tolerance: 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. Digital services also provide an opportunity to use new technology to reduce costs while maintaining or improving service quality. However if we don't deliver our digital vision (Digital Dacorum) this will have major consequences. It will mean that we can't provide services in the most		Our Approach 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. - Project 1: website re-design - Project 2: improving website content - Project 3 & 4: Re-designing services to make them digital ready and putting them online		Assurance - Digital Dacorum Strategy and Implementation Plan in place - Website re-design process underway - Content management process in place - Re-design and development of revenue benefits process	

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<p>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>	<ul style="list-style-type: none"> - Project 5: E-signatures - Project 6: Developing policy ideas to encourage people to channel shift - Project 7: Reducing digital exclusion - Project 8: Using social and digital media - Project 9: Increasing use of direct debits - Project 10: CRM and developing a citizens portal <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"> - A Digital Dacorum Strategy and Implementation Plan have been launched - A designer has been commissioned and has begun work on our new website design (Project 1) - Work has begun to improve the content on our website (Project 2) - The online council tax portal has been implemented and is now being tested. Development of an online solution for benefits is making good progress. (Project 3&4) - An LGA funded research project is underway to develop options for channel shift (Project 6) - A detailed action plan has been developed for 	<ul style="list-style-type: none"> - New online payment portal introduced <p>What Next</p> <ul style="list-style-type: none"> - Website re-design goes live (February 2016) - New services are put online in housing, waste, legal, ASB and the environment (Sept 15 - Jan 17) - Development of new digital inclusion measures (Sept 15 - Sept 16)
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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)					
Sign Off and Comments					
Sign Off Complete					
The existing controls are sufficient for the risk level to remain the same. Progress is being made in the delivery of the Digital Dacorum programme. This includes the commissioning of designers for the new website and the development of new functionality for council tax and benefits. We have also introduced new measures to reduce exclusion and promote channel shift.					
PP_R012 Failure to deliver an effective corporate wide approach which ensures that projects are delivered on time and on budget					
Category: Reputational	Corporate Priority: Dacorum Delivers		Risk Owner: Robert Smyth	Portfolio Holder: Cllr Neil Harden	Tolerance: 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	
The ability to manage projects is vital if we are going to successfully deliver the Council's objectives and priorities. 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.		Our Approach 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. In addition we have a Corporate Project Management -		Assurance - 71% of strategic projects (28) are on target - New project management approach has been launched - Introduction of project clinics to address issues or concerns	

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<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>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>- recruitment of specialist corporate project manager</p> <p>What Next</p> <p>- Roll out of project management passport to ensure a high standard amongst all project managers (Sept)</p>
<p>Sign Off and Comments</p>		
<p>Sign Off Complete</p> <p>The introduction of new project management guidance coupled with the established monitoring schedule and the recruitment of a corporate project management specialist has helped manage the risk.</p> <p>In the last quarter 77% of strategic projects were delivered on time.</p>		

PP_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Reputational	Dacorum Delivers	Robert Smyth	CLlr 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	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</p>		<p>Our Approach</p> <p>Our approach to performance management is robust, effective and based around 3 key themes:</p>		<p>Assurance</p> <p>- 76% of quarterly indicators in September were in target (i.e. Green) and 17% were over target but within</p>	

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<p>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>Monitoring</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>Scrutiny</p> <p>We run monthly performance clinics with teams to focus on areas of poor performance and to develop suggestions for improvement</p> <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>	<p>the accepted tolerance (i.e. Amber).</p> <ul style="list-style-type: none"> - The overall trend is the same. While there are 2 more red indicators, the number of amber has reduced. - 77% of the 'most important indicators' were on target. - The Corvu system is established and in place. - A specialist Corporate Performance Management - Lead Officer is in place.
<p>Sign Off and Comments</p>		
<p>Sign Off Complete</p>		

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Performance in the last quarter was positive. 76% of quarterly indicators in September were in target (i.e. Green) and 17% were over target but within the accepted tolerance (i.e. Amber).

In addition the 'high priority' indicators, which are the most important, are also in target. On this basis it is considered that the current risk rating is suitable. However we are shortly going to have an audit report which will identify any areas for improvement as well as providing further assurance.

PP_R03 Services are not supported to deliver continuous improvement and innovation					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Reputational	Dacorum Delivers	Robert Smyth	Clr 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	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>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.</p> <p>In order to deliver value for money we need to foster a 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</p>		<p>Our Approach</p> <p>We have reprofiled the performance and projects team and created a new Corporate Improvement and Innovation Team which includes a Digital Innovation 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</p>		<p>Assurance</p> <ul style="list-style-type: none"> - The Corporate Improvement and Innovation Team is in place. - DBC has recently been involved in three external innovation pilots. - A statutory notice pilot (funded by the DCLG) - A channel shift pilot (funded by the LGA) - A design theory pilot to improve ASB (funded by the LGA) - Launch of Innovation Lab/Think Tank 	

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<p>new technology but it can also be inspired through lean processes and improved structures and models of delivery.</p>	<p>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>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>	<p>- Internal piloting of 'ideas box'.</p> <p>- Undertaking research for environmental services.</p>
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Sign Off and Comments					
<p>Sign Off Complete</p> <p>The inherent and residual risk rating remains the same. A focus on improvement and innovation is being fostered across the organisation. We have launched 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. These new ways of working have all been led and supported by the Corporate Improvement and Innovation Team.</p>					
<p>PP_R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service</p>					
<p>Category: Reputational</p>	<p>Corporate Priority: Dacorum Delivers</p>	<p>Risk Owner: Robert Smyth</p>	<p>Portfolio Holder: Cllr Neil Harden</p>	<p>Tolerance: Treating</p>	
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>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.</p> <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>Our Approach</p> <p>We have put in place the necessary structure, plans, budgets and vision to deliver a high quality IT service.</p> <p>The service is based around four core elements:</p> <ul style="list-style-type: none"> - the service desk - infrastructure - special projects - business applications <p>In terms of controls we have introduced a robust</p>		<p>Assurance</p> <p>KPI's</p> <p>ICT01 - % of incidents resolved in less than 2 days - 92.38% (Target 90%)</p> <p>ICT02 - Availability of primary systems - 100% (Target 99%)</p> <p>WEB01 - Website availability - 99.9% (Target 99.9%)</p> <p>- Full staffing complement.</p>	

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<p>It will also make other agenda's like Digital Dacorum harder to implement.</p>	<p>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>	<ul style="list-style-type: none"> - ICT Service Plan. - TOR for joint Customer Insight working group. - Digital Dacorum Strategy
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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 in its KPI. In addition the department have taken steps to make improvements in a number of areas including SharePoint and a forthcoming project on the Firewall.

PP_R06 Lack of resources or capacity to deliver the work of corporate support or performance and projects				
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:

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Reputational	Dacorum Delivers		Robert Smyth	Cllr Neil Harden	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>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"> - performance and project management - digital services - innovation and improvement - corporate support - postage, printing and scanning - delivery of electronic document management - complaints <p>Without these functions it is likely that services would be more costly, inefficient and would deliver worse 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>Our Approach</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 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>Assurance</p> <p>All performance indicators are in target (i.e. Green):</p> <ul style="list-style-type: none"> - % Stage 1 complaints dealt with on time (92.11%) - % Stage 2 complaints dealt with on time (100%) - % Stage 3 complaints dealt with on time (100%) <p>- Services are being delivered on or just below budget</p> <p>- All live projects directly managed by the service are being delivered on time and in budget.</p> <p>- Service Plans for both Corporate Improvement and Innovation and Corporate Support are published.</p>	

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Sign Off and Comments					
<p>Sign Off Complete</p> <p>Performance continues to be very good. All indicators are Green with the exception of new starters. However there has been a significant improvement in this area compared to the previous quarter. More broadly the teams are also focused on helping other services including through e-post, scanning and preparing for the Forum.</p>					
<p>PP_R09 Failure to deliver a 'paperless' approach to work including reducing outgoing and incoming post levels</p>					
<p>Category: Financial</p>	<p>Corporate Priority: Dacorum Delivers</p>	<p>Risk Owner: Robert Smyth</p>	<p>Portfolio Holder: Cllr Neil Harden</p>	<p>Tolerance: Terminating</p>	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>The move to a 'paperless office' is a key consequence and driver for a more flexible and digital way of working.</p> <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</p>		<p>Our Approach</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>Assurance</p> <p>- Northgate has digitised over 2.2 million documents and our internal admin team has scanned thousands of documents.</p> <p>- In Q1 (2015/16) we printed 77k sheets of paper.</p> <p>- EDRMS is operational and staff are using e-post.</p> <p>- The Forum Cultural Project has been set up and this will identify ways to reduce paper usage.</p> <p>What Next</p>	

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<p>undermines the cultural change that we are trying to deliver as part of Digital Dacorum.</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>	<p>- Work with individual teams to reduce printing on a quarter by quarter basis (Ongoing)</p>
<p>Sign Off and Comments</p>		
<p>Sign Off Complete</p> <p>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. In addition we are bringing forward a new project to focus on reducing paper and postage across the organisation. This aligns with the work on Digital Dacorum and the preparation for the Forum as part of the Forum Cultural Programme.</p>		



AGENDA ITEM: 7c

SUMMARY

Report for:	Finance & Resources Overview & Scrutiny
Date of meeting:	4 th November 2015
PART:	1
If Part II, reason:	

Title of report:	Finance & Resources Performance and Risk Report Quarter 2 2015/16
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources David Skinner, Assistant Director (Finance & Resources)
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the quarter to September 2015
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 2 2015/16.
Corporate objectives:	The provision of effective financial services and the allocation of resources such as building assets and facilities management support all five of the Council's corporate objectives, with particular reference to the <i>Dacorum Delivers</i> (internal operations) and, through Revenues, benefits and Fraud division, <i>Building Community Capacity</i> .
Implications:	<u>Financial</u> Contained within the body of the report.

'Value For Money Implications'	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
Background papers:	7/10/15 F&R OSC Performance & Risk Report Quarter 1 2015/16
Glossary of acronyms and any other abbreviations used in this report:	

1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.
2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 2 of 2015/16 (July-September).

Appendix A Performance Report

Appendix B Risk Report
3. There have been no changes to risk scores as set out in the operational risk register at Appendix B.

F&R OSC QUARTERLY PERFORMANCE REPORT

Finance and Resources

September 2015



Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
CP01 - Percentage of commercial property occupation	Nicholas Brown Adriana Livingstone	98.67% (594/602) Target: 95.00	↓	98.66% (589/597) Target: 95.00	↓	98.49% (589/598) Target: 95.00	✓	Updater The team continue to focus on keeping occupancy levels high. Whilst we have re-let properties we have had other properties become void, but through the continued hard work of the team we are keeping the void level as low as possible.	
CP02 - Percentage arrears on commercial property rents	Nicholas Brown Adriana Livingstone	8.5% (339451/4000264) Target: 9.5	↓	7.3% (309490/424420) Target: 9.0	↓	8.1% (343362/4244200) Target: 9.0	✓	Updater The Estates and Sundry debtors teams have successfully secured payment of a high debt from a long standing problem tenant who held multiple properties and is now no longer a Council tenant.	
FIN01 - Percentage of creditor trade invoices paid within 30 days	Richard Baker Catherine Hamilton	96.4% (5679/5894) Target: 95.0	↑	97.0% (4615/4756) Target: 96.0	↑	97.4% (3945/4050) Target: 96.0	✓	Updater A great result for the second quarter.	
FIN02a - Time taken for debtors to pay	Richard Baker Clare Dempsey	38.1 Days Target: 45.0	↓	31.5 Days Target: 45.0	↓	38.7 Days Target: 45.0	✓	Owner The team have continued to collect income due to the Council in a timely manner, and have delivered an excellent result for quarter two	
FIN03 - General Fund expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£19261000 Target: 19285000	↓	£19973000 Target: 19136000	↑	£19325000 Target: 19199000	✓	Owner The details of variances are set out in the supporting budget performance report	
FIN04 - HRA expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£59759000 Target: 60083000	↓	£57779000 Target: 57765000	↓	£57788000 Target: 57765000	✓	Owner The details of variances are set out in the supporting budget performance report	

🔴 Monitoring 📄 Information

Report run: 19/10/2015

F&R OSC Quarterly Performance Report - Finance and Resources September 2015

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Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
FIN05 - HRA income – outturn forecast against budget	Richard Baker Caroline Souto	£56523000 Target: 56131000	↓	£57765000 Target: 57765000	↑	£58049000 Target: 57765000	✓	Owner The details of variances are set out in the supporting budget performance report	
FIN06 - General Fund Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£16243000 Target: 17806000	↑	£25707547 Target: 28727188	↑	£23826137 Target: 29052188	✓	Owner The details of variances are set out in the supporting budget performance report	
FIN07 - HRA Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£31112800 Target: 36050000	↓	£35821609 Target: 35563608	↓	£36191609 Target: 35563608	✓	Owner The details of variances are set out in the supporting budget performance report	
FIN08 - Investment income – outturn forecast against budget	Richard Baker Tracy Claridge	£413300 Target: 287000	↑	£426950 Target: 313000	↑	£509260 Target: 313000	✓	Owner The higher interest projection is mainly due to higher than budgeted balances. One factor of increased balances is general fund borrowing; we have borrowed £19.78M in advance of need. Right to buy balances are also higher than budgeted for with 5.8M received to date.	
FIN11 - Investment Property Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£2792737 Target: 2829000	↓	£1857389 Target: 1971751	↓	£2817961 Target: 3034511	✓	Owner We are looking to improve the position by introducing additional revenue from the Snow Centre and Mark Road.	
FIN13 - Car Parking Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£1042931 Target: 972500	↓	£556888 Target: 521250	↓	£1096208 Target: 1043500	✓	Owner we are currently above budget and revenues remain strong.	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
RBF01 - Average time taken to decide a new claim for Housing Benefit	Chris Baker Stuart Potton	24.3 Days (12824/527) Target: 23.0	↑	22.7 Days (13223/583) Target: 23.0	↑	19.6 Days (13479/687) Target: 23.0	✓	Updater A good quarter that has resulted in an under target result. Owner The quarterly performance reflects the success of the process review work carried out by the team, in order to improve the efficiency and productivity of processing.	
RBF02 - Average time taken to decide a change event for Housing Benefit	Chris Baker Stuart Potton	15.5 Days (93375/6026) Target: 13.0	↑	12.3 Days (106063/8621) Target: 13.0	↓	12.3 Days (84818/6891) Target: 13.0	✓	Updater Change events for Quarter 1 have been good which has resulted in a below target outcome. Owner This continues the under target performance from the previous quarter, and puts the service in a strong position to continue making improvements.	
RBF04 - NNDR (Business Rates) in-year collection rate	Chris Baker Stuart Potton	53.0% Target: 49.5	↓	30.2% Target: 24.8	↓	52.6% Target: 51.5	✓	Updater The second quarter is still showing a strong collection rate which is 1% over target. This is a positive position to be in at this point in the year. Owner Business rates collection continues to be slightly above the profiled target. The team are continuing to keep a close eye on the larger payers to ensure that any potential payment problems are identified early, and this will help maintain collection through the rest of the year.	

Measure	Owner & Updater	Sep 2014 Result	Trend	Jun 2015 Result	Trend	Sep 2015 Result	Sign Off	Comments	Flag
RBF05 - Council Tax collection rate	Chris Baker Stuart Potton	58.1% Target: 57.7	↓	30.2% Target: 30.1	↓	58.0% Target: 58.0	✓	<p>Updater Council Tax collection rate remains on target. With the introduction of an extra reminder run being introduced from October this will help keep the collection rate on target for the second half of the year.</p> <p>Owner It is good that the collection rate is currently on target.</p>	
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	Chris Baker Anna Elliott	No Data Target: 0		72% (7741/10681) Target: 70	↑	98% (9916/10074) Target: 90	✓	<p>Updater This is the second quarter of our new performance target in Revenues to ensure we provide our customer with excellent service. We monitor our customer focused documents to measure how many of these are dealt with within 14 days.</p> <p>During this quarter whilst dealing with these documents, we have also targeted enforcement of outstanding arrears, which brings with it an increase in customer contact that can be complex and time consuming.</p> <p>It is therefore really pleasing to see we have achieved a target of 98%</p> <p>Owner This is a good result which reflects well on the customer focus of the council tax team.</p>	

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Finance & Resources - David Skinner					
FR_F02 Delays to Capital programme					
Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: 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>Many of the major projects within the Capital Programme are fundamental to delivery of the Council's corporate objectives. Therefore significant delays can impact on the achievement of the corporate plan.</p> <p>Financial decision-making is negatively affected if the timing of projects in the Capital Programme is wrong. This can result in lost investment income or increased interest costs as the Council moves closer to the point where it will need to borrow.</p> <p>The estimated delivery date is considered as part of the decision to allocate capital funds to one project over another. If estimated timings are not accurate, there is a risk that the allocation of funds is not being decided on appropriately.</p> <p>If inaccurate project management is tolerated, there is a risk that the culture of financial management across the Council will be negatively affected which will have consequences for wider financial decision-making.</p> <p>Not delivering major projects within the timeframe to which it has committed itself exposes the Council to reputational risk.</p>		<p>The controls that have been implemented to mitigate this risk target the robustness of capital bids both at the time they are submitted and throughout the delivery phase of the projects.</p> <p>In particular, scrutiny is focussed on those elements of the capital bid that experience indicates are the primary cause of delays to capital projects. These include</p> <ul style="list-style-type: none"> • How robust are the assumptions on the estimated duration of the procurement exercise? • How realistic is the estimated time taken for contractors to deliver the works? • How realistic are the assumptions on officer availability to manage the project on time? <p>The rationale behind this approach is that an increased culture of challenge will lead to more realistic programming of future capital projects, and therefore a reduced likelihood of slippage.</p> <p>The following controls are in place with a view to developing a culture of scrutiny and challenge for officers to improve the accuracy of future bids:</p>		<p>The 2013/14 Final Outturn showed that the slippage of capital projects was around 30% against the Original Budget approved by Members in February 2013. This is an improvement on previous years where slippage against Original Budget has been around 60%.</p> <p>As at the end of Quarter 2 2014/15 (the mid-point of the year), the capital forecast on the General Fund is broadly on budget, with no material slippage reported at this stage. Slippage on the HRA capital programme is forecast to be well below 5%.</p> <p>The budget position as at Quarter 3 was reported to Cabinet in February 2015. The report showed that forecast net slippage on the General Fund Capital Programme was low at around 3%. Forecast slippage on the HRA Capital Programme has, however, increased significantly since the Quarter 2 forecast, at around 25%.</p> <p>The Provisional Outturn was reported to Cabinet in May 2015. The report showed that slippage against the full year budget on the General Fund Capital Programme was around 10%. Outturn on the HRA shows slippage of around 24%. These are addressed in more detail in the sign-off notes, below.</p>	

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<p>â?¢ Capital Strategy Steering Group (CSSG) comprising senior officers from across the Council required to challenge new bids for robustness ahead of recommendation to Members;</p> <p>â?¢ Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs;</p> <p>â?¢ Corporate Management Team (CMT) receive a monthly report on the progress of capital projects against anticipated timeframes;</p> <p>â?¢ Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects;</p> <p>â?¢ Reports go to Cabinet and all Overview and Scrutiny Committees (OSC) every quarter. These reports have been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members.</p>	<p>2014/15 Confirmed slippage into 2015/16 was £10.1m or 10% of the total approved capital programme according to the 2014/15 approved accounts.</p>
<p>Sign Off and Comments</p>	
<p>Sign Off Complete</p> <p>There is significant slippage within the capital programme which is being monitored through the usual budget monitoring and reporting processes. The slippage totals £4.7m with anticipated underspends of £0.5m. The main areas of slippage are set out in the Q2 budget monitoring report.</p>	

FR_F03 Variances in General Fund revenue budget

<p>Category: Financial</p>	<p>Corporate Priority: Dacorum Delivers</p>	<p>Risk Owner: David Skinner</p>	<p>Portfolio Holder: Cllr Graeme Elliot</p>	<p>Tolerance: Treating</p>	
<p>Inherent Probability</p>	<p>Inherent Impact</p>	<p>Inherent Risk Score</p>	<p>Residual Probability</p>	<p>Residual Impact</p>	<p>Residual Risk Score</p>
<p>3 Likely</p>	<p>2 Medium</p>	<p>6 Amber</p>	<p>2 Unlikely</p>	<p>2 Medium</p>	<p>4 Green</p>

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Consequences	Current Controls	Assurance
<p>Accurate, well-controlled budgeting relates directly to the achievement of the Dacorum Delivers corporate objective, and indirectly, through the financial decision-making process, to the achievement of all of the Council's corporate objectives.</p> <p>Inaccurate budgeting negatively affects the Council's ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council.</p> <p>Failure to address the causes of inaccurate budgeting could negatively impact the Council's culture of financial management, which in turn increases the risk of poor financial decision-making.</p>	<p>The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences.</p> <p>It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as inculcating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate budgets.</p> <p>The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year's budget bids from Group Managers.</p> <p>This scrutiny process is augmented by the Budget Review Group (BRG), consisting of Chief Officer Group and representatives from the Portfolio Holder group, which provides early Member-level challenge.</p> <p>There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and considered by Cabinet and Council.</p> <p>Once approved, in-year budget performance is managed through monthly meetings between accountants and budget holders, which underpin monthly reports to CMT and quarterly reports to Cabinet and OSCs.</p> <p>The Council's Financial Regulations provide a guide to all budget-holders and are subject to annual review.</p>	<p>The Council's budgetary controls are assessed each year by Internal Audit. In January 2013, the Council received a 'Full' level of assurance.</p> <p>A further Internal Audit on the Council's budgeting process, undertaken in September 2014, resulted in a 'Substantial' level of assurance. Despite this being a lower mark than the exceptional one achieved in the previous audit, it should be noted that it remains a good result.</p> <p>The recommendations of the Internal Auditor that led to the reduced marking were not systemic in nature, and they do not pose a material threat to the overall control environment of the budget-setting process. Efforts have, however, been redoubled, and the causes of the recommendations have been addressed.</p> <p>An Internal Audit report on the Council's 'Main Accounting' function was presented to Audit Committee in February 2015, in which a 'Full' level of assurance was awarded. This audit covered a range of areas including integrity of transactions, manual adjustments, and year-end procedures. All of these areas contribute to the accuracy of the in-year monitoring reports that the Finance team is able to produce. Consequently, Members can draw assurance from this audit opinion that the chances of this risk crystallising are reduced by the robust financial management procedures the Council has in place.</p> <p>Final confirmed outturn for 2014/15 was within £48k of budget (after contributions to and from reserves) as reported to Audit committee and approved as part of the audited accounts and was consistent with the budget monitoring over the preceding year.</p>

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Sign Off and Comments					
<p>Sign Off Complete</p> <p>FIN03 is AMBER and currently predicting an overspend (£276k). The continued positive trend in examining the reasons for overspends has achieved positive results. The action taken within CSG to look at overtime and agency numbers has brought down the overspend alongside the realisation of higher than anticipated income levels from a number of investment properties linked to profit related rents that have been notified and a large number of high value planning applications. The actions taken by the Benefits team to commence the implementation of Risk Based Verification on claims has also had a positive impact.</p>					
<p>FR_I02 Failure to optimise income generated by commercial assets</p>					
<p>Category: Infrastructure</p>	<p>Corporate Priority: Dacorum Delivers</p>		<p>Risk Owner: David Skinner</p>	<p>Portfolio Holder: Cllr Graeme Elliot</p>	<p>Tolerance: Treating</p>
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	

September 2015

<p>The council has a significant portfolio of commercially let properties, which provides one of the council's largest sources of income.</p> <p>Council officers must attempt to maximise income from these assets whilst avoiding the risk of vacant properties and increasing bad debts, which could arise if rents are set too high, and would jeopardise the council's achievement of its corporate objectives of Regeneration and Dacorum Delivers.</p> <p>The continuing recession and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.</p>	<p>The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occurring reducing from a score of 3, which is shown in the Residual Probability (i.e. after controls implemented) being a 1.</p> <p>Estates officers responsible for negotiating rent reviews hold monthly meetings with the Debtors team to track current bad debtors. This increases their understanding of the economic pressures businesses are facing, and how it can impact on council income.</p> <p>There are currently Corvu performance targets to maintain the number of voids (empty properties) below 5%, and to keep the rent arrears below 10%. Failure to meet either of these targets would prompt further investigation.</p>	<p>The year-end performance figures for 2013/14 demonstrate that occupation rates are above target (98.8% against a target of 95%), and that the level of arrears is also better than target (at 7.32% against a target of 9.5%).</p> <p>The year-end performance figures for 2014/15 demonstrate an occupation rate of 98.3% against a target of 95%. The level of arrears is at 6.5% against a target of 9.5%.</p> <p>Quarter 1 performance for 2015/16 are above target and demonstrate an occupation rate of 98.66 versus a target of 95%. The level of arrears has increased slightly to 7.3% versus a target of 9%.</p> <p>Q2 occupation levels are holding up well at 98.49% and arrears are being held within acceptable levels at 8.1%.</p>
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Sign Off and Comments

Sign Off Complete

Investment property income is not currently forecast to achieve the ambitious income levels set within the budget. The positive examination of the budgets and the work of the team has resulted in some additional income from tenants with profit linked rents (c£80k) that can now be factored into forecasts. Other work is on going to maximise the income opportunities given the economic climate.

FR_I04 Failure to maintain an effective business continuity plan for all relevant service areas

Category: Infrastructure	Corporate Priority: Safe and Clean Environment	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

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3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Disruption caused by service failure leading to hardship for individuals, potential loss of business and significant reputational damage		<p>These controls are implemented to ensure that the Council is adequately prepared and able to continue providing key services in the event of an emergency situation. Through this control, the probability of the Council being unable to respond to such an emergency is reduced.</p> <p>- Annual review process. - Corporate business continuity process and procedures set out in emergency response toolkit.</p>			
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Managers have been asked to attend a business continuity conference in October that will help to inform the service planning exercise.</p>					
FR_R01 Council Tax and Business Rates collections rates drop below budget					
Category: Reputational	Corporate Priority: Dacorum Delivers		Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	

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<p>Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year.</p> <p>Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.</p> <p>Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.</p>	<p>The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection.</p> <p>Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible.</p> <p>Direct debit payment is recommended for all customers – a pre-filled instruction is sent to all non-DD payers with their annual bill or a first bill for a new taxpayer. The direct debit method reduce the risk of under-collection because it eliminates the risk of a payer forgetting to make a monthly payment.</p> <p>There is an active programme for taking formal recovery action against non payers.</p>	<p>The full year Council Tax Collection Rate for 2013/14 (Performance Indicator RBF05) was 97.7% against a budget of 97.5%.</p> <p>The full year Business Rates collection rate in 2014/15(Performance Indicator RBF04) was under budget at 98.1% against a target of 99%.</p> <p>Q1 Council Tax collection rates is 30.2% versus a target of 30.1% Q1 Business Rates collection is 30.2% versus a target of 24.8%</p> <p>Q2 Business rates collection is 52.6% achieved versus a target of 51.5%. Council tax collection is on target at 58%.</p>
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Sign Off and Comments

Sign Off Complete

There is a current review of existing processes with monthly meetings monitoring performance and an improvement plan is in place to ensure that high standards of collection are maintained and if possible improved. Council tax is on target and within the normal expected range based on previous years and quarters. Business rates collection is ahead of profile (52.6% versus 51.5%) and consistent with previous years performance.

FR_R02 Delays and errors in the processing of Benefits claims

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	

September 2015

<p>This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council.</p> <p>Customers could suffer personal hardship resulting from delays or errors in the processing of claims.</p> <p>Significant reputational risk associated with high-profile errors.</p> <p>Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.</p> <p>Government subsidy for housing benefit expenditure is based on external audit certification of the claim made. There is financial risk if errors on cases are identified during their testing.</p> <p>Communications with claimants needs to be well written and jargon-free in order to reduce the risk of repeat queries which puts pressure on limited staff resources.</p>	<p>The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account.</p> <p>Quality checking and individual performance management is in place. These mean that each officer has targets for their personal productivity and accuracy, and information from quality checks is fed back in order to sustain improvement.</p> <p>Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring.</p> <p>Processes are in place to expedite cases where the customer is vulnerable or facing eviction. These processes start when a case is identified within benefits, or by customer services, homelessness, housing etc.</p> <p>Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process.</p> <p>This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly improved performance over the last 6 months.</p>	<p>The successful and continuously improving management of this risk can be seen in the improved performance of KPI RBF01a - Average Time Taken to Decide a New Benefit Claim.</p> <p>Performance for the full year 14/15 was 22.9 days, which was within the target of 23 days for the first time.</p> <p>This represents an improvement of 4.5 days over the 27.4 days average in 2014/15, and an improvement of 9.9 days against the 12/13 result of 32.8 days.</p> <p>It should be noted that these improvements have been achieved without additional resource. It has purely been the result of improved process design and increased efficiency.</p> <p>Average time taken to decide a new claim for Housing benefit is 22.7 days versus a target of 23. This is the first quarter since the same period last year where the target has been met.</p> <p>Average time taken to decide a change event in Housing Benefit is at 12.3 days versus a target of 13.0.</p> <p>Q2 performance has been very good in relation to new claims. The team have achieved 19.6 days versus a target of 23 days.</p>
<p>Sign Off and Comments</p>		



AGENDA ITEM: 8

SUMMARY

Report for:	Finance and Resources Overview and Scrutiny Committee
Date of meeting:	4 November 2015
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2015/16
Contact:	<p>Cllr Graeme Elliot, Portfolio Holder for Finance and Resources</p> <p>David Skinner, Assistant Director (Finance & Resources)</p> <p>Richard Baker, Group Manager (Financial Services)</p>
Purpose of report:	<p>To provide details of the projected outturn for 2015/16 as at Quarter 2 for the:</p> <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the forecast outturn position.
Corporate objectives:	Dacorum Delivers
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.
Equalities Implications	There are no equality implications.

Health And Safety Implications	There are no health and safety implications.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2015/16 as at 30 September 2015. The report covers the following budgets:

- General Fund
- Housing Revenue Account (HRA)
- Capital Programme

2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 6).

2.2 Appendix A provides an overview of the General Fund provisional outturn position, separating expenditure into controllable and non-controllable categories in order to focus scrutiny on those areas that officers are able to influence, i.e. the controllable.

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers.

2.4 The current budget is the original budget approved by Cabinet in February 2015, plus the following approved amendments:

Amendments	£000	Approved
2015/16 Original budget	17,534	
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	52	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
2015/16 Current Budget	17,596	

2.5 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

	Current Budget	Forecast Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Finance & Resources	10,735	10,795	60	0.6%	(419)
Strategic Planning & Environment	5,760	5,969	209	3.6%	(70)
Housing & Community	1,101	1,106	5	0.5%	(22)
Total	17,596	17,870	274	1.6%	(511)

2.6 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

3. Finance and Resources

Finance & Resources	Current Budget	Forecast Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Employees	10,260	10,242	(19)	-0.2%	(291)
Premises	1,570	1,639	69	4.4%	23
Transport	37	35	(1)	-3.9%	(1)
Supplies & Services	4,636	4,676	40	0.9%	(3)
Third-Parties	1,411	1,438	27	1.9%	(27)
Income	(7,179)	(7,235)	(56)	0.8%	(120)
	10,735	10,795	60	0.6%	(419)

3.1 Employees - £19k under budget (0.2%)

Pressure of £15k in Revenues and Benefits - A pressure of £200k was reported in the Quarter 1 budget monitoring report. This was reduced down following the application of £70k of New Burdens grant funding which had been held centrally. The service have also been exploring ways in which new technology could be used to improve productivity, and a presentation was made at Audit Committee in September 2015 for a new process called Risk Based Verification (RBV). The process gained approval and will be implemented from November. The effect of this will be to reduce the pressure on staffing budgets.

Pressure of £11k - A pressure of £83k was reported in the Quarter 1 report linked to the vacancy provision across a variety of services. The target is set at 5% of direct salary costs for 2015/16. As the financial year goes on, a number of posts have become vacant in Financial Services, Central Admin and the Legal section, which has led to a reduction in the salaries forecasts in these areas.

Underspend of £45k – There is an underspend on the salaries budget for Elections. This is because some of the costs were shared between the Borough and the Parliamentary election. This budget is funded from the Election reserve, so there will be no overall impact to the Council's budget.

3.2 Premises - £69k over budget (4.4%)

Pressure of £30k – There is a pressure of £30k relating to Business Rates incurred by the Council on void commercial properties. The level of voids is kept under close review and, as new tenancies begin, this pressure may reduce, however there has been no change in this projection since Quarter 1. This will be monitored closely as the year goes on.

3.3 Supplies & Services - £40k over budget (0.9%)

Pressure of £30k – In 2014/15 the council commissioned Liberata to carry out a review of empty properties with a view to bringing these back into use, which will attract New Homes Bonus. Over 200 properties were identified which were no longer empty. This work is ongoing and a further 26 properties have been brought back into use this financial year. At Quarter 1 a pressure of £13k was anticipated, however further work is now scheduled to take place which is estimated to increase the budget pressure to £30k. Each property brought back into use will gain New Homes Bonus of approximately £1,350 for the next 6 years, which equates to an annual income of £35k for 6 years.

Pressure of £42k – A pressure of £42k is forecast in the Electoral Registration service for the costs of Individual Electoral Registration (IER). This can be met from an unbudgeted grant to support the process of IER, which has already been received from the Cabinet Office.

Underspend of £75k – Various underspends have been identified in the Supplies and Services budgets through close scrutiny of the budgets in preparation for the next budget round. These savings will be taken out of the base budgets for 2016/17.

3.3 Income £56k over-achievement of budget (0.8%)

Pressure of £30k – At Quarter 1, a forecast under-achievement of £110k was expected on Investment Property income, as it seemed that the budgeted growth of 2.8% which had been applied to the budget might have been too ambitious. Since then, there have been a number of rent reviews linked to profit related rents and new leases assigned, which has improved the picture by some £70k. The economic climate continues to be challenging, especially for small businesses, but every effort is being made to realise the full potential of the council's commercial assets.

Surplus of £45k – This surplus has arisen as a result of service charges being billed to Herts County Council following the relocation of the Hemel Hempstead Library into the Civic Centre. This variance has remained unchanged since Quarter 1.

4. Strategic Planning and Environment

Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance		Movement in Forecast since last quarter £000
			£000	%	
Employees	7,963	8,382	419	5.3%	100
Premises	1,312	1,242	(70)	-5.4%	(57)
Transport	1,421	1,538	117	8.2%	(2)
Supplies & Services	4,615	4,583	(32)	-0.7%	38
Third-Parties	117	117	0	0.0%	0
Income	(9,668)	(9,892)	(224)	-2.3%	(149)
	5,760	5,969	209	3.6%	(70)

4.1 Employees - £419k over budget (5.3%)

Pressure of £230k – There is a pressure of £230k in the budget for Employees costs in Waste Services. At Quarter 1 a figure of £195k had been expected.

A savings target of £420k was put in to the 2015/16 Budget, based on efficiencies to be delivered through the new waste service which was introduced in November 2014. Only a portion of these savings are currently being achieved. The Quarter 1 report set out the impact of 2 additional waste collection rounds being required over and above the anticipated round structure. As at Quarter 2 this has been reduced to 1 additional round.

A specific Waste Performance group has been set up to review productivity and to tackle the issue of high levels of sickness. The quarter 1 projection of £195k assumed that improvements in productivity would come into effect fairly quickly, but it now seems likely that these will take longer to be realised.

Pressure of £100k – A pressure of £100k is expected in Planning and Building Control. There are a number of vacant posts within the establishment for these services. Agency staff are currently carrying out this work but at a more expensive rate.

Pressure of £90k – A pressure of £124k was reported in the Quarter 1 report as a result of the vacancy provision. This has reduced by £34k as further vacancies within the establishment have arisen.

4.2 Premises - £70k under budget (5.4%)

Underspend of £70k – The budget for Tring Town Development of £100k will only be spent in part in 2015/16. This budget is funded from the Dacorum Development reserve, so the contribution from reserves will be reduced by £70k resulting in no overall impact to the Council's budget. The £70k balance on the approved amount of £100k will be rolled forward into the budget for 2016/17 to fund the necessary works in Tring town.

4.3 Transport - £117k over budget (8.2%)

Pressure of £117k – This pressure has remained fairly constant from Quarter 1 to 2. It has arisen in Waste Services due to the need to hire additional vehicles. As mentioned above there is currently one additional waste collection round being put on over and above the planned rounds. There is also a vehicle on hire pending the purchase of a replacement vehicle through the capital programme.

4.4 Income - £224k surplus (2.3%)

Surplus of £100k – A surplus of £100k is expected in Planning Fees. This is due to a high volume of large one-off applications having already been received, and the forecast for the rest of the financial year looking strong for larger applications.

Surplus of £90k – A surplus of £80k was reported at Quarter 1 on car parking income. This has risen slightly to £90k as parking income continues to perform well in on-street car parking (£35k surplus expected) and off-street car parking (£55k surplus expected).

5 Housing and Community

Housing & Community	Current Budget	Projected Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Employees	3,319	3,380	61	1.8%	(24)
Premises	357	317	(40)	-11.2%	1
Transport	39	40	0	0.5%	0
Supplies & Services	1,594	1,609	14	0.9%	(7)
Third Parties	36	36	0	0.0%	0
Income	(4,245)	(4,275)	(30)	0.7%	7
	1,101	1,106	5	0.5%	(22)

5.1 Employees - £61k over budget (1.8%)

Pressure of £61k - A pressure of £45k across services was reported at Quarter 1 linked to the vacancy provision. This figure has increased slightly, particularly in areas such as the Adventure Playgrounds where staffing ratios need to be maintained, and at the Old Town Hall where sickness cover has been required to maintain the full programme of events.

5.2 Premises - £40k under budget (11.2%)

Underspend of £40k – In the Homelessness service, there have been savings in temporary accommodation costs arising from 2 key factors: firstly improved advice and prevention have led to a reduced need for temporary accommodation, and secondly, the Council has been using its own hostels at Leys Road and Woolmer Driver.

6. Housing Revenue Account (HRA)

6.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

6.2 The projected HRA balance at the end of 2015/16 is slightly above the budgeted balance of £2.9m by some £200k.

6.3 Dwelling Rent - £114k over-achievement of income (0.2%)

This overachievement is as a result of the number of void properties being slightly lower than anticipated. The budgeted level was 1%, but void properties are currently running at 0.8%.

6.4 Tenant Charges - £49k over-achievement of income (17.9%)

Unbudgeted grant funding is being received from Herts County Council to contribute towards the Evelyn Sharp Scheme for extra care.

6.5 Interest and Investment Income - £130k over-achievement of income (114%)

This over-achievement is as a result of higher than anticipated receipts from the sale of Right to Buy properties. An amount of £3.4m was estimated in the budget, however already this financial year £5.4m has been received.

7. Capital Programme

7.1 Appendix C shows the projected capital outturn in detail by scheme.

The table below summarises the overall capital outturn position by Scrutiny area.

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2016/17 rather than 2015/16, or conversely, where expenditure planned initially for 2016/17 will now be in 2015/16.

The 'Variance' column refers to those projects which are now complete, but have come in under or over budget and those projects which are no longer required.

	Current Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Finance & Resources	11,789	10,941	(873)	25	0.2%
Strategic Planning & Environment	14,474	10,676	(3,145)	(653)	-4.5%
Housing & Community	2,789	2,685	26	(130)	-4.7%
G F Total	29,052	24,302	(3,992)	(758)	-2.6%
HRA Total	35,589	35,702	0	113	0.3%
Grand Total	64,641	60,004	(3,992)	(645)	-1.0%

7.2 General Fund Major Variances

There is an overall projected underspend of £4,750k on the General Fund. This is a combination of forecast underspending of £758k and slippage of £3,992k into 2016/17.

The projected net underspend of £758k is comprised of:

- Line 61: an overspend of £31k on Hemel Gym Refurbishment. The work on this project was completed in 2013 and £79k was slipped into financial year 2014/15 in anticipation of a final invoice. The project manager indicated that the project was complete and fully invoiced, and this slippage was incorrectly taken as a saving in 2014/15. This is now a pressure to the 15/16 budget.
- Line 128: an underspend of £130k on Home Improvement Loans budget. Uptake to this scheme has been low and the budget is not expected to be spent. It is proposed that the budgets allocated for this scheme in future years be removed from the capital programme during the next budget round.
- Line 149: underspend of £129k on the Car Park Refurbishment project. The requirements for 2015/16 have been refined, and 3 car parks will be refurbished this financial year at a cost of £207k rather than the budgeted £336k. A new capital bid will be submitted for works to be carried out to further car parks in 2016/17.
- Line 163: an overspend of £476k on Maylands Phase 1 Improvements. At the time of setting the budget in September 2013, an overall project cost of £1,250k was anticipated. Since this time, costs have been reviewed in greater detail and inflation has also had an impact. The total cost is now expected to be £1.6m. A report has been taken to Cabinet on 20 October 2015, detailing the financial impact of the scheme and requesting additional funding. This report will go on to Council for further approval and budgets will be amended as necessary once this approval has been gained.
- Line 169: an underspend of £1m on the Heart of Maylands project. This scheme was intended to support the provision of highway access and infrastructure serving DBC's landholding on the Maylands Gateway, however this work is no longer required and the budget will not be spent.

The projected rephasing to future years of £3,992k includes:

- Line 54: slippage of £185k at Rossgate Shopping. This is a complex site as it is a mix of commercial properties, private housing and social housing. Consultations need to take place with tenants prior to any work commencing under Section 20 of the Tenants and Landlords Act. Contributions towards expenditure will be expected from private tenants. £15k is expected to be spent this financial year on design work, but the bulk of the structural work will now be in 2016/17.
- Line 55: slippage of £50k on High Street Tring – Replace External Cladding & Roof. Further work to the windows of the building is required in order to meet Health and Safety regulations. A capital bid for this work will be submitted in the next budget round, and the work will be carried out at the same time as the cladding and roof to avoid the need to erect scaffolding at the premises more than once and to achieve economies of scale from the works.
- Line 57: £400k slippage on Berkhamsted Sport Centre roof. The work has not currently been scoped out, and at this stage it is unrealistic to expect spend to take place in 2015/16.
- Line 58: £30k slippage on Tring Sports Centre roof. Again the work has not currently been scoped out, and at this stage it is unlikely the spend will take place in 2015/16.
- Line 70: £81k slippage on Planning Software Replacement. This project was intended for a complete upgrade of the IDOX software, but to date this has not been required as smaller improvements to the system have been sufficient. The budget will be needed in 2016/17 however, for further improvements to Planning software to deliver future service efficiencies.
- Line 94: slippage of £70k on EIS replacement. A decision on EIS replacement will be taken when there is more clarity on whether the Herts Civil Service (Shared Service model) is to be implemented. There is obvious merit in waiting to understand whether this approach will be adopted, as this would facilitate an easier and cheaper HR system transition.
- Line 155: slippage of £62k on the Play Area Refurbishment Programme. The programme of work has been reviewed many times, particularly as individual amounts of section 106 funding are being identified that can be used to fund particular sites. The requirements have now been reworked and the anticipated spend for 2015/16 is £62k less than the budgeted £350k. Any unused funds will be slipped into 2016/17 to fund the programme of works for that year.
- Line 159: slippage of £1.63m on the Fleet Replacement Programme. The requirements of the service for communal properties are still being scoped out, and until this process has been carried out, it would be unwise to rush into a decision regarding purchasing, as the specification of the vehicles will be based on the methodology of collection chosen. A decision is expected towards the end of the calendar year, at which point the procurement process can begin. The build time for

refuse vehicles is typically in excess of 6 months which will push the actual purchase into financial year 2016/17.

- Line 164: slippage of £300k on Urban Park. This project will not be completed in 2015/16 now due to other projects such as the Water Gardens taking priority.
- Line 167: slippage of £650k on the Water Gardens. The budgets were based on estimates available at the time. More detailed cash flows have now been obtained which suggest that £650k of the £2.85m budget for 2015/16 will be required in 2016/17.
- Line 171: slippage of £500k on Town Centre Access Improvements project. Options for the scheme have been received and are currently being considered. Pre-assessment work of £20k will be carried out in 2015/16, but the majority of the work will now be in 2016/17.

7.3 Housing Revenue Account Major Variances

- Line 189: an overspend of £121k on the new build at Farm Place. This is due to a S106 payment to Herts County Council of £54k not having been budgeted. The remaining £65k is due to amendments to the specification of the build required by Planning, plus some minor adjustments to the original specification. A saving of £330k was reported last financial year as a result of the tender price being lower than budgeted, but this did not allow for the additional costs which have now come to light.
- Line 192 – 199: these lines relate to the HRA New Build programme. Budgets need to be realigned between new schemes and the New Build General line once the revised HRA Business Plan has been approved by Cabinet.

Appendix A

Appendix B

Appendix C

Appendix C

Appendix C

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9. EXCLUSION OF PUBLIC

To consider passing a resolution in the following terms: That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded during the items in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of the public were present during these items there would be disclosure to them of exempt information relating to:

APPENDIX A

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2015/16

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.

Date:	Report Deadline	Items:	Type:	Contact details:	Background information
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
08 Dec 2015 (Joint OSC)	26 November 2015	Budget 2016-17 <i>Ideally no further items to be added</i>		J Deane, Director Finance & Resources	
		Action Points from previous meetings	SC	All Members to discuss	
13 Jan 2016	30 December 2015	Action Points from previous meetings	SC	All Members to discuss	
02 Feb 2016 (Joint OSC)	28 Jan 2016	Budget 2016 -17 <i>Ideally no further items to be added</i>	SC	J Deane, Assistant Director Finance & Resources	

		Action Points from previous meetings	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
08 March 2016	23 Feb 2016	Q3 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit R Smythe, Assistant Director – Performance & Projects D Skinner, Assistant Director, Finance & Resources	
		Q3 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Action Points from previous meetings	SC	All Members to discuss	