



**FINANCE & RESOURCES OVERVIEW AND SCRUTINY
COMMITTEE AGENDA**

TUESDAY 08 OCTOBER 2013 AT 7.30 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.

Adeleke	N Hollinghurst
Ayling	Marshall
B Chapman (Chairman)	Organ
Clark	Taylor
Collins	Townsend (Vice-Chairman)
Doole	W Wyatt-Lowe

(Substitute Members: Councillors Anderson, Elliot, Harris and McKay)

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1. MINUTES

To confirm the minutes held on 03 September 2013.

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

AGENDA ITEM: 6

SUMMARY

Report for:	All OSC Committee's y
Date of meeting:	08th October 2013
PART:	1

Title of report:	Overview & Scrutiny Vision
Contact:	Councillor Janice Marshall, Chair Housing & Community OSC Councillor Alan Anderson, Chair Strategic Planning & Environment OSC Councillor Bert Chapman, Chair Finance & Resources OSC
Purpose of report:	To collectively set a vision for Overview & Scrutiny
Recommendations	1. That the Committee note the report 2. That members contribute suggestions via the appropriate Chairman as to the content of the Overview & Scrutiny vision.
Corporate objectives:	Dacorum Delivers: to improve our efficiency and effectiveness and involving all our stakeholders in making changes and improvements.
Implications:	<u>Financial:</u> None <u>Value for Money:</u> None <u>Legal:</u> None
'Value For Money Implications'	
Risk Implications	None
Equalities Implications	None
Health And Safety Implications	None
Consultees:	Overview & Scrutiny Chairs & Vice Chairs Group Group Manager, Democratic Services Scrutiny Officers
Background papers:	Review of Scrutiny and Challenge, 15 March 2013

Glossary of acronyms and any other abbreviations used in this report:	None
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1. Background

A review of Overview & Scrutiny was carried out as part of the Democratic Services Service Plan 2012/2013. The review was conducted by an external consultant who observed each Overview & Scrutiny meeting and in addition analysed key documents, such as agendas and minutes, and conducted workshops with both Councillors and officers. Following this several key recommendations for improvement were proposed.

Following these recommendations, the Overview & Scrutiny Chairs/Vice Chairs group met and highlighted three key areas for improvement (outlined in Appendix A):

- Monitoring of Outcomes
- Overview & Scrutiny Committee Reports
- Scrutiny Aim

In order to provide more clarity around the vision of Overview & Scrutiny, the Overview & Scrutiny Chairs/Vice Chairs group suggested that members could create a vision that summarises and sets out the role and aim of Overview & Scrutiny.

2. Actions

The Overview & Scrutiny Chairs/Vice Chairs group will be meeting to put together a vision. Prior to this the group would like all members involved in Overview & Scrutiny committees to contribute ideas for the content of the vision.

In order to provide members with some ideas the following appendices have been provided:

- Appendix B shows various examples taken from other council's scrutiny webpages.
- Appendix C shows some draft statements for consideration.
- Appendix D shows a table outlining the 'Four Principles of Good Public Scrutiny' taken from the Centre for Public Scrutiny's (CfPS) 'Guide to Good Scrutiny' 2nd edition.

3. Next Steps

The Overview & Scrutiny Chairs & Vice-Chairs group request all members to relay suggestions they have for the vision, to the appropriate Chairman.

At the forthcoming Overview & Scrutiny Chairs & Vice Chairs group meeting the vision will be developed from these suggestions. In addition the group will discuss how to best 'launch' the new scrutiny vision with a view to promoting and highlighting the role of Overview & Scrutiny to both members and the residents of Dacorum.

Overview & Scrutiny Improvement Plan – 2013

Suggested Improvement	What will this involve?	Lead Officer/Member	Completion date
<p><u>Scrutiny Aim</u></p> <p>Be clear about the vision and ambitions for effective scrutiny.</p>	<p>OSC Chairs/Vice Chairs to discuss and set a Scrutiny 'statement'.</p>	<p>Overview & Scrutiny Chair/Vice-Chair Group</p>	<p><i>Sept 2013 - On-going – examples of other authorities currently being collated.</i></p>
<p><u>Monitor Outcomes</u></p> <p>Ensure outcomes are regularly reviewed and Members monitor progress of reports considered</p>	<p>Follow up reports on committee work programme to monitor success. Additional column on the work programme to show the outcome of the items discussion.</p>	<p>Committee Clerk/Relevant Chairman</p>	<p><i>August 2013 – Additional column added to the work programmes to show outcomes of previous discussions.</i></p> <p><i>Members to request follow up report when required.</i></p>
<p><u>OSC Reports</u></p> <p>Members to have a historical context of each report</p>	<p>Additional box to be included on the committee report summary sheet, to enable the report author to briefly outline historical background to the report.</p>	<p>Committee Clerk/Report Authors</p>	<p><i>August 2013 - Report template amended to use for future OSC reports.</i></p>

Examples of Scrutiny Vision

Wigan

<http://www.wigan.gov.uk/Council/Councillors-and-Committees/Scrutiny.aspx>

Here at Wigan, the Scrutiny Committees aim to add value to the council services that you use by:-

- supporting the Council in achieving its vision for the borough and its strategic aims and priorities
- promoting open and transparent decision-making, democratic accountability and to hold the Executive to account for its actions
- promoting continuous improvement, best practice and innovation with the services, functions and policies which the Council has responsibilities for or influence over
- taking a lead role in reviewing policy and influencing matters of strategic direction
- monitoring performance of the directorates and key performance indicators

Lancaster

<http://www.lancaster.gov.uk/council-and-democracy/meetings-and-minutes/overview-scrutiny-lancaster-city-council/>

The ultimate aim of Overview and Scrutiny is to assist the council in realising its district-wide aim:

‘Promoting city, coast and countryside, we will achieve lasting opportunities for all in a safe and healthy district that’s proud of its natural and cultural assets.’

Crawley

http://www.crawley.gov.uk/pw/Council_Services_and_Democracy/Council_Meetings/Committees/Scrutiny/index.htm

‘Scrutiny is about assessing the situation and trying to make things better’

Harrow

<http://harrow.gov.uk/scrutiny>

Scrutiny is an independent, Councillor-led function that works with local people to improve services.

Central Bedfordshire

<http://www.centralbedfordshire.gov.uk/council-and-democracy/committees-and-decision-making/overview-and-scrutiny.aspx>

"Challenging, influencing, making a difference"

Central Bedfordshire Council is not only committed to making best use of its resources to meet local needs and priorities, but it is also committed to making sure the decisions made by the Council are the right decisions for Central Bedfordshire and that the process for doing is seen as an open one.

The Council is also keen to provide the opportunity for local people to contribute and give views on service provision and policies and to be able to challenge decisions made by the Executive.

When working well, Overview & Scrutiny can add value to the work of the Council by playing an important role in:-

- Supporting policy development;
- Raising the quality of debate;
- Improving decisions;
- Teasing out complex issues;
- Engaging the local community and key stakeholders;
- Strengthening accountability;
- Developing new ideas; and
- Monitoring and improving performance.

Draft 'mission' statements for DBC's Overview & Scrutiny Function

“Overview & Scrutiny is an independent member-led function that seeks to strategically analyse and positively influence the provision of Dacorum Borough Councils services”

“Dacorum Borough Council's Overview & Scrutiny function seeks to provide clarity around decision making and policy development whilst engaging the local community and key stakeholders”

“Overview & Scrutiny seeks to ensure that the Council is committed to improving and upholding the quality of the services provided to the Dacorum Community”

“Overview & Scrutiny is an independent member-led function that aims to provide clarity around decision making, policy development and service improvement, whilst engaging with the local community and key stakeholders”

APPENDIX D

AGENDA ITEM: 7

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	08th October 2013
PART:	1

Title of report:	Shared and Outsourced Services Update – Customer Service Centre and Gateway Contract (CSCG)
Contact:	Cllr Neil Harden: Portfolio Holder for Residents & Regulatory Services Cllr Brian Ayling, Cabinet Support Member Responsible Officer: Shane Flynn – Assistant Director (Performance and Projects)
Purpose of report:	To update Members on progress with the Customer Service Centre and Gateway project.
Recommendations	That Members note progress and comment on the Customer Service Centre and Gateway project.
Corporate objectives:	Supporting the ‘Dacorum Delivers’ strategic change programme
Implications: ‘Value For Money Implications’	<u>Financial:</u> Efficiency savings have been identified as part of the overall project and will be monitored through the Performance Management Frameworks, which form part of the contract documentation. <u>Value for Money:</u> Current central government legislation has identified that local authorities should seek to provide value for money for citizens by exploring partnership arrangements to deliver services. The Northgate proposal was tested against a public sector comparator to demonstrate that the contract will provide value for money.
Risk Implications	A risk assessment of the CSCG project has been undertaken and reported to the Overview and Scrutiny Committee. An ongoing risk log was developed to cover all aspects of the transfer. Post contract completion a new project plan has been introduced and a revised risk register, focused on delivery, has been developed.
Equalities	Equality Impact Assessment carried out This was included in

Implications	the report to Cabinet on 26 th March 2013. Further impact assessments will be required to assess the impact of the Customer Relationship Management and Channel Shift projects.
Health And Safety Implications	There are no immediate health and safety issues. During the period March to July 2013 additional security arrangements were in place in the reception area to help manage the transition to Council Tax Support. The transition is now complete and therefore the additional security has been withdrawn. Normal security levels for staff are now in place.
Consultees:	<p>A corporate multi-disciplinary project team has been developing the CSCG project. In addition Customer Services staff have been engaged through regular staff meetings and the Staff Reference Group. Unison has also been consulted regularly.</p> <p>Approval for contract signature and transfer of service was delegated by Cabinet to the Portfolio Holder for Residents and Regulatory Services and the Corporate Director (Finance and Governance).</p>
Background papers:	<ul style="list-style-type: none"> • Cabinet report, 26 March 2013 – Customer Service Centre and Gateway Tender Exercise (Part 2) • Cabinet report, 25 June 2013 – Customer Service Centre and Gateway Contract (Part 2) • Cabinet report, 23 July 2013 – Customer Service Unit Drawdown from Reserves
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>In May 2011 Cabinet approved a Shared and Outsourced Services project. The project's objective was to explore shared service options for a number of Council services, including a 'strategic partnering' approach for Customer Services.</p> <p>The approved procurement process resulted in the Customer Service Centre and Gateway Invitation to Tender (ITT) being released to the market on 30th October 2012. On 26 March 2013 Cabinet approved the award of a four year contract to Northgate Information Solutions Ltd.</p> <p>On 25 June 2013, Cabinet delegated authority to the Portfolio Holder for Residents and Regulatory Services on the advice of the Corporate Director (Finance & Governance) to bring forward the forward the contract signature date (the Effective Date) and Operational Service Commencement Date, subject to completion of agreed tasks.</p> <p>The Finance & Resources Overview & Scrutiny Committee has continued to receive quarterly updates on progress on the contract since September 2012.</p>
Glossary of acronyms and any	<p>CSCG - Customer Service Centre and Gateway</p> <p>CSU - Customer Service Unit</p>

other abbreviations used in this report:	ITT - Invitation to Tender CRM - Customer Relationship Management System OLA - Operating Level Agreements PMF - Performance Management Framework
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1. Background

- 1.1. The contract for the delivery of the Customer Service Centre and Gateway (CSCG) to Northgate Information Solutions UK Ltd (Northgate) was signed on 12 July and the service was transferred to Northgate on 5 August 2013.
- 1.2. This report provides an update on performance for the first two months of the contract.

2. Financial monitoring

- 2.1. At the contract commencement date the Council was due to make upfront payments to Northgate to complete the mobilisation phase. Further payments were due from 1 August.
- 2.2. The majority of these are not recurring costs. They cover mobilisation fees and capital requirements of the two internal projects (see below). Taking into account the existing budget for the CSU, a draw down from reserves was required to meet the budget gap. This draw down was anticipated in the Budget Report to Council in March and appropriate reserves were already earmarked.
- 2.3. A detailed breakdown of the costs required in comparison with the original budget for 2013/14 is given in Annex A. This shows that the revenue and capital requirements are as follows:
 - Revenue: £613,858
 - Capital: £363,154
- 2.4. Northgate will invest £1.46m over the first four years of the contract and in return the Council will receive, in addition to planned improvements in performance, the following material benefits:
 - Reductions in annual operating costs of £280,000 per annum
 - Investment in technology
 - Development of a Customer Relationship Management system to speed up transactions
 - Back office systems integration to enable us to use on-line payments, information, web chat and other on-line facilities to bring the Council's public communications up to modern standards.
- 2.5. A further drawdown may be needed. The Council is contractually bound to meet any redundancy costs for CSU transferred staff within the first 12 months of the contract. This is standard practice. The costs can be met from the redundancy reserve which has a current balance of £1.125m and no known commitments.
- 2.6. Close financial monitoring of the contract will be required to ensure that the above benefits are realised by year four as anticipated. This should be straightforward in respect of the payments required under the contract. The

Operational Services Charge, for example, will fall from, £1.165m in Year one to £468,214 in year four.

2.7. More complex is the reduction in CSU-related costs within the Council's own budgets. It will be necessary, for example, to recognise the impact of channel shift on back office resources and the financial impact of maintaining the CRM system beyond year four. Accordingly, a financial benefits realisation document has been compiled to monitor this impact.

3. Performance monitoring

3.1. Performance of the contract is managed in partnership with Northgate through an Operations Board which meets monthly to consider:

- Achievement against Key Performance Indicators (KPIs) for the preceding month and any service credits due
- Management issues
- Progress against the two core projects in the transformation programme: Customer Relationship Management (CRM) and channel shift
- Risk associated with the contract and delivery of the transformation programme.

3.2. For the first month of the contract the results against the KPIs were as shown in Table 1. One KPI was not met: calls answered in less than 20 seconds. Under the terms of the contract, Northgate have one month to remedy this under-performance. If the target is not met in September, service credits will apply for both August and September.

Table 1: CSCG KPIs, August 2013

KPI	August target	August result
Agreed % of calls answered within 20 seconds	42%	41%
Acceptable % of calls abandoned	15%	14%
Agreed % of customers seen with 5 minutes	63%	64%
Longest wait time (% waiting less than 30 minutes)	95%	98%

3.3. In addition, two complaints were received, one from a member of the Committee and one from a member of the public. Northgate were advised of these matters and DBC officers provided a written response to the member of the public.

3.4. Other performance monitoring information has been provided but the data needs clarification before it can be reported. In particular, data regarding staff utilisation is not yet available.

4. Factors affecting performance

- 4.1. During the first month of the contract there was significant investment in induction activity. All staff were involved in 2 hour workshops, and there were open sessions for other council Members and officers to attend. These were important events but necessarily reduced availability of CSCG staff and management for short periods.
- 4.2. Holidays and other absence had been allocated prior to the contractors taking over and were therefore outside of their control. This was exacerbated by the peak holiday period.
- 4.3. Performance monitoring systems for individual staff are not yet in place. Key factors highlighted by the first month of operations were:
 - a lack of meaningful real time or historic data on unit or individual performance, which creates difficulties in measuring and driving performance
 - a need for greater multi-skilling across contact and front office staff
 - analysis of current shift profiles against customer calling patterns, which points to imbalances between demand and supply.
- 4.4. The absence of a comprehensive performance management system for the CSCG was a known issue and forms part of the transformation programme.

5. Service Improvement Plan

- 5.1. The SIP is a key document that forms part of Northgate's contractual obligations. It sets out a timetable for implementing key stages of the service development, including two specific projects relating to the transformation:
 - The introduction of a Customer Relationship Management (CRM) system;
 - Channel shift from face-to-face and call contact to web-based interaction where this improves access to services and promotes efficiency.
- 5.2. Discussions regarding these two projects have taken place with Northgate staff. A monthly joint project board has been established, the Terms of Reference of which are at Annex B. The first meeting – to agree the Terms of Reference – took place on 19 September.
- 5.3. This group will address the issues raised in the previous report to the Committee regarding Channel shift and the development of the Customer Insight function which is a part of the CRM project.
- 5.4. More detailed reports of progress will be made in due course.

6. Risk management

- 6.1. A risk assessment of the CSCG project was been undertaken and reported to the Overview and Scrutiny Committee as part of the shared and outsourced project. An ongoing risk log was developed to cover all aspects of the transfer and monitored regularly during meetings with Northgate management.
- 6.2. Following contract completion a new project plan has been introduced and two new risk registers, focused on delivery, have been developed: one by .

Northgate to cover their project management responsibilities and one by DBC officers to manage risks relating to the Council.

6.3. Both sets of risk registers are reviewed by the Operational Board. The August meeting identified three high risk areas, shown in Table 2

Table 2: CSCG risks as at August 2013-09-24

Risk	Northgate Proposed action	DBC proposed action
Staffing rotas are not flexible enough to allow resources to match variations in customer demand	Revised rotas in development and being discussed with team leaders. Interim arrangements are being implemented where staff are being rescheduled where possible	Ensure Northgate have a proven process of transformation including training and support for transferred staff
No provision has been made for business continuity for telephony systems used within the Council including the CSU	Northgate will address this risk as part of the BC plan that will be produced. The mitigation will be to introduce a global message onto the IVR in times of DR which will advise the public of the issue. Arrange with BT to re-route the call traffic to a designated failover	Northgate will prepare BC/DR plans for agreement with DBC
No desktops are encrypted in the CSU- including desktops that are in the public area	Ensure that the machines used by the CSU in the public area are in line with the Northgate IT security procedure	Northgate are fully aware of the restrictions and policies of DBC IT services and are kept informed of plans for technology refresh. Security arrangements are being implemented as part of the PSN Co-compliance requirements

7. Conclusion

7.1. Performance standards and costs are in line with expectations. A positive start has been made and governance arrangements have provided opportunities for performance review. These arrangements should ensure that the Council can drive performance improvement through the contract in partnership with Northgate and reduce the risks associated with the project.

ANNEX A

Draw down form reserves, as per Cabinet report of 23 July 2013

Description	Budget	Notes	Forecast Out-turn	Notes	Variance
CSU (Employees Cost)	£944,826	Full year budget for in house CSU	£362,717	April to July 13 CSU in house	(£582,109)
CSU (Supplies & Services)	£0		£777,333	Northgate operational costs (£1,166k over a full year; £777k Aug 13 to Mar 14)	£777,333
CSU (Supplies & Services)	£0		£387,143	Northgate revenue costs of mobilisation and projects	£387,143
Budget for GM Partnerships & Citizen Insight	£70,000	Full year budget	£22,491	Cost for April to July 13	(£47,509)
CSCG Project Manager	£0		£13,000	CSCG Project Manager	£13,000
CSCG Contract Management	£0		£66,000	Commercial Contract Management	£66,000
Totals	£1,014,826		£1,628,684		£613,858

Supplementary Estimate Required: Revenue **£613,858**

Supplementary Estimate Required: Capital **£363,154**

ANNEX B

Customer Insight and Channel Shift Forum - Terms of Reference

NPS & Dacorum – Customer Insight and Channel Shift Forum

Monthly forum chaired by the CSCG Customer Insight Manager

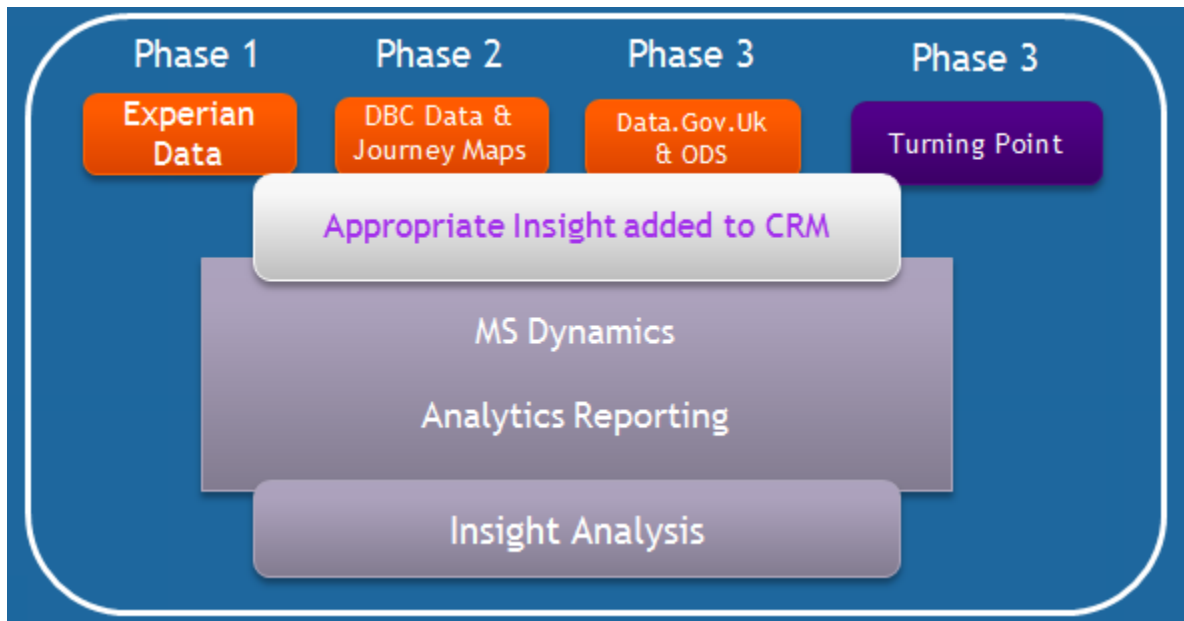


Forum Terms of Reference:

The following is proposed as the TOR for the forum:

- To monitor activity and receive a progress report on the Customer Insight and Channel Shift activities for the CSCG programme.
- To monitor and analyse customer insight data from the CSCG programme
- To identify related information sources relevant to the Customer Insight programme for the CSCG
- Agree data 'linkages' for the CSCG programme
- To agree reporting from Customer Insight
- To evaluate Channel Shift recommendations from the Channel Shift Delivery Manager
- To agree the Channel Shift recommendations for implementation
- Engage with the Dacorum Community Communications activities
- Engage with the Dacorum Customer Insight 'Evidence Based Decision Making' programme
- Enable where possible, re-use of customer insight from the CSCG programme with the Dacorum 'Well Being' programme
- Agree the programme approach (as illustrated below)
- Recommend programme changes when applicable via change control

Agreed Initial Programme Roadmap:



Regular Forum Attendees:

Dacorum BC	Northgate	Partners
Regular Forum Attendees:		
Elissa Rospigliosi (ER) Murtaza Maqbool (MM) Ben Trueman (BT)	Chris Nicholson (CN) Dale McNeil (DM) Mike Small (MS) – Acting Chair CSCG Customer Insight Manager – CIM – Strategic Chair CSCG Channel Shift Delivery Manager - CSDM Tim Osei CI Researcher (TO)	
Attendee's on request:		
Shane Flynn (SF)	Funsho Salawu (FS) Dave Dunn (DD)	Experian 3 rd Sector

Standard Forum Agenda

- Apologies Chair
- Review actions from previous meeting All

- Review activities since the last forum for:
 - Customer Insight CIM
 - Channel Shift CSDM
 - Dacorum 'Health & Well being' programme ER
 - Web Services MM

- Review emerging customer insight & Recommendations CIM/All
- Review emerging channel shift recommendations CSDM

- Programme monitoring (and any required changes) Chair
- Data set Review
- Reporting Review Chair/All

- AOB All

- Agree date of next meeting and attendees All

8. 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 item 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 that item, there would be disclosure to individual employees and information relating to:

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2013/14

Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
<p>30 January 2013</p>	<p>15 January 2013</p>	<p>Quarter 3 Performance & Operational Risk Register Reports 2012/2013</p>	<p>PM</p>	<p>S Baker, Assistant Director – Legal, Democratic & Regulatory Services J Milsom, Assistant Director - Performance, Improvement & Transformation J Deane, Assistant Director, Finance & Resources</p>		
		<p>Quarter 3 Risk Management Report 2012/2013</p>	<p>PM</p>	<p>L Dargue, Insurance & Risk Manager</p>		
		<p>Sportspace Annual Finance Report</p>	<p>PM</p>	<p>Eli Tweed, Policy, Partnerships & Innovation Bill Turner, Sportspace Finance Director Matthew Armstrong, Chair of Sportspace Finance Committee Dave Cove, Chief Executive Sportspace</p>		
		<p>Amendment to Probation Procedures</p>	<p>PM</p>	<p>Matt Rawdon, Human Resources Team Leader</p>		
		<p>Quarter 3 Financial Outturn</p>	<p>PM</p>	<p>J Deane, Assistant Director, Finance & Resources</p>		

		Report				
		Shared and Outsourced Update – Customer Service Centre & Gateway	PM	D Gill, Group Manager – Partnerships & Citizen Insight		
5 February 2013 Joint OSC meeting	24 January 2013	Budget 2013-2014 <i>Ideally no further items to be added</i>	SC	S Marshall, Corporate Director Finance & Governance J Deane, Assistant Director , Finance & Resources		
5 March 2013	20 February 2013	Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	D Gill, Group Manager – Partnerships & Citizen Insight		
4 June 2013	21 May 2013	Quarter 4 Risk Management Report 2013/14	PM	Linda Dargue, Insurance & Risk Manager		The report was noted.
		Quarter 4 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Legal, Democratic & Regulatory Services J Milsom, Assistant Director Strategy & Transformation, Community & Organisation. J Deane, Assistant Director, Finance & Resources.		The report was noted.
		Quarter 4 Provisional Financial Outturn Report	PM	James Deane, Assistant Director, Finance & Resources		The report was noted.

		2013/14				
		Quarter 4 Licensing Report	PM	M Brookes, Group Manager – Legal Governance		The report was noted.
		Community Infrastructure Levy	PM	Chris Taylor – Group Manager – Strategic Planning & Regeneration	To consider the next steps for the introduction of Community Infrastructure Levy for Dacorum. J Doe attending as CT will be on leave.	The report was noted.
		Review of Discretionary Policies for Revenue and Benefits	PM	Chris Baker – Revenue & Benefits Support Manager		The report was noted.
		Funding of Core Funder Community Groups	PM	D Gill, Group Manager – Partnerships & Citizen Insight		The report was noted.
		Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	J Milsom, Assistant Director Strategy & Transformation, Community & Organisation.		The report was noted.
2 July 2013	19 June 2013	Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	J Milsom, Assistant Director Strategy & Transformation, Community & Organisation.		This meeting was cancelled.
3 September 2013	21 August 2013	Quarter 1 Risk Management Report 2013/2014	PM	Linda Dargue, Insurance & Risk Manager		That the content of the report is noted and recommended to Cabinet for approval

						together with any associated comments.
		Quarter 1 Performance & Operational Risk Register Reports	PM	<p>S Baker, Assistant Director – Legal, Democratic & Regulatory Services</p> <p>S Flynn, Assistant Director – Project Governance</p> <p>J Deane, Assistant Director, Finance & Resources</p>		<p>That Members note the report.</p> <p>That the Committee notes the contents of the report and the performance of the division for Quarter 1, 2013/14.</p> <p>That the committee notes the content of the report and the performance of Finance & Resources for Quarter 1, 2013/14.</p>
		Quarter 1 Forecast Financial Outturn Report 2013/14	PM	Paul Sutton, Group Manager.		That the Committee note the forecast outturn position.

		Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	S Flynn, Assistant Director – Project Governance		That Members note the progress and comment on the Customer Service Centre and Gateway project.
8 October 2013	24 September 2013	Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	S Flynn, Assistant Director – Project Governance		
		OSC Vision	SC	Jim Doyle, Group Manager – Democratic Services Michelle Anderson, Corporate Support Team Leader – Democracy		
5 November 2013	22 October 2013	Quarter 2 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Legal, Democratic & Regulatory Services S Flynn, Assistant Director – Project Governance J Deane, Assistant Director, Finance & Resources		
		Quarter 2 Forecast Financial Outturn Report 2013/14	PM	Paul Sutton, Group Manager		

		Quarter 2 Risk Management Report 2013/14	PM	L Dargue, Insurance & Risk Manager		
		CIL	PM	Chris Taylor - Group Manager – Strategic Planning & Regeneration		
		Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	S Flynn, Assistant Director – Project Governance		
7 January 2014	17 December 2013	Quarter 3 Performance & Operational Risk Register Reports.	PM	S Baker, Assistant Director – Legal, Democratic & Regulatory Services S Flynn, Assistant Director – Project Governance J Deane, Assistant Director, Finance & Resources		
		Quarter 3 Risk Management Report 2013/14	PM	L Dargue, Insurance & Risk Manager		
		Shared and Outsourced Update Report – Customer Service Centre Gateway	SC	S Flynn, Assistant Director – Project Governance		
4 March 2014	20 February 2014	Staff Survey Update	SC	S Flynn, Assistant Director – Project Governance		

Future Items

PM- Performance management PD- Policy Development Sc- Scrutiny

Appendix B