



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.

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

WEDNESDAY 09 JULY 2014 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
Clark	Organ
B Chapman (Chairman)	Taylor
Collins	Townsend (Vice-Chairman)
Doole	W Wyatt-Lowe

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

For further information, please contact Clare Thorley on Tel: 01442 228226, e-mail: clare.thorley@dacorum.gov.uk. Information about the Council is also to be found on our web-site: www.dacorum.gov.uk

Item No.	Part 1	Page
1	Minutes	2
2	Apologies for Absence	2
3	Declarations of Interest	2
4	Public Participation	2
5	Consideration of any matter referred to the Committee in relation to Call-in	2
6	Action Points for previous meeting	3
7	Shared and Outsourced Services Update – Customer Service Centre and Gateway Contract (CSCG)	5
8	Staff Survey Results 2013 and Action Plan	13
9	Exclusion of the Public	32
	Part 2	
10	Quarter 4 Performance and Projects Performance and Risk report 2013/2014 – Presentation	33
	Appendix A Work Programme for 2014/2015	34

1. MINUTES

To confirm the minutes of 4 June 2014 as previously distributed, see link below:

<http://www.dacorum.gov.uk/home/council-democracy/meetings-minutes-and-agendas/events/2014/06/04/finance-and-resources-overview-and-scrutiny-committee/finance-and-resources>

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

Finance and Resources Action Point List

Finance and Resources Action Point List

AGENDA ITEM: 7

SUMMARY

Report for:	Finance & Resources Overview & Scrutiny Committee
Date of meeting:	2 July 2014
PART:	1
If Part II, reason:	

Title of report:	Shared and Outsourced Services Update – Customer Service Centre and Gateway Contract (CSCG)
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents & Regulatory Services</p> <p>Cllr Brian Ayling, Cabinet Support Member</p> <p>Responsible Officers:</p> <p>Shane Flynn – Assistant Director (Performance and Projects)</p> <p>Ben Hosier – Group Manager (Procurement)</p> <p>Mark Housden - Commercial Contracts Lead Officer</p>
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:	<p><u>Financial:</u></p> <p>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.</p> <p><u>Value for Money:</u></p> <p>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.</p>
‘Value For Money Implications’	

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 Implications	Equality Impact Assessment carried out This was included in 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 updates on progress on the contract since September 2012.</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>CSCG - Customer Service Centre and Gateway</p> <p>CSU - Customer Service Unit</p> <p>ITT - Invitation to Tender</p> <p>CRM - Customer Relationship Management System</p> <p>OLA - Operating Level Agreements</p> <p>PMF - Performance Management Framework</p>

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 the performance of the contract.

2. Financial monitoring

- 2.1. Not included in this report.

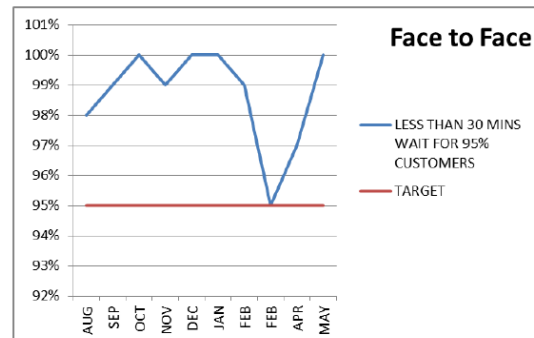
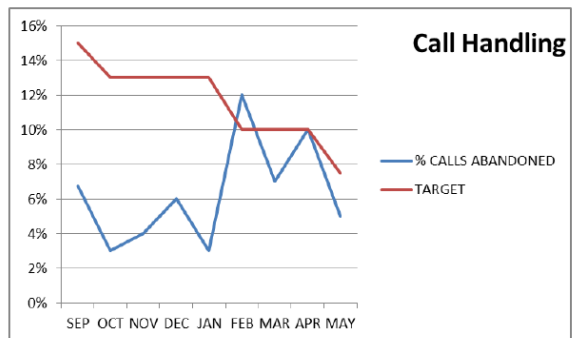
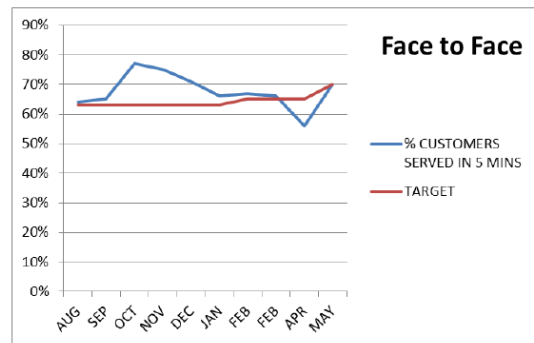
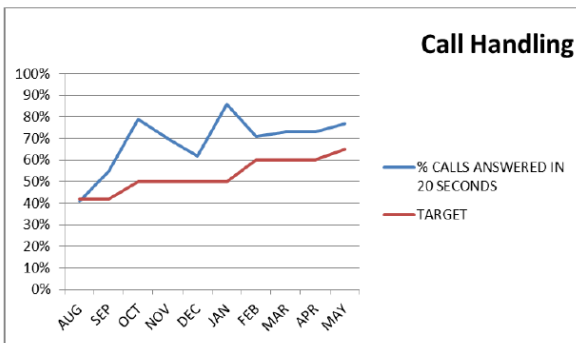
3. Performance monitoring

- 3.1. The Commercial Contracts Lead Officer manages the contract on a day to day operational basis with a focus on client side monitoring, assessment and management of the contract.
- 3.2. 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.

3.3. Following a marked deterioration in performance during March and April an extraordinary meeting of the CSU Strategic Board was held on the 15th May 2014 to review the exceptional number of complaints and agree actions to improve the situation.

3.4. The KPI results for the contract are shown in the tables below and shows an improvement in performance during May.

CALL HANDLING	TARGET	TARGET	TARGET	TARGET	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
	Oct 13	Feb 14	May 14	July 14	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
% CALLS ABANDONED	13%	10%	7.5%	5.0%	14%	7%	3%	4%	6%	3%	12%	7%	10%	5%
% CALLS ANSWERED IN 20 SECONDS	50%	60%	65%	70%	41%	55%	79%	70%	62%	86%	71%	73%	73%	77%
OPENING HOURS	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
FACE TO FACE	TARGET	TARGET	TARGET	TARGET	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
	Oct 13	Feb 14	May 14	July 14	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL
% CUSTOMERS SERVED IN 5 MINS	63%	65%	70%	70%	64%	65%	77%	75%	71%	66%	67%	66%	56%	70%
LESS THAN 30 MINS WAIT FOR 95% CUSTOMERS	95%	95%	95%	95%	98%	99%	100%	99%	100%	100%	99%	95%	97%	100%
OPENING HOURS	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



3.5. One of the KPIs within the contract is face to face waiting times. There are two indicators:

- Average wait time: The current target has been increased from 65% in February 2014 and to 70% in May. This target is proving difficult to achieve pulling resources from the team answering calls.

- Longest wait time: the current target is that no more than 5% of customers have to wait longer than 30 minutes to be seen. This indicator exists to ensure that where increased volumes of customers come into the Council, the contractor commits additional resources to reduce the impact on waiting times. The indicator remains at 95% throughout the transition period and beyond.
- 3.6. The contract allows for the Council to alter targets to drive improved performance over time. The first stage for reviewing the operation of the targets is at the end of the transition phase in July 2014. Discussions regarding the altering the KPIs has commenced with a view to introduce more relevant measures of performance in August
- 3.7. Other performance monitoring information is available under the terms of the contract but it is for monitoring purposes only. Data for May 2014 is shown in the table below

Non-KPI Data, May 2014

Average wait time	4 minutes 43 seconds
Longest wait time	69 minutes 39 seconds
Average call length	3 minutes, 25 seconds
Enquiries resolved at first point of contact	98%
Staff utilisation	79%

4. Factors affecting performance

- 4.1. Over the period February to April performance deteriorated, reversing the previous improving trends. Customers are complaining about extended wait times, unable to get through to an adviser and being cut off. An extraordinary meeting of the CSU Strategic Board was held on the 15th May 2014 to review the exceptional number of complaints and review actions to improve the situation. The following actions have been implemented
- Additional temporary resources have been brought in to ensure service is stabilised.
 - Inform 360 – Scripts will be challenged through a quality control process prior to making live to ensure scripts take account of best practice and maximise the channel shift acceptance and take-up. User involvement for the new scripts to be introduced where possible.
- 4.2. Implementation of CRM system is on hold awaiting the PSN accreditation being achieved in early June, we will implement the CRM during June and aim to have CSU staff using CRM within a month and within 3 months fully operational in maximising its functionality and efficiency
- 4.3. The replacement of Braxtel took place in early June and this is critical to enable real-time management information to support day to day decisions on resource flexing between face to face and telephony

4.4. The reception area and Face to Face Layout is under review to identify possibilities and costs to improve the customer experience including flow, layout, payment and self-service zones and express service along with improved signage.

5. The key service developments during May were as follows:

- Customer insight activity to review /position channel access strategies continues
- Analysis of use of Berkhamsted, Tring and Civic Centre continues
- Significant work in developing the CRM has taken place and although not able to be implemented at present. The CRM implementation plan and Project initiation documents have been rebased and signed off.
- Management of CSC related enquiries through social media has gone live with support from the Communications team. Northgate will look to assign more staff to monitor enquiries received through this platform as demand increases.
- Arrangements for transfer of Housing Repairs calls and staff have been agreed ready for implementation in July.
- Action plan agreed with Environment to handle communications regarding the new waste bin distribution and operation.

6. Service Improvement Plan

6.1. 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, including Citizen Insight.
- Channel shift from face-to-face and call contact to web-based interaction where this improves access to services and promotes efficiency.

CRM

6.2. The Customer Relationship Management System was due to be introduced during November but a variety of technical issues have delayed implementation. These relate to ICT matters primarily concerning the suitability of firewall arrangements. The implementation date for this is now set for mid June.

6.3. The CRM system operates by drawing information from back office systems into one system to provide a 'single view of the customer'. This means that when customers contact the council all their details and transactions can be accessed quickly and easily by CSCG staff. The impact of the delays in CRM is minimal as staff continue to have access to back office systems with which they are familiar. The CRM system will bring benefits over time in terms of:

- improving the quality of interactions with customers
- reducing training for new staff who will only have to view one system which brings in data from back office systems.

6.4. However, the introduction of CRM is a key item within the agreed Service Improvement Plan and we will continue to monitor progress to ensure that the Council realises the full benefits of the contract once the system goes live.

Channel shift

6.5. This has been a significant area of activity for some time and has led to a number of outputs to date that are designed to increase the extent that services are shaped around customers needs and to increase access to services through increased use of the Council's website and other media:

- Web and Customer Access Strategy, updated edition agreed May 2014
- Re-launch of the website in April 2013
- The Customer Promise published in June 2013 and reproduced at: <http://www.dacorum.gov.uk/home/customer-promise>
- The inclusion in the CSCG contract with Northgate of Customer Relationship Management and Citizen Insight projects
- The development of a database of indicators of wellbeing and the Evidence Based Decision Making project
- The Digital Inclusion project
- Two-day leadership team development programme with customer focus as the central theme

6.6. Each component of this shift to digital access has to date been managed separately. The inclusion of related projects within the Northgate contract was designed to move things forward through a partnership approach. However, the contract has limited objectives which relate to the impact of CRM and Channel Shift on the function of the Customer Services Centre rather than on the Council as a whole

6.7. A wider need has been recognised to engage all services and functions in the pursuit of increased customer focus. Therefore it is necessary to bring all of these strands together in a co-ordinated way and to establish the Customer Focus theme as central to departmental strategies and operational plans.

6.8. A cross organisation Customer Focus project has been established to gain customer perspectives on service delivery and to deliver internal changes in support of channel shift and to reduce failure demand.

7. Risk management

7.1. Risk registers relating to the delivery aspect of the CSCG project are reviewed monthly by the Operational Board. An ongoing log of issues is also being maintained with action points to be agreed at the Board meetings. The following issues were logged at the May Operational Board meeting.

CSCG issues and actions as at May 2014

Issue	Action taken
SLA IT Support and SLA for service	Discussion over service levels is still taking place. A draft OLA has been developed and has been shared with Ben Trueman.

<p>CRM Unable to establish the connection between Dacorum</p>	<p>A decision has been taken to replace the Firewall and procurement has commenced. A meeting took place between Ben Trueman and a Northgate technical expert, which has addressed Dacorum's concerns. The CRM implementation is likely to commence during June 2014. Discussions have been ongoing between Council IT and Northgate technical teams. Latest version of connect software is being installed.</p>
<p>Quematic</p>	<p>Proposal submitted to upgrade quematic system to improve customer access and reporting agreed and is due to be installed during May</p>

8. Conclusion

- 8.1. This report follows a very difficult period many changes being implemented and a significant rise in call levels beyond those expected resulting in the unprecedented levels of complaints. Points of failure are being identified and addressed both by Northgate and within Dacorum through the Customer Focus project.
- 8.2. Current indications point towards an improving situation and this will continue to be monitored closely.

AGENDA ITEM: 8

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	2 July 2014
PART:	1
If Part II, reason:	

Title of report:	Staff Survey Results 2013 and Action Plan
Contact:	Cllr Neil Harden, Portfolio Holder for Residents and Regulatory Services Shane Flynn, Assistant Director (Performance and Projects) Matt Rawdon, Group Manager (People) Sara Hamilton, Communications and Consultation Team Leader
Purpose of report:	To examine the results of the 2013 Staff Survey and consider the draft action plan.
Recommendations	That Members note the findings of the staff survey and the action plan and provide any observations, comments and suggestions for further consideration.
Corporate objectives:	The staff survey is designed to provide management information on matters affecting all staff. It therefore supports the Council's commitments in respect of all five of its corporate objectives, with particular reference to Dacorum Delivers (internal operations)
Implications:	<u>Financial</u> There are no financial implications arising from this report.
'Value For Money Implications'	<u>Value for Money</u> There are no value for money implications arising from this report.

Risk Implications	<p>No formal risk assessment has been undertaken in respect of the staff survey. However the risks of failing to implement the action plan are reviewed at each meeting of the Organisational Transformation Corporate Working Group.</p> <p>Matters relating to organisational change are included in the operational risk register relating to Performance and Projects. These risks are reviewed quarterly and were last updated and presented to the committee on 4 June 2014.</p>
Equalities Implications	<p>There are no equalities implications arising from the report. To correct for some over- and under- representation in the returned sample, the results were weighted (by Contract Type, Pay Band, Employment Length, Gender and Age) and are therefore representative of all staff employed by DBC.</p>
Health And Safety Implications	<p>None.</p>
Consultees:	<p>The findings and summary reports were discussed with the Corporate Management Team and the cross-directorate Organisational Transformation Corporate Working Group.</p> <p>The full results have been made available to all staff, who were invited to follow up workshops conducted by ORS to develop further views on any areas of interest.</p>
Background papers:	<p>Questionnaire attached at Appendix A.</p> <p>Full report available on request from Claire McKnight, Communications and on the Council's intranet at:</p> <p>http://dbcsp/sites/Intranet/Docs/Documents/Talking%20Point/Staff%20Consultation/2013%20Staff%20Survey%20FINAL%20Report.pdf</p>
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>The survey is carried out by an independent research company at our request every two years. Each survey offers an opportunity to engage with staff and to find out their views about working for and within the Council. Some of the survey questions are repeated each time so that progress can be assessed over time.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>OTCWG: Organisational Transformation Corporate Working Group</p> <p>ORS: Opinion Research Services</p>

1. Background

- 1.1.** Between 13 November and 9 December 2013, an employee attitude and opinion questionnaire was sent to all staff. The survey was sent electronically for the majority of staff and paper copies were made available for non-PC based employees. A full copy is provided at Appendix A.
- 1.2.** The survey contained questions on the following topics:
 - Your job
 - Finance
 - How we behave
 - Flexible working
 - Moving out of Hemel Hempstead Civic Centre
 - Any other comments
- 1.3.** Opinion Research Services (ORS), an independent market research company, carried out the consultation on the behalf of the Council. All views expressed in the survey were anonymised so that individuals cannot be identified.
- 1.4.** In total, 388 employees completed the survey. 364 were completed on line. The achieved response (50%) is in keeping with the level of response achieved in other local authority staff surveys undertaken by ORS.
- 1.5.** The number of responses was sufficient to provide a confidence interval of around +/- 3.5%. This means that we can be 95% confident that the true result (i.e. the result that would have been observed if the whole population of staff had been surveyed) lies within 3.5 percentage points above or below the observed result.
- 1.6.** To correct for some over- and under- representation in the returned sample, the results were weighted (by Contract Type, Pay Band, Employment Length, Gender and Age) and are therefore representative of all staff employed by DBC.

2. Results

- 2.1** The survey maintained several of the questions from previous years. Table 1 provides a summary of these results. These show a significant improvement in respect of these specific questions, reflecting more positive views about the overall direction of the organisation.

Table 1. Changes in results from 2011 survey

Statement	% of staff who agreed in 2011	% of staff who agreed in 2013	% point change since 2011
I understand how my role contributes to the Council's vision	57	72	↑15
I am proud to work for Dacorum Borough Council	51	63	↑12
Corporate Management Team (CMT) provides strong leadership	32	41	↑9
I know what's going on at the Council	40	50	↑10
I know what's going on in my service	51	63	↑12
I am happy with the balance between my work and home life	59	71	↑12

3. Key Findings

Areas of High Performance

3.1 Where questions had been asked previously there has been increases in the proportion of staff who agree with various statements about working at DBC. In particular, the proportion of staff who agree that they understand how their *role contributes to the Council's vision* has increased by 15 percentage points.

3.2 More than 7 out of 10 staff agreed with the following:

- I would like to be working for DBC in 12 months' time (76%);
- I understand how my role contributes to the Council's vision (72%);
- I am happy with the balance between my work and home life (71%);
- generally, I am happy in my work (71%).

3.3 More than four fifths of staff (83%) agree that their service provides value for money to Dacorum residents.

Areas for consideration

- 3.4 Around a quarter disagree that their group manager (26%), assistant director (24%) and the Corporate Management Team (CMT) (25%) provide strong leadership.
- 3.5 Only half of staff (50%) agree that they know what is going on at the Council.
- 3.6 Around a third (32%) feel that, across the Council as a whole, staff rarely or never praise each other for a job well done.
- 3.7 Nine out of ten staff have had an appraisal with their manager in the last 12 months. Whilst more than two thirds agreed their appraisal was carried out well, fewer of these staff members (49%) agreed that the appraisal helped them to understand their role.
- 3.8 160 staff members reported that their service has made savings, of which 63% think these savings have had a negative effect on the service. 27% of staff disagree that they have the resources they need to do their job.
- 3.9 At the date of the survey, a decant to temporary premises from June 2014 was still planned. Only a third (33%) of staff based at Hemel Hempstead Civic Centre (HHCC) agreed that the move into temporary accommodation would provide opportunities for the Council and its services to improve.

4. Action plan

- 4.1. The corporate action plan addresses six key areas; appraisals; communication, leadership, resources, moving on* and behavioural change.

* The response to the staff survey needs to be flexible and adapt to the changing context and environment. The action plan will address any issues arising from the 'Moving out of Hemel Hempstead Civic Centre' section of the staff survey as part and parcel of the 'moving on' programme.

- 4.2. The results have been presented to the Corporate Management Team. Directorate levels results have been emailed to Directors. The full report has been posted on the intranet for all staff. Managers of people have been asked to make sure paper copies of the report are available to any staff who do not have access to a computer. Unison has been emailed a copy of the report. A Review (staff newsletter) article summarised the results and a link to the report was sent in an email to all staff.
- 4.3. The Organisational Transformation Corporate Working Group (OTCWG), made up of representatives from across the Council's directorates, is currently looking at the corporate-wide action plan. This is attached at Appendix B. In addition, Assistant Directors are working on their action plans for their individual service areas.
- 4.4. A series of staff focus groups were undertaken in April to gain a deeper understanding of the staff survey results that stood-out for action. The results of these workshops informed the action plan and also provided a number of other suggested areas for improvement. These have been circulated for discussion at team meetings to gauge interest in implementing them.

APPENDIX A

Staff survey 2013 p1

APPENDIX A

Staff survey 2013 p2

APPENDIX A

Staff survey 2013 p3

APPENDIX A

Staff survey 2013 p4

APPENDIX A

Staff survey 2013 p5

APPENDIX A

Staff survey 2013 p6

APPENDIX A

Staff survey 2013 p7

APPENDIX A

Staff survey 2013 p8

APPENDIX B

Staff survey action plan as at 30 May 2014

Appraisals		
Nine out of ten staff have had an appraisal with their manager in the last 12 months. Whilst more than two thirds agreed their appraisal was carried out well, fewer of these staff members (49%) agreed that the appraisal helped them to understand their role.		
Item	Action	Status
a.1	Appraisals to be linked to service plans / service objectives and corporate plans	Completed
a.2	New EIS system will have capability to monitor mid-point and annual appraisals	31/12/15
a.4	All employees to have an appraisal by end of May 2014	Substantially complete with some agreed exceptions.
a.5	All resulting increments to be paid by 1 July	31/7/14

Communications

Only half of staff (50%) agree that they *know what is going on at the Council*.

Item	Action	Status
b.1	Further consultation on focus groups recommendations with managers of people and their staff – benefits and feasibility e.g. investigate merits of a face-to-face staff briefing cascade process.	30/7/14
b.2	Continue to communicate ongoing actions from staff survey and outcomes to staff i.e. <i>you said, we did</i>	On going
b.4	<ul style="list-style-type: none"> • Continue communication to workforce of impact and change to all levels of staff with regard to Moving on, Dacorum Anywhere. • Continue to monitor effectiveness of internal communication channels 	On going

Moving On		
<ul style="list-style-type: none"> • Only a third (33%) of staff based at Hemel Hempstead Civic Centre (HHCC) agreed that the move into temporary accommodation would provide opportunities for the Council and its services to improve. • The action plan will address any issues arising from the 'Moving out of Hemel Hempstead Civic Centre' section of the staff survey as part and parcel of the 'moving on' programme 		
Item	Action	Status
c.1	Moving on Programme Training, communication, support programme to help people practice flexible and remote ways of working	30/6/14
c.2	Answers to questions raised at recent staff workshops to be publicised	Completed
c.3	Moving on added to March Staff Conference agenda	Completed
c.5	Further consultation on focus groups recommendations with managers of people and their staff – benefits and feasibility e.g. investigation into electronic staff Q&A discussion thread with link to FAQs	30/7/14

Leadership		
<p>Around a quarter of staff disagree that their <i>group manager</i> (26%), <i>assistant director</i> (24%) and the <i>Corporate Management Team (CMT)</i> (25%) provide <i>strong leadership</i>.</p>		
Item	Action	Status
d.1	<ul style="list-style-type: none"> • Continue focus and initiatives to further increase senior management visibility • Consistent visibility not just occasional conference and weekly Cogblog – encourage ad hoc visits to staff - Invite Assistant Directors to team meetings (if staff agreeable) 	On-going
d.3	Leadership programme – understanding strengths and weaknesses of leadership styles – build staff workshop findings into leadership programme	On-going

Resources		
160 staff members reported that their service has made savings, of which 63% think these savings have had a negative effect on the service. 27% of staff disagree that they have the resources they need to do their job.		
Item	Action	Status
e.1	<ul style="list-style-type: none"> Productivity can be measured through CorVu . We can establish using Key Performance Indicators if services are more productive. Communicate evidence based findings through an internal communications campaign 	30/6/14 30/9/14
e.2	By publishing and monitoring our performance in the Corporate Plan we can assess our ongoing performance and progress. Communicate to staff.	30/9/14

Behavioural Change		
Around a third (32%) feel that, across the Council as a whole, staff rarely or never <i>praise each other for a job well done.</i>		
Item	Action	Status
f.1	Results will be used as a baseline for the Behavioural Change Programme.	30/11/14
f.2	Continue to promote and embed values and behaviours through the Behavioural Change Programme.	30/11/14
f.3	Short behavioural change survey will be carried out early autumn to track progress	September 2014

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: the financial and business affairs of a number of private companies. (Agenda item 10).

**10. QUARTER 4 PERFORMANCE AND PROJECTS PERFORMANCE AND RISK
REPORT 2013/2014 – PRESENTATION**

FINANCE AND RESOURCES: Overview & Scrutiny Committees: Work Programmes 2014/15

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	Outcome of Discussion
2nd July 2014	17th June 2014	Action Points from previous meetings	SC	All Members to discuss		
		Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		
		Q4 Performance & Operational Risk Register Reports –Performance & Projects - presentation	SC	S Flynn, Assistant Director – Project Governance	Moved from the 4 th June meeting	
		Staff Survey	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)	Moved from the 4 th March meeting.	
3rd Sept 2014	18th August 2014	Q1 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) S Flynn, Assistant Director – Project Governance – Residents & Regulatory Services – PH – N		

				Harden) J Deane, Assistant Director, Finance & Resources – PH – N Tiley		
		Q1 Risk Management Report 2014/2015	PM	L Dargue, Insurance & Risk Manager		
		Q1 Forecast Financial Outturn Report 2014/15	PM	P Sutton, Group Manager		
		Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		
Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
		Action Points from previous meetings	SC	All Members to discuss		
7th Oct 2014	23rd September 2014	Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		
		Action Points from previous meetings	SC	All Members to discuss		
5th November 2014	21st October 2014	Q2 Risk Management Report 2014/2015	PM	L Dargue, Insurance & Risk Manager		
		Q2 Performance &	PM	S Baker, Assistant Director – Chief		

		Operational Risk Register Reports		Executive's Unit (MO) S Flynn, Assistant Director – Project Governance – Residents & Regulatory Services – PH – N Harden) J Deane, Assistant Director, Finance & Resources – PH – N Tiley		
		Q2 Forecast Financial Outturn Report 2014/15	PM	P Sutton, Group Manager		

Date:	Report Deadline	Items:	Type:	Contact details:	Background information	Outcome of Discussion
		Action Points from previous meetings	SC	All Members to discuss		
		Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		
10th Dec 2014 (Joint OSC)	28th November 2014	Budget 2015-16 <i>Ideally no further items to be added</i>		M Hone, Corporate Director Finance & Operation		

		Action Points from previous meetings	SC	All Members to discuss		
6th Jan 2015	11th Dec 2014	Action Points from previous meetings	SC	All Members to discuss		
		Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		
4th Feb 2015 (Joint OSC)	22nd Jan 2015	Budget 2015 -16 <i>Ideally no further items to be added</i>	SC	M Hone, Corporate Director Finance & Operation		
		Q3 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) S Flynn, Assistant Director – Project Governance – Residents & Regulatory Services – PH – N Harden) J Deane, Assistant Director, Finance & Resources – PH – N Tiley		
		Q3 Risk Management Report 2014/2015	PM	L Dargue, Insurance & Risk Manager		
		Q3 Forecast Financial Outturn Report 2014/15	PM	P Sutton, Group Manager		

3rd March 2015	12th Feb 2015	Action Points from previous meetings	SC	All Members to discuss		
		Shared and Outsourced Update Report – Customer Service Centre and Gateway	SC	S Flynn, Assistant Director – Project Governance (Residents & Regulatory Services – PH – N Harden)		