



Public Document Pack
**FINANCE AND RESOURCES
OVERVIEW AND SCRUTINY
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 2 SEPTEMBER 2015 AT 7.30 PM

DBC BULBOURNE ROOM - CIVIC CENTRE

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.

Membership

| | |
|------------------------------------|--------------------|
| Councillor Herbert Chapman (Chair) | Councillor Clark |
| Councillor Douris (Vice-Chairman) | Councillor Collins |
| Councillor Taylor | Councillor Imarni |
| Councillor Ashbourn | Councillor Mills |
| Councillor Barnes | Councillor Silwal |
| Councillor Birnie | Councillor Fethney |

Substitute Members:

Councillors Brown, Guest, Matthews, Wyatt-Lowe and Anderson

For further information, please contact Louise Collins Ext 2633

AGENDA

1. MINUTES

To confirm the minutes from the previous meeting

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal 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, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

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

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

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

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

6. ACTION POINTS FROM PREVIOUS MEETING

7. QUARTER 1 PERFORMANCE AND OPERATIONAL RISK REGISTER REPORTS (Pages 1 - 54)

8. BUDGET MONITORING QUARTER 1 2015/16 (Pages 55 - 70)

9. INTRODUCTION TO DIGITAL DACORUM (Pages 71 - 80)

10. EXCLUSION OF THE 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:

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AGENDA ITEM: 7a

SUMMARY

| | |
|---------------------|---|
| Report for: | Finance and Resources Overview & Scrutiny Committee |
| Date of meeting: | 2 nd September 2015 |
| PART: | 1 |
| If Part II, reason: | |

| | |
|--------------------------------|--|
| Title of report: | Quarter 1 Performance Report – Legal Governance; Democratic Services; Commissioning, Procurement & Compliance; and People |
| Contact: | Cllr Neil Harden, Portfolio Holder for Residents and Corporate Services Author/Responsible Officers: Steven Baker, Assistant Director (Chief Executive’s Unit) Mark Brookes, Group Manager (Legal Governance) Jim Doyle, Group Manager (Democratic Services) Ben Hosier, Group Manager (Commissioning, Procurement and Compliance) Matt Rawdon, Group Manager (People) |
| Purpose of report: | To provide Members with the performance report for quarter one in relation to Legal Governance; Democratic Services; Commissioning, Procurement and Compliance; and People. |
| Recommendations | That Members note the report. |
| Corporate objectives: | Resources and Value For Money; Optimise Resources and Implement Best Practice. |
| 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 Regulatory Services |
| Background papers: | Annex 1: Commissioning, Procurement and Compliance Information Annex 2: Quarter 1 Performance Report Annex 3: 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 1 of 2015/16. Members will note that there are no indicators showing red in the first quarter. The indicator HR06 (end of year profile for sickness absences) has moved from red to amber since the last quarter. This is a corporate statistics relating to all Council employees – not just those working in the Chief Executive’s Unit. There has been a reduction in the number of days absent through sickness so that performance now only slightly exceeds the target.

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.

COMMUNICATIONS & CONSULTATION

Communications & Consultation Strategy 2016

- A new corporate Communications Strategy is being developed which will be looking at the most effective ways to get our messages out to our residents and keep our staff informed. The use of digital media is ever growing and the Council needs to ensure our approach is aligned with these developments. It is expected that the draft strategy will be ready to be consulted on in September 2015.

Website content refresh

4. In support of the development of the new look Council website, which is planned to go live in February 2016, there is a project to support the cleansing of data on our current website. There is work underway across the Council to review the website data to ensure it is suitable for the new website. There is also a new approach to editing the website, where staff will be provided with more relevant training and additional support from the website team to ensure the data remains fresh and up to date.

COMMUNITY PARTNERSHIPS

Get Set, Go Dacorum

5. The annual target dates run from September 2014 to September 2015 in year one of the three year project. The key performance indicator designed by Sport England only focusses on the number of participants who are over 14 years old.

Attendances against target as of 14th August 2015 (11 months into project)

September start dates:

- Rush Judo – 100% of annual target of 10
- Youth Boxing – In progress but information pending

October start dates

- Back 2 Netball – 196% of annual target of 25
- Woodhall Farm & Grovehill Family Fun sessions – 100% of annual target of 40
- Much Stronger Together Football – 53% of annual target of 60

November start dates

- The Puffins – 167% of annual target of 15 (almost doubled target)
- Stay with it Programme – 49% of annual target of 80 (term time programme so stopped for summer holidays but other projects running instead please see below)
- Go for Fit women and girls – 100% of annual target of 30

January start dates

- Culturally Aware Fitness – 100% of annual target of 40
- Sports Match “Buddy” scheme – so far 40% of annual target of 30

February - May start dates

- ENJOY Family – so far 50% of annual target of 50
- A Taste of Fitness – so far 20% of annual target of 30
- Adventure in the Playgrounds – multi-sport sessions so far 75% of annual target of 80

June – August start dates

- Sport @ the Elms (DENS project) – so far 8 people engaged and regularly attending
- Let’s Dance – 35 older adults regularly attending
- Shape Up – 11 men booked onto the new 12 week weight management course (started beginning of August)

- Cycle your Family to Fitness – 25% of annual targets achieved and project carrying over due to close links with upcoming Dacorum Cycle Hub
- Active Men – in progress but information pending
- Skates Galore / Xtreme – in progress but information pending
- Dance @ the Adventure Playgrounds – starting end of August

Voluntary Sector Commissioning – Strategic Partner Programme

6. The Community Partnership team has held two sessions with members of Cabinet and CMT on the future delivery of services by our 10 strategic voluntary sector partners and looking at how a commissioning approach will work in practice. It is planned to bring a report on the proposed approach to the commissioning of the voluntary sector to this Committee on 7th October 2015 before it is considered by Cabinet on 20th October.

ORGANISATIONAL DEVELOPMENT / TRAINING

Workforce Planning

7. A workforce planning paper was approved at CMT with 16 recommendations to be implemented to support issues such as: recruitment, retention, skills gaps, and staff development. Some of the key recommendations were: introducing apprenticeship/graduate schemes, management training programmes, and behaviour assessments to form part of the selection process for management roles.

LEGAL GOVERNANCE

8. 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. The team are currently working towards finalising 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 39/41 The Marlowes and the team are working on the completion of the lease for this property.
9. The Legal Team frequently represent the Council in the courts and tribunals, leading on injunctions, prosecutions and defending employment tribunal cases. The following cases, which took place in the last quarter, may be of particular interest to Members:
 - Conviction for fly tipping (5 large bags of waste dumped in a country lane) – £1,300 fine, £120 victim surcharge and £265 costs (claim in full)
 - Conviction for illegal advertising (large placard on the side of a house advertising a gym business) – Total £1,000 fine, £100 victim surcharge, £576 costs

The team also obtained two anti-social behaviour orders to prevent anti-social behaviour in the Borough.

Geographic Information System (GIS)

10. The new GIS system has been installed and the Planning and Estates teams are fully operational. All information from the old system has now been transferred and work continues with the Council's departments to identify content for the web portal before it is formally available for use.

Licensing

11. 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). Revised draft policies have been published on the Council's website for consultation which is open until Sunday 27th September, ahead of consideration by the Licensing Committee and a final decision to adopt revised policies by Full Council later this year.
12. The draft licensing policy has been substantially rewritten from the current version, reflecting the significant amount of legislative change in this area in recent years, and will be valid for a period of 5 years. The draft gambling policy has seen fewer changes proposed as the primary legislation has remained more stable, and will be valid for a period of 3 years. Both draft policies are available to view at www.dacorum.gov.uk/licensingpolicyreview

DEMOCRATIC SERVICES

Elections

13. Since the elections in May the Electoral Registration Team has been engaged in the preparations for the Annual Canvass to compile the 2015 Electoral Register. On 10th August, 62,437 canvass forms were distributed to properties throughout the Borough. The details gathered in this canvass will contribute to the transition to Individual Electoral Registration (IER), which is still on schedule to commence in 2016/17.
14. As in previous years, the registration form provides the details we hold for those living in the property currently eligible to vote and gives the occupants the opportunity to add any new electors or change their details. In the vast majority of cases there are no changes and the details on the form can be confirmed by phone, text or online – saving significantly on the cost of postage.
15. At the time of writing we have received around 14,000 returns (approx. 25%). An updated figure will be provided at the meeting.

Member Support Services

16. During Quarter 1, Member Support managed and organised the following:
 - Published 18 Agendas
 - Completed 14 Sets of minutes
 - Spent 23 hours 15 minutes at evening meetings
 - Spent 1 hour 30 minutes at daytime meetings
 - Processed 42 public speaker requests
 - Processed 3 Portfolio Holder decisions.

Member Development

17. Four member training sessions were held in Quarter 1, including the two member induction days providing essential training following the election for which the feedback was overwhelmingly positive.
18. A full programme of member development sessions up to February 2016 has been produced in consultation with the Member Development Steering Group. Twelve of the sixteen available sessions are already filled. 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 & Community Liaison

19. The rolling schedule of officer visits to the 10 strategic voluntary sector partners has resumed and the Town, Parish & VCS Officer has continued to supply support and assistance to various parishes and community associations.
20. During Quarter 1 work has been underway to prepare for:
 - The Voluntary Sector 'Speed Dating' event (1 September 2015)
 - The (now annual) visit/Borough tour of the High Sherriff
 - The annual Town & Parish conference - proposed for 27 November 2015.

COMMISSIONING, PROCUREMENT & COMPLIANCE

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

OPERATIONAL RISK REGISTER

22. The updated Operational Risk Register is annexed to the report.

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 quarter April – June 2015 are as follows;

| Objective | Annual Target | Qtr. 1 Actual | Qtr. 1 Target |
|---|---------------|---------------|---------------|
| Cashable savings from improved commissioning & procurement activities | £239,026 | £92,078 | £59,756 |
| % of spend via collaborative contracts | £3,983,773 | £883,514 | £995,943 |
| % of spend with Dacorun-based small to medium sized enterprises | £7,500,000 | £2,044,996 | £1,875,000 |
| Number of apprenticeships via contracts | 12 | 9 | 3 |
| % of spend with the Third Sector | £1,991,886 | £892,309 | £497,972 |

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 £7k this quarter.
- 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 this quarter.

Housing Revenue Account - Revenue

- Energy - The CCL and VAT review has delivered savings of £19,120 this quarter.

General Fund & Housing Revenue Account - Revenue

- Telephones - The new telephony rates have delivered savings of £13,666 this quarter.
- Postage - Mailmark & the enforcement of 2nd class mail have delivered £5k of savings this quarter.
- The new mobile phone rates have delivered savings of £2,125 this quarter.

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 |
| HCA Framework | £97,655 | Property Consultancy |
| Watford/3 Rivers/Hertsmere/DBC | £53,550 | Demographic Study |
| 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 | £828,227 | Grants & Parish Councils |
| Works - Construction, Repair & Maintenance | £338,857 | Construction |
| Facilities & Management Services | £214,624 | CCTV |
| Arts & Leisure Services | £131,363 | Sports Trust |
| Environmental Services | £125,554 | Demolition |
| Human Resources | £70,669 | Grant |
| Building Construction Materials | £68,083 | Carpets |
| Information Communication Technology | £52,612 | Telephony & Copiers |
| Horticultural | £42,332 | Trees & Woodlands |
| Consultancy | £38,358 | Grant |
| Vehicle Management | £31,907 | Mechanics |
| Unmatched | £23,787 | - |
| Cleaning & Janitorial | £20,130 | Cleaning Materials & Maintenance |
| Highway Equipment & Materials | £15,050 | Landscaping |
| Public Transport | £12,539 | Removal Services |
| Education | £10,278 | Aerial Services |
| Catering | £6,032 | Catering |
| Housing Management | £5,800 | Grants |
| Mail Services | £3,130 | Courier Services |
| Social Community Care Supplies & Services | £2,858 | Grant |
| Stationery | £1,612 | Office Supplies |
| Clothing | £1,194 | Personal Protective Equipment |

Apprenticeships

| | |
|--|---|
| Number of apprenticeships on Osborne Total Asset Management contract | 5 |
| Number of apprenticeships on Northgate CSCG contract | 4 |

Third Sector Spend

| Organisation | Value | Notes |
|--|----------|---|
| 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 | £147,780 | Strategic Partner Programme including Shopmobility & Domestic Violence Forum |
| Dacorum Sports Trust | £127,238 | £13,184 Disabled Sports Club Grant, £212,500 Dacorum Sports Trust Ltd Management Fee |
| Age UK Dacorum | £66,690 | £15k Friendship Teas, £40,900 Strategic Partner, £10k Public Health District Offer Year 1 |
| Volunteer Centre Dacorum | £63,309 | Strategic Partner Programme |
| Dacorum Heritage Trust | £58,000 | Strategic Partner Programme |
| Relate Dacorum, Watford & Three Rivers | £48,610 | Strategic Partner Programme |
| Hemel Hempstead Day Centre Ltd | £34,200 | Strategic Partner Programme |
| Herts Mediation Service | £33,730 | Strategic Partner Programme |
| Nash Mills Village Hall Association | £33,514 | |
| DENS | £20,500 | Strategic Partner Programme including Dacorum Rent Aid |
| Druglink | £15,962 | Strategic Partner Programme |
| Urban Access | £9,333 | £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 will come 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 quarter 1.

CLIENT MANAGEMENT

Background

5. 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

Key Performance Indicators for the quarter April – June 2015

| Call Handling | April | May | June |
|---|--------------|------------|-------------|
| % Calls abandoned | 1% | 2% | 2% |
| Target | 5% | 5% | 5% |
| % Calls answered in 20 seconds | 91% | 86% | 81% |
| Target | 70% | 70% | 70% |
| Opening Hours Actual | 100% | 100% | 100% |
| Opening Hours Target | 100% | 100% | 100% |
| Face to Face | April | May | June |
| % Customers served in 5 minutes | 72% | 75% | 74% |
| Target | 70% | 70% | 70% |
| Less than 30 minutes wait for 95% Customers | 100% | 100% | 100% |
| Target | 95% | 95% | 95% |
| Opening Hours Actual | 100% | 100% | 100% |
| Opening Hours Target | 100% | 100% | 100% |

Non-KPI Data, April – June 2015

| | April | May | June |
|--|--------------|------------|-------------|
| Average wait time | 1m 3s | 1m 47s | 2m 53s |
| Longest wait time | 22m 10s | 28m 27s | 30m 20s |
| Average call length | 3m 32s | 3m 16s | 3m 25s |
| Enquiries resolved at first point of contact | 96% | 96% | 96% |

Progress

New Layout

6. The layout of the customer service area in the Civic Centre has been changed. This now provides more room for customers to circulate with buggies and for wheelchair users. The supervisor's desk has also been relocated so that they can view the whole of the face to face operations.

Staffing levels

7. Staffing levels were increased during the busy end of year period during March, April and May.

Opening Times

8. Following consultation with the Council the telephone answering element of the service hours was reduced by 30 minutes at the end of each day as the number of callers was not sufficient to warrant the staffing provision. This change was implemented on 1st May 2015. The overall staffing has not been reduced but has been redeployed to the busier periods of the day.

Design of Customer service area for new forum

9. Input into the design of the Customer service area of the new Forum has focussed on providing more self-help equipment and providing customer confidentiality.

Stakeholder Feedback

Overall Group Managers are satisfied with the service.

10. Where the relationship between departments works well it is clear that there is a high level of interaction between Northgate and departments at many levels. Where this level of interaction is missing the resolution of issues and complaints is more problematical. The joint work done with Northgate on the end of year processes, especially the amalgamation of letters from Revenues and Benefits and Housing re rent helped to significantly reduce the expected number of calls coming in. The impact has been noticeable on the reduced number of complaints received when compared to the previous year.

Customer Feedback

11. This survey was conducted during the period January to March this year and reported on in May, using a representative sample of customers both public facing and telephone. Customers were asked during their interactions within the Customer Service Unit whether they would like to take part in the survey and 5,277 customers participated during this period.

The Survey confirmed that:

- 95% of customers were satisfied with the service provided
- 86% of customers said their enquiry was dealt with first time
- 60% of customers said the service they were enquiring about was not available online
- 43% of customers confirmed they know their service was available online

Further work to analyse what services customers could not access online is in hand.

Key Performance Indicators

12. The current KPIs reporting method for the Customer Service Unit (CSU) have been in place for some time and were established prior to the contract with Northgate.

A review of these KPIs has identified that-

- They are not the appropriate measures to allow the Council to drive improvements in the service or measure the effectiveness of channel shift.
 - They do not accurately reflect the service provided to customers.
 - Changes to the systems and way of working have impacted on the measurement of performance of the CSU.
13. The contract allows for the KPIs, Service Levels and Service Thresholds/KPI weightings to be revised throughout the term of the contract, and allows for new KPIs and Service Levels to be introduced. It has now been agreed with Northgate to change from 1st August 2015 to a number of new KPIs more appropriate to the service being delivered.
14. The new set of KPIs will give a clearer indication of the customer experience. The figures will 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. The new KPIs for call handling are-
- Average time for calls to be answered in the CSU measured by Netcall ACD. Target : 3 minutes 30 seconds
 - % Calls abandoned as measured in the CSU by Netcall ACD. Target: 20%
15. It has also been agreed to change the face to face KPIs to take into account the quality of the customer interaction. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. The new KPIs for face to face are-
- Average wait times. Target: 7 minutes 30 seconds
 - % of customers waiting more than 20 minutes before meeting with an advisor. Target: 5%.

This will reflect more accurately the customers' experience and will focus management on ensuring the service is improved over the remainder of the contract. This will also act as a driver to-

- reduce the number of calls and visitors to CSU advisers
- make improvements to automated systems to ensure they are customer friendly, and
- promote channel shift.

CRM

16. 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 a scoping workshop has been carried out to start the integration 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

F&R OSC QUARTERLY PERFORMANCE REPORT

Chief Executive's Unit

June 2015



| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|--|-------------------------------------|--|-------|--|-------|--|----------|---|------|
| CPC01 - Cashable savings from improved commissioning and procurement activities | Steve Baker Ben Hosier | No Data No Target | | No Data No Target | | £92078 Target: 59756 | ✓ | Updater The cumulative cashable savings delivered is £92,078 (or 39%) of the annual target for 2015/16. | |
| CPC02 - Amount of spend via collaborative contracts | Steve Baker Ben Hosier | No Data No Target | | No Data No Target | | £1765291 Target: 1765291 | ✓ | Updater The accumulative expenditure via collaborative contracts is £883,514 (or 22%) 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 | | No Data No Target | | £4912587 Target: 1875000 | ✓ | Updater The cumulative expenditure with Dacorum-based SME's is £2,044,996 (or 27%) of the annual target for 2015/16. | |
| CPC04 - Number of apprenticeships via contracts | Steve Baker Ben Hosier | No Data No Target | | No Data Target: 0 | | 9 Target: 3 | ✓ | Updater The cumulative number of apprenticeships on DBC contracts is 9 (or 75%) of the annual target for 2015/16. | |
| CPC05 - Amount of spend with on the Third Sector | Steve Baker Ben Hosier | No Data No Target | | No Data No Target | | £892309 Target: 497972 | ✓ | Updater The cumulative expenditure with the Third Sector is £892,309 (or 45%) of the annual target for 2015/16. | |
| CSU01 - Percentage of customers in the Customer Service Centre seen within 5 minutes | Mark Housden Tracy Lancashire | 66.59% (12664/19019) Target: 70.00 | ↗ | 66.70% (11116/16666) Target: 70.00 | ↗ | 73.70% (11959/16226) Target: 70.00 | ✓ | Owner Performance continues to improve and is now above target | |
| CSU02 - Percentage of enquiries that are resolved at first point of contact within the Customer Service Centre | Mark Housden Tracy Lancashire | 99.33% (18892/19019) Target: 90.00 | ↗ | 99.37% (16561/16666) Target: 90.00 | ↘ | 99.35% (16120/16226) Target: 90.00 | ✓ | Owner Performance levels have been maintained consistently | |

Monitoring Information

| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|---|-------------------------------------|--|-------|--|-------|--|----------|---|------|
| CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre | Mark Housden Tracy Lancashire | 80.42% (916/1139) Target: 80.00 | ↗ | 99.34% (3295/3317) Target: 80.00 | ↗ | 99.75% (5555/5569) Target: 80.00 | ✓ | Owner The number of customers responses has increased and this is a fair reflection of customer experience | |
| CSU04 - Percentage of calls answered in the Contact Centre within 20 seconds | Mark Housden Tracy Lancashire | 79.64% (178767/22446 2) Target: 70.00 | ↗ | 85.91% (170457/198425) Target: 70.00 | ↘ | 85.68% (154805/18068 5) Target: 70.00 | ✓ | Owner Positive outcome when compared with previous year, in reduction of calls following joint working Housing, Revenues and Benefits during "year end" and new billing period. Performance is above target. | |
| CSU05 - Percentage of enquiries that are resolved at first point of contact within the Contact Centre | Mark Housden Tracy Lancashire | 91.24% (204796/22446 2) Target: 90.00 | ↗ | 97.47% (193401/198425) Target: 90.00 | ↗ | 99.44% (179678/18068 5) Target: 90.00 | ✓ | Owner Performance levels have been consistently maintained | |
| CSU06 - Percentage of customers satisfied with service received from the Contact Centre | Mark Housden Tracy Lancashire | 66.67% (10/15) Target: 80.00 | ↗ | 98.42% (1931/1962) Target: 80.00 | ↘ | 98.22% (2974/3028) Target: 80.00 | ✓ | Owner New layout for Hemel Hempstead Customer Service Centre implemented with positive feedback received from customers. The number of responses has increased and this is a fair reflection of customer experience with the CSU. | |
| CSU07 - Abandoned call rate in the Contact Centre | Mark Housden Tracy Lancashire | 6.19% (13896/224462) Target: 5.00 | ↗ | 5.52% (10962/198425) Target: 5.00 | ↗ | 1.89% (3410/180685) Target: 5.00 | ✓ | Owner Performance levels have stabilised and been maintained at current levels since previous quarter. Additional staff in CSU through the busy period of "Year End" has helped meet this target. | |
| CSU08 - Percentage of customers seen in less than 30 minutes in the Customer Service Centre | Mark Housden Tracy Lancashire | 98.40% (19097/19407) Target: 95.00 | ↗ | 99.58% (16596/16666) Target: 95.00 | ↗ | 99.93% (16215/16226) Target: 95.00 | ✓ | Owner Performance levels have been maintained consistently | |

Page 14

| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|--|-------------------------------------|---------------------------------------|-------|--|-------|---------------------------------------|----------|---|------|
| CSU09 - Head of Service Satisfaction Survey Score | Mark Housden Tracy Lancashire | No Data Target: 45 | | No Data Target: 45 | | 50 Target: 45 | ✓ | <p>Owner This equates to a satisfaction rate of 71%. Overall Group managers are generally satisfied with the service that is being provided.</p> <p>Where the relationship between departments works well it is clear that there is a high level of interaction between CSU and departments at many levels. The joint work done with Northgate and departments on the end of year processes helped to significantly reduce the expected number of calls coming in. The impact has been noticeable on the reduced number of complaints received when compared to the previous year.</p> <p>Work is underway to resolve issues identified through the survey and the homelessness peer review.</p> | |
| DPA01 - Percentage of DPA requests met in 40 days | Mark Brookes John Worts | 100.00% (10/10) Target: 100.00 | → | 100.00% (7/7) Target: 100.00 | → | 100.00% (15/15) Target: 100.00 | ✓ | <p>Owner The 40 day target is a statutory target however 100% is pleasing to note.</p> | |
| FOI01 - Percentage FOI requests satisfied in 20 days | Mark Brookes John Worts | 96.93% (158/163) Target: 100.00 | ↗ | 100.00% (144/144) Target: 100.00 | ↘ | 99.22% (128/129) Target: 100.00 | ✓ | <p>Owner This is an improvement on the results of this quarter last year and only one target date was missed in this quarter which is pleasing to note.</p> | |
| HR01 - Total number of staff in post | Matt Rawdon Anne Stunell | 729 Staff Info Only | ↘ | 690 Staff Info Only | ↘ | 685 Staff Info Only | ✓ | <p>Updater Slightly less employees than last quarter, and less than last year</p> | |

Page 15

| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|---|-----------------------------|--|-------|--|-------|--|----------|--|------|
| HR02 - Total number of leavers | Matt Rawdon Anne Stunell | 27 Leavers Info Only | ↓ | 33 Leavers Info Only | ↓ | 25 Leavers Info Only | ✓ | Updater Less leavers than last quarter, and slightly less than last year | |
| HR03 - Total days lost through sickness absence | Matt Rawdon Anne Stunell | 1393.80 Days Info Only | ↑ | 1819.43 Days Info Only | ↓ | 1449.62 Days Info Only | ✓ | Updater Owner Lower than last quarter and at this point last year. | |
| HR04a - Total days lost through SHORT TERM sickness absence | Matt Rawdon Anne Stunell | 443.89 Days Info Only | ↓ | 670.61 Days Info Only | ↓ | 353.60 Days Info Only | ✓ | Updater Owner Lower than last quarter and at this point last year. | |
| HR04b - Total days lost through LONG TERM sickness absence | Matt Rawdon Anne Stunell | 949.91 Days Info Only | ↑ | 1148.82 Days Info Only | ↓ | 1096.02 Days Info Only | ✓ | Updater Owner Lower than last quarter, but slightly higher than last year. | |
| HR05 - Average days lost due to sickness absence per FTE | Matt Rawdon Anne Stunell | 0.68 Days (1394/2063) Target: 2.00 | ↓ | 0.91 Days (1819/1998) Target: 2.00 | ↑ | 0.72 Days (1450/2024) Target: 2.00 | ✓ | Updater Owner | |
| HR06 - Average number of days lost due to sickness absence per FTE (end of year profile) | Matt Rawdon Anne Stunell | 8.00 Days Target: 8.00 | ↓ | 9.49 Days Target: 8.00 | ↑ | 8.78 Days Target: 8.00 | ✓ | Owner Slightly above the target. FirstCare nurse led sickness absence system to be implemented in August 2015. A review of long term sickness cases and the phased return procedure is underway. | |
| HR10 - Percentage of employees who have been absent on more than 2 occasions in the quarter | Matt Rawdon Anne Stunell | 6.21% (44/709) Target: 8.00 | ↑ | 6.41% (45/702) Target: 8.00 | ↑ | 4.49% (31/691) Target: 7.00 | ✓ | Updater Significantly lower than last quarter and last year. Below target | |

| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|--|-----------------------------------|---|-------|---|-------|--|----------|---|------|
| 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 Barbara Lisgarten | 100.00% (1/1) Target: 100.00 | ➡ | 100.00% (3/3) Target: 100.00 | ➡ | 100.00% (4/4) No Target | ✓ | Owner | |
| LG02 - Percentage of draft commercial lease renewals sent to tenants/their Solicitors within 15 working days of receipt of full instructions | Mark Brookes Barbara Lisgarten | 100.00% (1/1) Target: 100.00 | ➡ | 100.00% (1/1) Target: 100.00 | ➡ | 100.00% (4/4) No Target | ✓ | Owner | |
| LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions | Mark Brookes Barbara Lisgarten | 100.00% (30/30) Target: 100.00 | ➡ | 100.00% (17/17) Target: 100.00 | ➡ | 100.00% (24/24) No Target | ✓ | Owner Levels of Right to Buys remain high although slightly down on the first quarter last year. 100% performance is pleasing to note. | |
| LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions | Mark Brookes Barbara Lisgarten | 100.00% (2/2) Target: 100.00 | ➡ | 100.00% (6/6) Target: 100.00 | ➡ | 100.00% (3/3) No Target | ✓ | Owner The prompt commencement of proceedings is important to prevent anti-social behaviour and therefore 100% is good to note. | |
| LG04 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions | Mark Brookes Barbara Lisgarten | 100.00% (2/2) Target: 100.00 | ➡ | 100.00% (4/4) Target: 100.00 | ➡ | 100.00% (1/1) No Target | ✓ | Owner | |
| MS01 - Average number of training opportunities taken up per Member | Jim Doyle Catriona Lawson | 0.0 Opportunities (1/51) Target: 1.0 | ➡ | 2.0 Opportunities (104/51) Target: 1.5 | ⬇ | 1.1 Opportunities (55/51) No Target | ✓ | Updater This quarter covers the election and purdah period where training was reduced. Since the election we have held 2 induction days and mandatory training for development control committee. | |

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OPERATIONAL RISK REGISTER

June 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 Mangement 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

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

OPERATIONAL RISK REGISTER

June 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. | | <ul style="list-style-type: none"> - 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 management. - The Council have commissioned V4 Services to provide category management support which will increase capacity whilst delivering savings. | | <p>The use of V4 Services has enabled the Council to design and implement a category management approach.</p> <p>Once the toolkit is introduced and used consistently category management will have become embedded within the Council.</p> | |
| Sign Off and Comments | | | | | |
| Sign Off Complete | | | | | |
| This risk has been reviewed 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 |

OPERATIONAL RISK REGISTER

June 2015



| 3 Likely | 3 High | 9 Amber | 1 Very Unlikely | 3 High | 3 Green |
|--|-----------|--|--------------------|---|------------|
| Consequences | | Current Controls | | Assurance | |
| <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</p> | | <p>The controls in place ensure that there is a high degree of awareness about community and localism among officers and members.</p> | |
| | | | | | |

Page 21

OPERATIONAL RISK REGISTER

June 2015



communities, VSOs, the Council and other local organisations.

Sign Off and Comments

Sign Off Complete

This risk has been reviewed 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. | | 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

June 2015



| | | |
|---------|---|--|
| Page 23 | Twice yearly COG meetings with Dacortium. | |
| | Quarterly meetings of the Dacortium Sub-group (AD level) | |
| | 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. | |
| | Representation at the Public Health Board (AD Chief Executive's Unit). | |
| | Appointment of officer within the Partnerships Team who focuses on health and wellbeing and evidence based decision making. | |
| | Co-operation and liaison between the Partnerships and Neighbourhood Action Teams. | |

Sign Off and Comments

Sign Off Complete

This risk has been reviewed and there are no reasons why there should be any changes.

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 |

OPERATIONAL RISK REGISTER

June 2015



| 4 Very Likely | 4 Severe | 16 Red | 1 Very Unlikely | 4 Severe | 4 Green |
|---|-------------|---|--------------------|---|------------|
| Consequences | | Current Controls | | Assurance | |
| <p>Legal sanction and re-run of election at DBC expense. 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"> - Election Preparation Plan and Risk Assessment - Establish Election Team, allocate resources, audit and prepare equipment - Oversee actual Election - Check Results - Conclude election paperwork - Clear and Store election equipment - Prepare Election Accounts - Consult Key stakeholders - Produce 'Mop-up' report for Autumn Overview & Scrutiny - Implement recommendations from Overview & Scrutiny in preparation for future elections | | <p>The Parliamentary, Borough and Parish/Town Council 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> | |
| Sign Off and Comments | | | | | |
| <p>Sign Off Complete</p> <p>This risk has been reviewed and no changes are necessary.</p> | | | | | |

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

OPERATIONAL RISK REGISTER

June 2015



| 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 performance | <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> |

Sign Off and Comments

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

CR09 During the transformation of the CSGG 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 4 Very Likely | Inherent Impact 3 High | Inherent Risk Score 12 Red | Residual Probability 3 Likely | Residual Impact 3 High |
| | | | Residual Risk Score 9 Amber | |

| Consequences | Current Controls | Assurance |
|---|---|---|
| <p>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.</p> | <ul style="list-style-type: none"> - 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. | <ul style="list-style-type: none"> - 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

OPERATIONAL RISK REGISTER

June 2015



Sign Off Complete

This risk has been reviewed 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 |
| 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 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 |

OPERATIONAL RISK REGISTER

June 2015



| | | | | | |
|---|-------------|--|-------------|---|------------|
| 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 | | - 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 | |
| Sign Off and Comments | | | | | |
| Sign Off Complete The risk has been reviewed and there are no reasons to make any changes. | | | | | |

CE_R12 Redundancy costs of transferred staff borne by DBC in first year of contract

| | | | | | |
|--|--|---|--|---|----------------------------|
| Category: Financial | Corporate Priority: Dacorum Delivers | Risk Owner: Steve Baker | Portfolio Holder: Cllr Neil Harden | Tolerance: Terminating | |
| Inherent Probability | Inherent Impact | Inherent Risk Score | Residual Probability | Residual Impact | Residual Risk Score |
| 4 Very Likely | 2 Medium | 8 Amber | 4 Very Likely | 1 Low | 4 Green |
| Consequences | | Current Controls | | Assurance | |
| Unrecognised costs have an impact on Council reserves and reduce the value of the contract | | - Earmarked Redundancy Reserve available to meet impact - Potential redundancy costs factored in to Value for Money assessment at tender stage | | Redundancies implemented during Year 1. Completed within budget/closed | |

OPERATIONAL RISK REGISTER

June 2015



Sign Off and Comments

Sign Off Complete

This risk no longer exists and will be removed from the register.



AGENDA ITEM: 7b

SUMMARY

| | |
|-------------------------|--|
| Report for: | Finance and Resources Overview & Scrutiny Committee |
| Date of meeting: | 2nd September 2015 |
| PART: | 1 |
| If Part II, reason: | |

| | |
|--------------------------------|--|
| Title of report: | Performance and Risk report Quarter 1 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 1, 2015/16. |
| Corporate objectives: | Effective performance and project managements are central to delivery of all the Council’s objectives. |
| Implications: | <u>Financial</u> Poor performance leads to increases in costs, waste and a failure to deliver key projects and service objectives. |
| ‘Value For Money Implications’ | <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 July 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: 1. Quarter 1 Performance Reports 2. Quarter 1 Operational Risk Report |
| Historical background | 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 | ¹ 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). ² 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). ³ 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. ⁴ CMT – Corporate Management Team which comprises the Chief Executive, Corporate Directors and Assistant Directors |

Introduction

- 1.1 Performance reports are produced quarterly with information collated in Corvu, the Council's performance management system.
- 1.2 The performance report for the division is attached and it examines progress in relation to a number of themes:
 - 1.2.1 Complaints handling
 - 1.2.2 ICT systems¹ and process performance
 - 1.2.3 Website availability
 - 1.2.4 Productivity
- 1.3 Targets are included in a number of areas (i.e. complaints).
- 1.4 A detailed review of the risk register has also been undertaken and commentary on changes or controls is provided.

Monitoring Performance

Summary

- 2.1 Overall performance across the different areas continues to be positive. Of the seven targetable indicators; six (86%) were green and one (14%) was red.
- 2.2 The red indicator relates to the percentage of new starter requests processed in 5 days. A period of staff shortages resulted in two quarters of low performance for new starter requests.
- 2.3 However following intensive recruitment the team now has increased capacity and performance is expected to improve significantly in the next quarter.

Detailed Analysis

ICT Systems and Process Performance

- 2.4 Service resolution is a key measure of success and in the last three months the team have continued to maintain high standards with 92.9% of incidents resolved in 2 days.
- 2.5 The availability of primary systems² is also above target at 100% reflecting work to improve the resilience and effectiveness of the network.
- 2.6 The only issue was a reduction in the percentage of new starters processed in 5 days.

Complaints Handling

- 3 In terms of volume there has been a further reduction in the total number of complaints in comparison to both the previous quarter and the year before.
- 3.1 Complaints performance also continues to be above target although there has been a slight worsening in relation to both Stage 1 and Stage 2. This is due to a small number of complex cases which have now been resolved.
- 3.2 The complaints review is also coming to an end and we have identified some possible improvements and options for further reform.

Website Availability

- 4 Website availability (99.98%) continues to be high.
- 4.1 However we recognise that we need to develop a longer term approach to digital and as a result we have implemented a new digital transformation strategy (Digital Dacorum³) which sets out our longer term approach.

Productivity Analysis

- 5 To ensure that we measure productivity and effectiveness we have created a new 'High Priority Indicator Report'.
- 5.1 This report provides analysis on the 30 most important indicators, as agreed by CMT, and in doing so it gives a snap-shot of the overall health of the organisation.
- 5.2 In June 83% (24) of the High Priority Indicators were on or above target and 13% (4) were amber. One was unrated and one (3%) was red.

Risk Management

Summary

7. Following a major review of risks and in line with new guidance there have been a number of changes to the operational risk register for the service.

Updated Risks

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

- 7.1 We have launched Knowing What Works, a programme of 8 projects which will create and promote a culture of evidence led decisions.
- 7.2 The risk has been updated to reflect recent progress as well as highlighting new assurances that can be provided.

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

- 7.3 The new Digital Dacorum strategy and plan has been launched and a number of controls are in place.
- 7.4 We have recently commissioned designers to re-design our website. We have also started to develop new online functionality and we have put in place a plan for digital inclusion.
- 7.5 However the residual impact has been increased (to a 4) to recognise that the new controls are positively impacting on the probability of the risk occurring, but not its severity.

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

- 7.6 New project management guidance has been developed and implemented. The recently recruited corporate project management team leader has also begun to work with project teams to review their approach.
- 7.7 The assurance section has also been updated to reflect good progress on strategic projects.
- 7.8 Nevertheless the residual impact has been increased (to a 4) as the controls focus on probability and not impact.

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

- 7.9 The improvement mechanisms have been rolled out and work is continuing to ensure that poor performance is challenged. The controls section has been updated to reflect this.
- 7.10 The assurance section also demonstrates the success of performance management with an upward trend this quarter and in the previous quarter.
- 7.11 However, as is the case with project management, the residual impact has been increased (to a 4) to show that the approach and control focus on probability and not impact.

PP_R03 Services are not supported to deliver continuous improvement and innovation

- 7.12 A new innovation and improvement officer is in post and we have put in place several new controls and ideas. This includes a behavioural insight strategy and new guidance on evaluation for projects.
- 7.13 We are also currently running three funded pilots with the Local Government Association and the Department for Communities and Local Government.
- 7.14 The residual impact has been increased (to 4) to reflect that controls are having some effect but that the significance is not going to reduce as expected.

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

- 7.15 The risk has been updated to show the various controls and approaches in place to ensure a high quality IT service is provided. This includes an established structure and plan, full staffing and project improvements.
- 7.16 The risk also reflects the assurances that can be provided in relation to the efficacy of the controls.
- 7.17 However it has been necessary to increase the residual impact to a 4 as this is a more realistic assessment of how effective the controls can be.

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

- 7.18 The corporate support team and corporate improvement and innovation team continue to provide an effective service and the team have recently taken on a number of new responsibilities.
- 7.19 Training has also been provided to support the roll out of electronic document and records management.

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

- 7.20 The new electronic document and records management system (Information@work) has been implemented and e-post has been rolled out across the organisation.
- 7.21 The roll out of Dacorum Anywhere also provides flexibility and the work of Digital Dacorum will help to drive a paperless approach.
- 7.22 However the residual probability has been increased to reflect the fact that there is still a culture of using paper. Progress has been made but more needs to be done.

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F&R OSC QUARTERLY PERFORMANCE REPORT







Performance and Projects

June 2015



| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|---|-----------------------------------|--|-------|--------------------------------------|-------|---------------------------------------|----------|---|------|
| CS01a - Total stage 1 complaints received for the Council | Robert Smyth Cassie O'Neil | 209 Complaints Info Only | | 163 Complaints Info Only | | 152 Complaints Info Only | | Owner | |
| CS01b - Total stage 2 complaints received for the Council | Robert Smyth Cassie O'Neil | 20 Complaints Info Only | | 20 Complaints Info Only | | 12 Complaints Info Only | | Updater | |
| CS01c - Total stage 3 complaints received for the Council | Robert Smyth Cassie O'Neil | 1 Complaints Info Only | | 6 Complaints Info Only | | 4 Complaints Info Only | | Updater | |
| CS2a - Percentage stage 1 complaints resolved in 20 days for the Council | Robert Smyth Cassie O'Neil | 93.75% (225/240) Target: 80.00 | | 95.12% (156/164) Target: 80.00 | | 89.17% (140/157) Target: 80.00 | | Updater | |
| CS2b - Percentage stage 2 complaints resolved in 20 days for the Council | Robert Smyth Cassie O'Neil | 94.44% (17/18) Target: 80.00 | | 100.00% (18/18) Target: 80.00 | | 84.21% (16/19) Target: 80.00 | | Owner A small number of cases have proved more difficult reducing performance. However it is still within target. That being said services have been reminded of the need to hit targets. | |
| CS02c - Percentage stage 3 complaints resolved in 20 days for the Council | Robert Smyth Cassie O'Neil | 100.00% (5/5) Target: 80.00 | | 83.33% (5/6) Target: 80.00 | | 100.00% (4/4) Target: 80.00 | | Owner | |
| ICT01 - Percentage of incidents resolved in less than 2 days | Ben Trueman Amanda Jeffries | 88.43% (1017/1150) Target: 80.00 | | 93.76% (841/897) Target: 80.00 | | 92.90% (994/1070) Target: 90.00 | | Owner | |
| ICT02 - Availability of primary systems (office hours) | Ben Trueman Amanda Jeffries | 99.80% Target: 99.00 | | 99.62% Target: 99.00 | | 100.00% Target: 99.00 | | Owner | |

Monitoring Information

| Measure | Owner & Updater | Jun 2014 Result | Trend | Mar 2015 Result | Trend | Jun 2015 Result | Sign Off | Comments | Flag |
|--|--------------------------------|------------------------------------|---|------------------------------------|---|------------------------------------|---|---|------|
| ICT03 - Percentage of New Starter Requests processed in 5 working days from notification | Ben Trueman Amanda Jeffries | 95.00% (19/20) Target: 95.00 |  | 84.48% (49/58) Target: 95.00 |  | 72.13% (44/61) Target: 97.00 |  | Owner A period of staff shortage and transition within ICT has seen incidents prioritised over service requests in the short term. As of July, the team is fully staffed. | |
| WEB01 - Percentage website availability | Ben Trueman Murtaza Maqbool | 99.89% Target: 99.00 |  | 99.99% Target: 99.00 |  | 99.98% Target: 99.00 |  | Owner | |

OPERATIONAL RISK REGISTER

June 2015



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 is vital that we provide services which deliver 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 designing and delivering services it will lead to:</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 management guidance to ensure evaluation is a key element - Regular MOSAIC training provided to staff <p>What Next</p> <ul style="list-style-type: none"> - Providing process re-engineering training (Sept) - Reviewing our reporting system to identify |

OPERATIONAL RISK REGISTER

June 2015



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|---|---|---|
| <p>- poor performance/outcomes - waste - duplication - opportunity costs</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 40</p> | <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 | <p>development opportunities (Sept)</p> |
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OPERATIONAL RISK REGISTER

June 2015



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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

Following a narrow focus on data, a new vision and approach has been created. This vision has led to the creation of the Knowing What Works programme and progress has been made in delivering a number of actions which will control this risk. This is why the risk has been reduced to a residual probability of 2.

However the programme is ongoing and as such there are more controls that need to be put in place including the further roll-out of behavioural insight and development of business intelligence.

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 | | 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 | | Assurance - Digital Dacorum Strategy and Implementation Plan in place - Website re-design process underway - Content management process in place | |

OPERATIONAL RISK REGISTER

June 2015



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| <p>Dacorum) this will have major consequences.</p> <p>It will mean that we can't provide services in the most effective way. It will also lead to improvements and savings not being realised. Also systems and processes will fall further behind the expectations of residents.</p> <p>Failure to deliver an effective approach to digital services will also result in reputational damage.</p> <p>The customer experience will also suffer as residents cannot access services at a time and in a way that is best for them.</p> | <ul style="list-style-type: none"> - Project 2: improving website content - Project 3 & 4: Re-designing services to make them digital ready and putting them online - 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) - A new strategy for managing website content has been developed and agreed at CMT (Project 2) - Development on an online solution for DBC related revenues and benefits services is advanced. (Project 3&4) - An LGA funded research project is underway to | <ul style="list-style-type: none"> - Re-design and development of revenue benefits process - New online payment portal introduced and £1.5m has been taken since June <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 - Sept 16) |
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Page 42

OPERATIONAL RISK REGISTER

June 2015



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| develop options for channel shift (Project 6) - A detailed action plan has been developed for 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

Digital Dacorum has established a clear and realistic plan and good progress is already being made. The programme is being managed using the new project management approach and there is a well defined programme management structure and a well defined structure for managing each of the individual projects.

The key challenge is the inter-relationship between each of the 10 projects and this is why the whole agenda is being managed together.

Examples of the progress include the appointment of a new team and the commissioning of a website designer. We have also created a test process for an online benefits process.

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

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|--|--|---|--|---|
| Category: Reputational | Corporate Priority: Dacorum Delivers | Risk Owner: Robert Smyth | Portfolio Holder: Cllr Neil Harden | Tolerance: Treating |
| Inherent Probability 3 Likely | Inherent Impact 4 Severe | Inherent Risk Score 12 Red | Residual Probability 2 Unlikely | Residual Impact 4 Severe |
| Consequences | | Current Controls | | Assurance |
| The ability to manage projects is vital if we are going to successfully deliver the Council's objectives and priorities. | | Our Approach We have recently launched Managing Projects | | Assurance - 71% of strategic projects (28) are on target |

OPERATIONAL RISK REGISTER

June 2015



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| <p>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.</p> <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>Successfully, our new approach to project management.</p> <p>This provides detailed step-by-step guidance on how to develop, define, manage and evaluate a project.</p> <p>In addition we have a Corporate Project Management - 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> | <ul style="list-style-type: none"> - New project management approach has been launched - Introduction of project clinics to address issues or concerns - recruitment of specialist corporate project manager <p>What Next</p> <ul style="list-style-type: none"> - Roll out of project management passport to ensure a high standard amongst all project managers (Sept) |
|---|---|--|

Sign Off and Comments

Sign Off Complete

The introduction of new project management guidance coupled with the established monitoring processes and the recruitment of a corporate project management specialist has improved our approach. As a consequence the risk has been downgraded. However work is ongoing and the future introduction of a project management passport should strengthen controls further.

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

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|-----------------------------|----------------------------|----------------------------|-----------------------------|--------------------------|----------------------------|
| 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 |

OPERATIONAL RISK REGISTER

June 2015



| 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 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>Our Approach</p> <p>Our approach to performance management is robust, effective and based around 3 key themes:</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'</p> | <p>Assurance</p> <ul style="list-style-type: none"> - 76% of quarterly indicators in June were in target (i.e. Green) and 20% were over target but within the accepted tolerance (i.e. Amber). - The overall trend between this quarter and the previous quarter was positive. - 82% 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. |

OPERATIONAL RISK REGISTER

June 2015



challenge to ensure they were as stretching as they could be.

Sign Off and Comments

Sign Off Complete

A robust process has been established for the management of performance including regular reporting and scrutiny. In addition we have taken steps to proactively challenge poor performance and to provide suggestions for improving how a service works.

It is also useful to note that the overall trend for performance has improved over the last quarter and in comparison to the previous year.

Nevertheless this work is ongoing and that is why the residual probability is not reduced further.

PP R03 Services are not supported to deliver continuous improvement and innovation

| | | | | | |
|--|--|---|--|--|----------------------------|
| 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 | |
| <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</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</p> | | <p>Assurance</p> <p>- The Corporate Improvement and Innovation Team is in place.</p> <p>- DBC has recently been involved in three external innovation pilots.</p> <p>- A statutory notice pilot (funded by the DCLG)</p> | |

OPERATIONAL RISK REGISTER

June 2015



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| <p>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 new technology but it can also be inspired through lean processes and improved structures and models of delivery.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 47</p> | <p>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 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</p> | <ul style="list-style-type: none"> - A channel shift pilot (funded by the LGA) - A design theory pilot to improve ASB (funded by the LGA) - Creation of innovation lab idea <p>What Next</p> <ul style="list-style-type: none"> - Introduction of online 'ideas box' for residents (Oct) - Development of internal 'innovation think tank' to prototype new ideas (Oct) |
|--|--|--|

OPERATIONAL RISK REGISTER

June 2015



part of Digital Dacorum and we are currently developing a tool kit to help other teams review their service.

The Better@Dacorum programme also allows people to ask questions and it raises awareness about different improvement agendas.

Sign Off and Comments

Sign Off Complete

A number of initiatives and actions have been put in place to promote a culture of innovation. Successful applications to externally funded pilots is also welcome. However we recognise that moving to a culture of innovation is not an immediate process and that is why the residual probability has not been reduced further.

PP R04 The organisations approach to ICT does not enable us to provide a high quality and cost effective service

| | | | | | |
|---|--|--|--|--|----------------------------|
| 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 | |
| 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. 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. | | Our Approach We have put in place the necessary structure, plans, budgets and vision to deliver a high quality IT service. The service is based around four core elements: - the service desk - infrastructure | | Assurance KPI's ICT01 - % of incidents resolved in less than 2 days - 92.38% (Target 90%) ICT02 - Availability of primary systems - 100% (Target 99%) | |

OPERATIONAL RISK REGISTER

June 2015



In addition there can be significant knock-on costs as a result problems with IT including delays in processing benefits or responding to service requests.

It will also make other agenda's like Digital Dacorum harder to implement.

- special projects
- business applications

In terms of controls we have introduced a robust structure and a detailed ICT Strategy and Improvement Plan.

We also have an established staffing compliment and budget which has been shaped around the ICT needs of DBC.

Having a technical project Manager in place has also ensured that further improvements are made.

Each service has an in-team specialist business applications resource and there is a central applications lead to coordinate work.

Our service desk is closely monitored and they are managed by a dedciated Team Leader covering infrastructure and service desk.

All staff are provided with the necessary hardware including the roll out of laptops as part of the Dacorum Anywhere programme.

WEB01 - Website availability - 99.9% (Target 99.9%)

- Full staffing complement.
- ICT Service Plan.
- TOR for joint Customer Insight working group.
- Digital Dacorum Strategy

Sign Off and Comments

Sign Off Complete

Page 49

OPERATIONAL RISK REGISTER

June 2015



Performance within the ICT service remains positive as evidenced by the service KPIs. In addition the department have taken steps to make improvements in a number of areas including Wi-fi, SharePoint and in network resilience.

A number of reviews are currently being undertaken in advance of the move to the Forum to ensure we support the organisations broader move to mobile working.

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

| | | | | | |
|--|--|--|--|---|----------------------------|
| 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>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>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>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 (89.17%) - % Stage 2 complaints dealt with on time (84.21%) - % 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> | |

OPERATIONAL RISK REGISTER

June 2015



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| <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>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> | |
|---|--|--|

Sign Off and Comments

Sign Off Complete

Both teams have undergone change and restructure to ensure that they are lean and fit for purpose. Also as the KPI show they continue to provide a good and cost effective service.

More broadly the teams are also focused on helping other services to deliver including e-post and scanning.

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

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|--|--|---|--|--|----------------------------|
| Category: Financial | Corporate Priority: Dacorum Delivers | Risk Owner: Robert Smyth | Portfolio Holder: Cllr Neil Harden | Tolerance: Terminating | |
| 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 Â£28k on internal printing and an estimated Â£10k on paper.</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>Assurance</p> <p>- Northgate has digitised over 2.2 million documents and our internal admin team has scanned thousands of documents.</p> | |

OPERATIONAL RISK REGISTER

June 2015



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| <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 undermines the cultural change that we are trying to deliver as part of Digital Dacorum.</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>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 25% by January.</p> | <ul style="list-style-type: none"> - In Q1 (2015/16) we printed 77k sheets of paper. - EDRMS is operational and staff are using e-post. - The Forum Cultural Project has been set up and this will identify ways to reduce paper usage. <p>What Next</p> <ul style="list-style-type: none"> - Work with individual teams to reduce printing on a quarter by quarter basis (Ongoing) |
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Sign Off and Comments

Sign Off Complete

While a number of improvements and controls have been put in place this has not yet translated into reductions in paper usage. As a result the probability remains at a level 3 under the existing or future controls have begun to have more of an impact.

Item 7C - Report To Follow

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AGENDA ITEM: 9

SUMMARY

| | |
|-------------------------|--|
| Report for: | Finance and Resources Overview and Scrutiny Committee |
| Date of meeting: | 2 September 2015 |
| PART: | 1 |
| If Part II, reason: | |

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| Title of report: | Budget Monitoring Quarter 1 2015/16 |
| Contact: | Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services) |
| Purpose of report: | To provide details of the projected outturn for 2015/16 as at Quarter 1 for the: <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. |
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| 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 June 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 table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

| | Controllable Budget | Projected Outturn | Variance | |
|----------------------------------|---------------------|-------------------|------------|-------------|
| | £000 | £000 | £000 | % |
| Finance & Resources | 10,623 | 11,102 | 479 | 4.5% |
| Strategic Planning & Environment | 5,810 | 6,089 | 279 | 4.8% |
| Housing & Community | 1,101 | 1,128 | 27 | 0.5% |
| Total | 17,534 | 18,319 | 785 | 4.5% |

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

3. Finance and Resources

| Finance & Resources | Controllable Budget £000 | Projected Outturn £000 | Variance | |
|---------------------|-----------------------------|---------------------------|------------|-------------|
| | | | £000 | % |
| Employees | 10,188 | 10,461 | 273 | 2.7% |
| Premises | 1,517 | 1,564 | 47 | 3.1% |
| Transport | 37 | 37 | 0 | 0.0% |
| Supplies & Services | 4,570 | 4,613 | 42 | 0.9% |
| Third-Parties | 1,411 | 1,464 | 54 | 3.8% |
| Income | (7,101) | (7,037) | 64 | -0.9% |
| | 10,623 | 11,102 | 479 | 4.5% |

3.1 Employees - £273k over budget (2.7%)

Pressure of £200k – This overspend relates to employee costs within the Revenues and Benefits service. £90k is linked to the vacancy provision, which is set at 5% of direct salary costs for 2015/16. The balance of £110k is due to the employment of additional staff to support the processing of benefit claims. £70k of unbudgeted grant income has been received from the Department of Work and Pensions in the form of New Burdens funding, which partially offsets the pressure. The service is currently exploring ways in which the remaining overspend can be brought back into line through the use of technology to improve productivity.

Pressure of £83k - A pressure across services is projected linked to the vacancy provision. This target is set at 5% of direct salary costs for 2015/16. This position will continue to be monitored.

Underspend of £10k – There is an underspend of £10k on the budget for the Digital Project Management Team Leader post, which is a 2 year post funded from the Technology Reserve. A budget of £60k has been included for year one of this post, however the requirement for 2015/16 is £50k.

3.2 Premises - £47k over budget (3.1%)

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. This will be monitored closely as the year goes on.

3.3 Supplies & Services - £42k over budget (0.9%)

Pressure of £20k – There is a pressure on the budget for Public Conveniences relating to under-budgeting of the costs of cleaning.

Pressure of £13k – 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 30 properties have been brought back into use so far this financial year.

The Council has a requirement to replace 420 offices chairs at its main offices in Hemel Hempstead at a cost of £52,500. This requirement has arisen as a result of the move to hot-desk working across the authority. Many of the existing chairs are not fully adjustable to meet the needs of users. All chairs will transfer to the new office building, The Forum, when this building is operational. It is proposed that the purchase is funded from The Forum Reserve, in line with its approved use as set out in the Budget Report presented to Cabinet on 10 February 2015.

3.3 Third Parties £54k over budget (3.8%)

Overspend of £40k – Savings were put into the budget following the decision to review the Council’s payroll contract. Due to delays in the review, these savings will not be achieved in the expected timescale. It is envisaged that a new payroll contract will be in place by the beginning of next financial year.

Overspend of £14k – There is an overspend in Facilities Management costs due to higher than expected reactive works £8k and some additional overtime costs £6k.

3.4 Income £64k under budget (0.9%)

Pressure of £110k – The budgeted growth from Investment Property income has not been achieved as expected. An inflationary increase of 2.8% was applied to the budget, which may have been too ambitious given the economic climate continues to be challenging especially for small businesses.

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.

4. Strategic Planning and Environment

| Strategic Planning and Environment | Controllable Budget £000 | Projected Outturn £000 | Forecast Variance | |
|------------------------------------|-----------------------------|---------------------------|-------------------|-------------|
| | | | £000 | % |
| Employees | 7,965 | 8,283 | 319 | 4.0% |
| Premises | 1,312 | 1,299 | (13) | -1.0% |
| Transport | 1,421 | 1,540 | 119 | 8.4% |
| Supplies & Services | 4,659 | 4,590 | (69) | -1.5% |
| Third-Parties | 121 | 121 | 0 | 0.0% |
| Income | (9,668) | (9,743) | (75) | -0.8% |
| | 5,810 | 6,089 | 279 | 4.8% |

4.1 Employees - £319k over budget (4.0%)

Pressure of £195k – There is a pressure of £195k in the budget for Employees costs in Waste Services. A challenging 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, as the new service is not proving to be as productive as expected. At the present time, 2 additional waste collection rounds are being required over and above the anticipated round structure. Work is ongoing to establish why this is the case, and bring the overspend back into line.

Levels of staff sickness are marginally higher than anticipated and a number of staff are on restricted duties. It is hoped that these employees will return to full duties in due course. Agency staff are being used to cover for absent staff, but they are typically not as experienced, efficient or motivated as the Council's own staff, and this has an effect on productivity. The new First Care system for reporting of sickness has been implemented on 1st August 2015, and this has been proven to reduce sickness levels in other Local Authorities where it has been introduced. In addition to this, work is underway to review the round structure and make any necessary changes to bring productivity levels back into line as quickly as possible.

Pressure of £124k – A pressure across services is projected as a result of the vacancy provision, which is set at 5% of direct salaries costs. In front-line areas such as Clean, Safe & Green, where service delivery is key, vacancies are filled quickly when they arise which has meant that the vacancy factor is not expected to be met. This position will continue to be monitored.

4.2 Transport - £119k over budget (8.4%)

Pressure of £119k – This pressure has arisen in Waste Services due to the need to hire additional vehicles. As mentioned above there are currently 2 additional waste collection rounds 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.

4.3 Supplies & Services - £69k under budget (1.5%)

Underspend of £50k – There is an underspend in the Local Development Framework (LDF) budget of £50k. This is because the public examination into the LDF Core Strategy which was planned for 2015/16 is now not scheduled to take place until 2016/17. This budget is funded from the LDF reserve, so the contribution from reserves will be reduced by £50k resulting in no overall impact to the Council's budget.

Underspend of £50k – An underspend of £50k is expected in the Waste Services, as waste from Housing repairs is no longer being disposed of at Cupid Green depot. This is as a result of the new Housing repairs contractor Osborne disposing of waste externally. Although a variance is showing in controllable expenditure, this will be offset in full by a lower than budgeted recharge to the HRA. A decrease in recharge income has therefore been shown in the non-controllable section of the report at Appendix A.

4.4 Income - £75k surplus (0.8%)

Surplus £80k - Car parking income is expected to be above budget, comprised of three main elements: off-street car parking is forecast to achieve an additional £35k; on-street car parking is forecast to achieve an additional £25k, and on-

street penalty charge notices are expected to be over budget by £15k. These forecasts are based on current trends and historical information.

5 Housing and Community

| Housing & Community | Controllable Budget £000 | Projected Outturn £000 | Forecast Variance | |
|---------------------|-----------------------------|---------------------------|-------------------|-------------|
| | | | £000 | % |
| Employees | 3,282 | 3,367 | 85 | 2.6% |
| Premises | 357 | 315 | (41) | -11.6% |
| Transport | 39 | 39 | 0 | 0.0% |
| Supplies & Services | 1,619 | 1,641 | 22 | 1.3% |
| Third Parties | 36 | 36 | 0 | 0.0% |
| Income | (4,233) | (4,270) | (38) | 0.9% |
| | 1,101 | 1,128 | 27 | 2.5% |

5.1 Employees - £85k over budget (2.6%)

Pressure of £40k – there is a pressure in Strategic Housing due to two posts being funded by grant income. The budgets will be realigned in due course to remove this variance, as the grant income has already been secured.

Pressure of £45k - A pressure of £45k across services is projected linked to the vacancy provision. This target is set at 5% of direct salary costs for 2015/16. This position will continue to be monitored.

5.2 Premises - £41k under budget (11.6%)

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 Drive.

5.3 Supplies & Services - £22k over budget (1.7%)

Pressure of £20k - There is a projected overspend in the Homelessness service due to some additional cost for the hostels including CCTV monitoring at The Elms and beds and mattresses for both The Elms and Woolmer Drive.

5.4 Income - £38k surplus (0.9%)

Surplus of £36k – This surplus relates to grant income received by the Homelessness service to fund the pressure in Employees mentioned above. This variance will be tidied up in due course through the virement process.

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 broadly in line with the budgeted balance of £2.9m.

6.3 Supervision and Management – £14k over budget (0.1%)

The relatively minor overspend of £14k is comprised of various different factors:

- £35k pressure as a result of contract staff being used to cover the Housing Development Manager post. This cost could potentially be capitalised, however as most of the HRA capital programme is funded from Revenue Contribution to Capital, the cost would ultimately be funded from the Revenue budget in any case.
- £20k pressure from agency staff being employed in the Voids team, over and above the budgeted establishment.
- £50k pressure in Property & Place largely due to vacancy provision not achieved.
- £30k saving in Tenants and Leaseholders and Supporting People as these areas are close to full capacity, and the agency budgets are not being utilised.
- £65k saving being forecasted as 2 posts for Mobile Cleaners are to remain vacant throughout 2015/16.

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.

| | Adjusted Budget £000 | Projected Outturn £000 | Rephasing £000 | Variance | |
|----------------------------------|-------------------------|---------------------------|-------------------|------------|-------------|
| | | | | £000 | % |
| Finance & Resources | 11,789 | 11,120 | (703) | 34 | 0.3% |
| Strategic Planning & Environment | 14,340 | 11,668 | (2,736) | 64 | 0.4% |
| Housing & Community | 2,598 | 2,800 | 26 | 176 | 6.8% |
| G F Total | 28,727 | 25,588 | (3,413) | 274 | 1.0% |
| HRA Total | 35,564 | 35,673 | 0 | 109 | 0.3% |
| Grand Total | 64,291 | 61,261 | (3,413) | 383 | 0.6% |

7.2 General Fund Major Variances

There is an overall projected underspend of £3,139k on the General Fund. This is a combination of forecast overspending of £274k and slippage of £3,413k into 2015/16.

The projected net overspend of £274k is comprised of:

- Line 64: an overspend of £33k 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 142: an overspend of £170k on the Elms Hostel due to a number of fixtures and fittings such as a new kitchen, furniture and CCTV being agreed with Dens but falling outside of the main contract for the build. There have also been a number of unforeseen items associated with the building contract including Japanese knotweed, tree removal, ground obstructions and gas meter, which have added to the initial contract value. This variance will be funded from S106 receipts.
- Line 157: an overspend of £64k on Play Area Refurbishment budget due to additional sites being added to the programme which will be funded from allocated section 106 receipts.

The projected rephasing to future years of £3,413k 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 59: £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 61: £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 96: 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 151: slippage of £76k 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 £260k rather than the budgeted

£330k. Any unspent funds in 2015/16 will be carried forward to be used in 2016/17 for further car parks.

- Line 161: slippage of £1.66m 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 summer, 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 166: 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 172: slippage of £700k on Heart of Maylands. It is expected that £300k of this scheme will need to be allocated to Maylands Phase 1 Improvements scheme to complete this work. The remaining £700k has been earmarked to support the provision of highway access and infrastructure serving the Council's landholding on the Maylands Gateway. This will now not go ahead until 2016/17.

7.3 Housing Revenue Account Major Variances

- Line 191: an overspend of £119k 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 194 – 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.

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| | Month | | | Year-to-Date | | | Full Year Forecast | | |
|---|-------------------------|-----------------|------------------|-------------------------|-----------------|------------------|-------------------------|-----------------------------|------------------|
| | Adjusted Budget £000 | Actuals £000 | Variance £000 | Adjusted Budget £000 | Actuals £000 | Variance £000 | Adjusted Budget £000 | Forecast Outturn £000 | Variance £000 |
| Controllable | | | | | | | | | |
| Finance and Resources | 2,880 | 3,109 | 229 | 3,881 | 4,167 | 286 | 10,623 | 11,102 | 479 |
| Strategic Planning and Environment | 689 | 846 | 157 | 1,525 | 1,593 | 68 | 5,810 | 6,089 | 279 |
| Housing and Community | 155 | 116 | (39) | 376 | 406 | 30 | 1,101 | 1,128 | 27 |
| Controllable | 3,724 | 4,071 | 347 | 5,782 | 6,166 | 384 | 17,534 | 18,319 | 785 |
| Non-Controllable | | | | | | | | | |
| Finance and Resources | (219) | (294) | (75) | (656) | (1,034) | (378) | (4,456) | (4,456) | 0 |
| Strategic Planning and Environment | 315 | 0 | (315) | 946 | 0 | (946) | 3,783 | 3,833 | 50 |
| Housing and Community | 164 | 0 | (164) | 492 | 0 | (492) | 2,275 | 2,275 | 0 |
| Non-Controllable | 260 | (294) | (554) | 782 | (1,034) | (1,816) | 1,602 | 1,652 | 50 |
| General Fund Service Expenditure | 3,984 | 3,777 | (207) | 6,564 | 5,132 | (1,432) | 19,136 | 19,971 | 835 |
| Reversal of Capital Charges | | | | | | | (4,125) | (4,125) | 0 |
| Interest Receipts | | | | | | | 504 | 504 | 0 |
| Revenue Contributions to Capital | | | | | | | 4,106 | 4,106 | 0 |
| Contributions to / (from) Reserves | | | | | | | (898) | (958) | (60) |
| Contributions to / (from) Working Balance | | | | | | | (152) | (1,011) | (859) |
| Budget Requirement: | | | | | | | 18,571 | 18,487 | (84) |
| Met From: | | | | | | | | | |
| Revenue Support Grant | | | | | | | (2,070) | (2,070) | 0 |
| Non-Domestic Rates | | | | | | | (3,986) | (3,986) | 0 |
| New Homes Bonus | | | | | | | (2,611) | (2,620) | (9) |
| Other General Government Grants | | | | | | | 0 | (75) | (75) |
| Council Tax Surplus | | | | | | | (80) | (80) | 0 |
| Requirement from Council Tax | | | | | | | (9,825) | (9,825) | 0 |
| Total Funding: | | | | | | | (18,572) | (18,656) | (84) |

Interpreting this report

General Fund Service Expenditure

This subtotal includes those costs which are directly attributable to specific Council services.

Budget Requirement

This subtotal shows the total cash requirement to operate the Council for one year. It includes the General Fund Service Expenditure plus corporate costs and income.

Total Funding

This subtotal shows how the Council receives sufficient funding from different sources to meet the Budget Requirement. In order to 'balance the budget', Total Funding must equal the Budget Requirement.

Housing Revenue Account

Projected Outturn 2015/16 - June 2015

| | Original Budget £000 | Forecast Outturn £000 | Forecast Variance £000 | % |
|---|----------------------------|-----------------------------|---------------------------|-------------|
| Income: | | | | |
| Net Dwelling Rents | (56,236) | (56,236) | 0 | 0.0% |
| Non-Dwelling Rents | (80) | (80) | 0 | 0.0% |
| Tenants Charges | (273) | (273) | 0 | 0.0% |
| Leaseholder Charges | (507) | (507) | 0 | 0.0% |
| Interest and Investment Income | (114) | (114) | 0 | 0.0% |
| Contribution towards Expenditure | (555) | (555) | 0 | 0.0% |
| Total Income | (57,765) | (57,765) | 0 | 0.0% |
| Expenditure: | | | | |
| Repairs and Maintenance | 10,262 | 10,262 | 0 | 0.0% |
| Supervision & Management: | 11,334 | 11,348 | 14 | 0.1% |
| Rent, Rates, Taxes & Other Charges | 14 | 14 | 0 | 0.0% |
| Interest Payable | 11,658 | 11,658 | 0 | 0.0% |
| Provision for Bad Debts | 216 | 216 | 0 | 0.0% |
| Depreciation | 9,288 | 9,288 | 0 | 0.0% |
| HRA Democratic Recharges | 264 | 264 | 0 | 0.0% |
| Revenue Contribution to Capital | 14,729 | 14,729 | 0 | 0.0% |
| Total Expenditure | 57,765 | 57,779 | 14 | 0.0% |
| HRA Deficit / (Surplus) | 0 | 14 | 14 | 0.0% |
| Housing Revenue Account Balance: | | | | |
| Opening Balance at 1 April 2015 | (2,900) | (2,900) | 0 | |
| Deficit / (Surplus) for year | 0 | 14 | 14 | |
| Proposed Contributions to Reserves | 0 | 0 | 0 | |
| Closing Balance at 31 March 2016 | (2,900) | (2,886) | 14 | |

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2015

| Scheme | Budget Holder | Original Budget | Prior Year Slippage | In-Year Adjustments | Current Budget | YTD Spend | Projected Outturn | Forecast Slippage | Projected Over / (Under) |
|--|----------------|------------------|---------------------|---------------------|------------------|----------------|-------------------|-------------------|--------------------------|
| General Fund | | | | | | | | | |
| Finance and Resources | | | | | | | | | |
| Commercial Assets and Property Development | | | | | | | | | |
| 42 Demolition of Civic Centre Unit B & Old Court House | Nicholas Brown | 400,000 | 0 | 0 | 400,000 | 106,868 | 400,000 | 0 | 0 |
| 43 Service Lease Domestic Properties | Nicholas Brown | 30,000 | 0 | 0 | 30,000 | 0 | 30,000 | 0 | 0 |
| 44 Cupid Green MRF/VRS replace roof | Nicholas Brown | 40,000 | 0 | 0 | 40,000 | 0 | 40,000 | 0 | 0 |
| 45 Grovehill Community Centre - Plant | Nicholas Brown | 0 | 16,052 | 0 | 16,052 | 21,046 | 21,046 | 0 | 4,994 |
| 46 Adeyfield Community Centre - Window Renewals | Nicholas Brown | 0 | 4,348 | 0 | 4,348 | 10,552 | 10,552 | 0 | 6,204 |
| 47 Leverstock Green Community Centre - Roof | Nicholas Brown | 20,000 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 |
| 48 Highfield Community Centre - Resurface Car Park | Nicholas Brown | 0 | 18,318 | 0 | 18,318 | 0 | 0 | (18,318) | 0 |
| 49 Adeyfield Community Centre - replace roof | Nicholas Brown | 45,000 | 0 | 0 | 45,000 | 0 | 45,000 | 0 | 0 |
| 50 Woodhall Farm Community Centre - structural works | Nicholas Brown | 15,000 | 0 | 0 | 15,000 | 0 | 15,000 | 0 | 0 |
| 51 Tring Community Centre - new play area for Children's Nursery | Nicholas Brown | 15,000 | 0 | 0 | 15,000 | 0 | 15,000 | 0 | 0 |
| 52 Apsley Industrial Estate - Box Gutter | Nicholas Brown | 0 | 10,000 | 0 | 10,000 | 0 | 0 | 0 | (10,000) |
| 53 Queens Square Shopping Centre - Roof | Nicholas Brown | 0 | 12,425 | 0 | 12,425 | 0 | 12,425 | 0 | 0 |
| 54 Rossgate Shopping Centre - Structural Works | Nicholas Brown | 200,000 | 0 | 0 | 200,000 | 0 | 15,000 | (185,000) | 0 |
| 55 High Street, Tring - Replace External Cladding & Roof | Nicholas Brown | 50,000 | 0 | 0 | 50,000 | 0 | 50,000 | 0 | 0 |
| 56 Commercial Properties - Renew Obsolete Door Entry Controls | Nicholas Brown | 30,000 | 0 | 0 | 30,000 | 0 | 30,000 | 0 | 0 |
| 57 Berkhamsted Sports Centre - Roof Replacement | Nicholas Brown | 400,000 | 0 | 0 | 400,000 | 0 | 0 | (400,000) | 0 |
| 61 Tring Sports Centre - Replace Swimming Pool Roof | Nicholas Brown | 30,000 | 0 | 0 | 30,000 | 0 | 0 | (30,000) | 0 |
| 62 Hemel Sports Centre - renew heat and power system | Nicholas Brown | 80,000 | 0 | 0 | 80,000 | 0 | 80,000 | 0 | 0 |
| 63 Hemel Sports Centre - renew outdoor pool water heaters | Nicholas Brown | 15,000 | 0 | 0 | 15,000 | 0 | 15,000 | 0 | 0 |
| 64 Hemel Hempstead Sports Centre - Gym Refurbishment | Nicholas Brown | 0 | 0 | 0 | 0 | 32,872 | 32,872 | 0 | 32,872 |
| | | 1,370,000 | 61,143 | 0 | 1,431,143 | 171,338 | 831,895 | (633,318) | 34,070 |
| Commissioning, Procurement and Compliance | | | | | | | | | |
| 68 Telephony upgrade & virtualisation | Ben Hosier | 6,480 | 53,440 | 0 | 59,920 | 43,492 | 59,920 | 0 | 0 |
| 69 Customer Services Unit Refurbishment | Ben Hosier | 25,120 | 0 | 0 | 25,120 | 6,737 | 25,120 | 0 | 0 |
| | | 31,600 | 53,440 | 0 | 85,040 | 50,229 | 85,040 | 0 | 0 |
| Development Management and Planning | | | | | | | | | |
| 73 Planning Software Replacement | Alex Chrusciak | 0 | 101,132 | 0 | 101,132 | 7,100 | 101,132 | 0 | 0 |
| | | 0 | 101,132 | 0 | 101,132 | 7,100 | 101,132 | 0 | 0 |
| Housing & Regeneration Management | | | | | | | | | |
| 77 The Forum (Public Service Quarter) | Mark Gaynor | 9,000,000 | 405,785 | 0 | 9,405,785 | 626,238 | 9,405,785 | 0 | 0 |
| | | 9,000,000 | 405,785 | 0 | 9,405,785 | 626,238 | 9,405,785 | 0 | 0 |
| Information, Communication and Technology | | | | | | | | | |
| 81 Rolling Programme - Hardware | Ben Trueman | 75,000 | 0 | 0 | 75,000 | 11,913 | 75,000 | 0 | 0 |
| 82 Software Licences - Right of Use | Ben Trueman | 50,000 | 32,000 | 0 | 82,000 | 1,966 | 82,000 | 0 | 0 |
| 83 Enterprise Licence Agreements | Ben Trueman | 260,000 | (96,631) | 0 | 163,369 | 121,631 | 163,369 | 0 | 0 |
| 84 Website Development | Ben Trueman | 85,000 | 85,000 | 0 | 170,000 | 52,050 | 170,000 | 0 | 0 |
| 85 Dacorum Anywhere | Ben Trueman | 55,000 | 0 | 0 | 55,000 | 0 | 55,000 | 0 | 0 |
| 86 Mobile Working | Ben Trueman | 0 | 44,476 | 0 | 44,476 | 40,420 | 44,476 | 0 | 0 |
| 87 Wifi | Ben Trueman | 0 | 4,726 | 0 | 4,726 | 2,157 | 4,726 | 0 | 0 |
| | | 525,000 | 69,571 | 0 | 594,571 | 230,137 | 594,571 | 0 | 0 |

| Scheme | Budget Holder | Original Budget | Prior Year Slippage | In-Year Adjustments | Current Budget | YTD Spend | Projected Outturn | Forecast Slippage | Projected Over / (Under) | |
|---|---|-----------------|---------------------|---------------------|----------------|-------------------|-------------------|-------------------|--------------------------|----------------|
| Finance and Resources (continued) | | | | | | | | | | |
| Legal Governance | | | | | | | | | | |
| 91 | Visual Files Case Management System | Mark Brookes | 0 | 5,630 | 0 | 5,630 | 0 | 5,630 | 0 | 0 |
| 92 | Corporate GIS | Mark Brookes | 0 | 7,720 | 0 | 7,720 | 52 | 7,720 | 0 | 0 |
| | | | 0 | 13,350 | 0 | 13,350 | 52 | 13,350 | 0 | 0 |
| People | | | | | | | | | | |
| 96 | EIS Replacement | Matt Rawdon | 70,000 | 0 | 0 | 70,000 | 0 | 0 | (70,000) | 0 |
| | | | 70,000 | 0 | 0 | 70,000 | 0 | 0 | (70,000) | 0 |
| Performance and Projects | | | | | | | | | | |
| 100 | E Signatures | Robert Smyth | 34,900 | 0 | 0 | 34,900 | 0 | 34,900 | 0 | 0 |
| 101 | Incoming Mailroom | Robert Smyth | 0 | 48,009 | 0 | 48,009 | 0 | 48,009 | 0 | 0 |
| 102 | Reprographics | Robert Smyth | 0 | 5,247 | 0 | 5,247 | 0 | 5,247 | 0 | 0 |
| | | | 34,900 | 53,256 | 0 | 88,156 | 0 | 88,156 | 0 | 0 |
| Totals: Finance and Resources | | | 11,031,500 | 757,677 | 0 | 11,789,177 | 1,085,094 | 11,119,929 | (703,318) | 34,070 |
| Housing and Community | | | | | | | | | | |
| Chief Executive's Unit Management | | | | | | | | | | |
| 110 | Highbarns Land Stabilisation Project | Steve Baker | 0 | 77,252 | 0 | 77,252 | 1,635 | 77,252 | 0 | 0 |
| | | | 0 | 77,252 | 0 | 77,252 | 1,635 | 77,252 | 0 | 0 |
| Commercial Assets and Property Development | | | | | | | | | | |
| 114 | Woodwells Cemetery - Work Yard Development | Nicholas Brown | 20,000 | (20,000) | 0 | 0 | 0 | 0 | 0 | 0 |
| 115 | Bunkers Farm | Nicholas Brown | 0 | 194,218 | 0 | 194,218 | 0 | 220,000 | 25,782 | 0 |
| 116 | Sanctum 2000 Interment Chambers - Woodwells | Nicholas Brown | 35,000 | 0 | 0 | 35,000 | 0 | 35,000 | 0 | 0 |
| 117 | Sanctum 2000 Interment Chambers - Tring | Nicholas Brown | 20,000 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 |
| 118 | Rose Garden of Remembrance - Woodwells | Nicholas Brown | 45,000 | 0 | 0 | 45,000 | 0 | 45,000 | 0 | 0 |
| 119 | Rose Garden of Remembrance - Tring | Nicholas Brown | 10,000 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 |
| 120 | Refurbishment of Facilities at Woodwells Cemetery | Nicholas Brown | 64,000 | 0 | 0 | 64,000 | 0 | 64,000 | 0 | 0 |
| 121 | Cremated Remains Burial Area Woodwells Cemetery | Nicholas Brown | 18,500 | 0 | 0 | 18,500 | 7,494 | 18,500 | 0 | 0 |
| | | | 212,500 | 174,218 | 0 | 386,718 | 7,494 | 412,500 | 25,782 | 0 |
| People | | | | | | | | | | |
| 125 | Capital Grants - Community Groups | Matt Rawdon | 20,000 | 8,508 | 0 | 28,508 | 0 | 28,508 | 0 | 0 |
| | | | 20,000 | 8,508 | 0 | 28,508 | 0 | 28,508 | 0 | 0 |
| Regulatory Services | | | | | | | | | | |
| 129 | Disabled Facilities Grants | Chris Troy | 588,000 | (105,167) | 0 | 482,833 | 125,714 | 482,833 | 0 | 0 |
| 130 | Home Improvement Grants | Chris Troy | 150,000 | 0 | 0 | 150,000 | 0 | 150,000 | 0 | 0 |
| | | | 738,000 | (105,167) | 0 | 632,833 | 125,714 | 632,833 | 0 | 0 |
| Residents Services | | | | | | | | | | |
| 134 | Rolling Programme - CCTV Cameras | Julie Still | 25,000 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 |
| 136 | Verge Hardening Programme | Julie Still | 300,000 | (33,179) | 0 | 266,821 | 27,446 | 272,542 | 0 | 5,721 |
| 137 | Youth Centre Provision | Julie Still | 0 | 100,000 | 0 | 100,000 | 0 | 100,000 | 0 | 0 |
| 138 | Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend | Julie Still | 0 | 31,361 | 0 | 31,361 | 4,622 | 31,361 | 0 | 0 |
| | | | 325,000 | 98,182 | 0 | 423,182 | 32,068 | 428,903 | 0 | 5,721 |
| Strategic Housing | | | | | | | | | | |
| 142 | New Build - Elms Hostel Redbourne Road | Julia Hedger | 0 | 0 | 0 | 0 | 168,617 | 170,000 | 0 | 170,000 |
| 143 | Affordable Housing Development Fund | Julia Hedger | 1,300,000 | (250,000) | 0 | 1,050,000 | 0 | 1,050,000 | 0 | 0 |
| | | | 1,300,000 | (250,000) | 0 | 1,050,000 | 168,617 | 1,220,000 | 0 | 170,000 |
| Totals: Housing and Community | | | 2,595,500 | 2,993 | 0 | 2,598,493 | 335,527 | 2,799,996 | 25,782 | 175,721 |

| Scheme | Budget Holder | Original Budget | Prior Year Slippage | In-Year Adjustments | Current Budget | YTD Spend | Projected Outturn | Forecast Slippage | Projected Over / (Under) |
|---|----------------|-------------------|---------------------|---------------------|-------------------|------------------|-------------------|--------------------|--------------------------|
| Strategic Planning and Environment | | | | | | | | | |
| Commercial Assets and Property Development | | | | | | | | | |
| 151 Car Park Refurbishment | Nicholas Brown | 330,000 | 6,199 | 0 | 336,199 | 0 | 260,000 | (76,199) | 0 |
| 152 Multi Storey Car Park Berkhamsted | Nicholas Brown | 68,000 | 72,000 | 0 | 140,000 | 0 | 140,000 | 0 | 0 |
| | | 398,000 | 78,199 | 0 | 476,199 | 0 | 400,000 | (76,199) | 0 |
| Environmental Services | | | | | | | | | |
| 156 Wheeled Bins & Boxes for New Properties | Craig Thorpe | 20,000 | 0 | 0 | 20,000 | 0 | 20,000 | 0 | 0 |
| 157 Play Area Refurbishment Programme | Craig Thorpe | 350,000 | 46,558 | 0 | 396,558 | 159,761 | 460,581 | 0 | 64,023 |
| 158 Waste & Recycling Service Improvements | Craig Thorpe | 0 | 75,000 | 0 | 75,000 | 0 | 75,000 | 0 | 0 |
| 159 Play Areas & Open Spaces - replace equipment | Craig Thorpe | 20,000 | 14,510 | 0 | 34,510 | 0 | 34,510 | 0 | 0 |
| 160 Cupid Green Depot - new parking area | Craig Thorpe | 15,000 | 0 | 0 | 15,000 | 0 | 15,000 | 0 | 0 |
| 161 Fleet Replacement Programme | Craig Thorpe | 2,573,000 | (288,432) | 36,675 | 2,321,243 | 126,840 | 661,243 | (1,660,000) | (0) |
| | | 2,978,000 | (152,364) | 36,675 | 2,862,311 | 286,601 | 1,266,334 | (1,660,000) | 64,023 |
| Strategic Planning and Regeneration | | | | | | | | | |
| 165 Maylands Phase 1 Improvements | Chris Taylor | 750,000 | 294,000 | 0 | 1,044,000 | 1,100 | 1,044,000 | 0 | 0 |
| 166 GAF - Urban Park/Education Centre | Chris Taylor | 170,000 | 129,720 | 0 | 299,720 | 0 | 0 | (299,720) | 0 |
| 167 Regeneration of Hemel Town Centre | Chris Taylor | 1,659,000 | 718,868 | 0 | 2,377,868 | 788,453 | 2,377,868 | 0 | 0 |
| 168 Maylands Business Centre | Chris Taylor | 350,000 | 0 | 0 | 350,000 | 950 | 350,000 | 0 | 0 |
| 169 Landscape Improvements to Maylands Gateway | Chris Taylor | 0 | 0 | 0 | 0 | (6,190) | 0 | 0 | 0 |
| 170 Water Gardens | Chris Taylor | 2,804,148 | 48,105 | 0 | 2,852,253 | 5,684 | 2,852,253 | 0 | 0 |
| 171 Market Square and Bus Interchange | Chris Taylor | 2,550,000 | (15,113) | 0 | 2,534,887 | 250,098 | 2,534,887 | 0 | 0 |
| 172 Heart of Maylands | Chris Taylor | 1,000,000 | 0 | 0 | 1,000,000 | 0 | 300,000 | (700,000) | 0 |
| 173 Town Centre Access Improvements | Chris Taylor | 520,000 | 2,280 | 0 | 522,280 | 4,350 | 522,280 | 0 | 0 |
| 174 Market Canopies | Chris Taylor | 10,000 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 |
| 175 Digital High Street Software | Chris Taylor | 10,000 | 0 | 0 | 10,000 | 0 | 10,000 | 0 | 0 |
| | | 9,823,148 | 1,177,860 | 0 | 11,001,008 | 1,044,445 | 10,001,288 | (999,720) | 0 |
| Totals: Strategic Planning and Environment | | 13,199,148 | 1,103,695 | 36,675 | 14,339,518 | 1,331,046 | 11,667,622 | (2,735,919) | 64,023 |
| Totals - Fund: General Fund | | 26,826,148 | 1,864,365 | 36,675 | 28,727,188 | 2,751,668 | 25,587,547 | (3,413,455) | 273,814 |

Page 5 of 5

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2015

| Scheme | Budget Holder | Original Budget | Prior Year Slippage | In-Year Adjustments | Current Budget | YTD Spend | Projected Outturn | Forecast Slippage | Projected Over / (Under) |
|--|------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|--------------------|--------------------------|
| Housing Revenue Account | | | | | | | | | |
| Housing and Community | | | | | | | | | |
| Property & Place | | | | | | | | | |
| 187 Planned Fixed Expenditure | Fiona Williamson | 20,200,000 | 992,443 | 0 | 21,192,443 | 5,288,815 | 21,192,443 | 0 | 0 |
| | | 20,200,000 | 992,443 | 0 | 21,192,443 | 5,288,815 | 21,192,443 | 0 | 0 |
| Strategic Housing | | | | | | | | | |
| 191 New Build - Farm Place Berkhamsted | Julia Hedger | 0 | 218,681 | 0 | 218,681 | 205,807 | 338,000 | 0 | 119,319 |
| 192 New Build - Galley Hill Gadebridge | Julia Hedger | 0 | 68,318 | 0 | 68,318 | 57,785 | 58,000 | 0 | (10,318) |
| 193 New Build - London Road Apsley | Julia Hedger | 0 | 2,890,351 | 0 | 2,890,351 | 494,127 | 2,890,351 | 0 | 0 |
| 194 New Build - General Expenditure | Julia Hedger | 6,202,000 | 0 | 0 | 6,202,000 | 0 | 5,955,528 | 0 | (246,472) |
| 195 Martindale | Julia Hedger | 0 | 3,977,038 | 0 | 3,977,038 | 4,057,350 | 4,058,287 | 0 | 81,249 |
| 196 Wood House | Julia Hedger | 0 | (78,239) | 0 | (78,239) | 12,593 | 0 | 0 | 78,239 |
| 197 The Apsley Paper Mill (Land Adj to Retail Park, London Road) | Julia Hedger | 0 | (43,278) | 0 | (43,278) | 705 | 0 | 0 | 43,278 |
| 198 New Build - Queen Street (Old Tring Depot) | Julia Hedger | 580,000 | (13,321) | 0 | 566,679 | 6,000 | 580,000 | 0 | 13,321 |
| 199 Able House | Julia Hedger | 0 | (30,385) | 0 | (30,385) | 12,480 | 0 | 0 | 30,385 |
| 200 New Build - Longlands | Julia Hedger | 300,000 | 300,000 | 0 | 600,000 | 0 | 600,000 | 0 | 0 |
| | | 7,082,000 | 7,289,165 | 0 | 14,371,165 | 4,846,846 | 14,480,166 | 0 | 109,001 |
| Totals: Housing and Community | | 27,282,000 | 8,281,608 | 0 | 35,563,608 | 10,135,661 | 35,672,609 | 0 | 109,001 |
| Totals - Fund: Housing Revenue Account | | 27,282,000 | 8,281,608 | 0 | 35,563,608 | 10,135,661 | 35,672,609 | 0 | 109,001 |
| Totals | | 54,108,148 | 10,145,973 | 36,675 | 64,290,796 | 12,887,328 | 61,260,156 | (3,413,455) | 382,815 |



Digital Dacorum: A New Vision and Strategy

Working in partnership, to create a Borough which enables the communities of Dacorum to thrive and prosper

Affordable Housing ♦ Regeneration ♦ Building Community Capacity ♦ Safe and Clean Environment ♦ Dacorum Delivers

Introduction

The use of digital services provision offers enormous opportunities for both residents as well as DBC more widely.

However if we are going to realise these benefits we need to create a long term vision that brings together the various elements of a digital business model to create a comprehensive 'road map' for our online experience.

The following strategy therefore sets out our new vision, objectives and overarching approach to delivering a long term model for digital services.

Key Contents

I. Strategy

- *Our Vision*
- *Our Digital Business Model – Digital First*
- *It's Cultural and Technological Change*
- *Digital Objectives*

II. Project Delivery

- *Overall Approach to Delivering Digital*
- *Digital Projects*

III. Governance

- *Governance and Oversight*

IV. Achieving Channel Shift

- *Channel Shift Potential*
- *Monitoring Channel Shift*

I. Strategy

Our Vision

Our vision is to create an online experience that is engaging, responds to the needs of the individual and is the primary way that people access and interact with key services.

In particular we will seek to reduce the use of traditional channels and contact methods and respond to the 24/7 lives of residents by significantly increasing the level of self service.

To do this we will develop a digitised approach across all elements of the organisation as well as promoting a culture of virtual communication and dialogue.

Our Digital Business Model – Digital First

In order to deliver channel shift this new vision is based around a ‘digital first’ business model that emphasises four key concepts:

- where ever possible we will make services or transactions available online
- if a service or transaction is available online it should be the principle method of contact for 70-80% of service users
- our preferred model for digital contact is self-service
- we will actively seek to reduce non-digital forms of communication

It’s Cultural and Technological Change

Digital first is not just about an improved website or new technology.

It is about moving the whole organisation from traditional models of delivery (i.e. face to face, phone calls, letters etc.) to a model where a large part of contact will be conducted online.

This has the potential to fundamentally change the relationship between services and users as well as altering the way that staff works. As a result the new digital vision is as much a cultural change as it is a change of delivery.

Digital Objectives

In delivering this vision we would have a number of key objectives (and aims):

Objective 1: Develop an engaging online experience

- the website is transactional and encourages residents to undertake services online
- it is modern, visually engaging, simple to navigate and designed to reflect user preferences
- the content is up-to-date and regularly refreshed
- the platform is responsive to different digital devices (i.e. tablet, smart phone, TV, PC etc.)
- there is a tailored experience for each individual based around a residents portal

Objective 2: Digital as the contact method of choice for residents

- all core transactions are available online (starting with those that are high volume)
- end to end processes are re-engineered to make them lean and digital ready
- where a transaction is online, it becomes the primary method of contact for 70-80% of residents

Objective 3: Promoting channel shift

- significantly reduce the number of phone calls and face to face visits
- savings will also be made from lower volumes of letters
- initiatives will be developed to promote channel shift including the use of incentives and disincentives
- promoting direct debits or online payments and reducing cash handling

Objective 4: Supporting digital inclusion

- a dedicated strategy will be in place to support those who are digitally excluded
- the default position will be to assist excluded residents to go online

Objective 5: Supporting the use of digital media

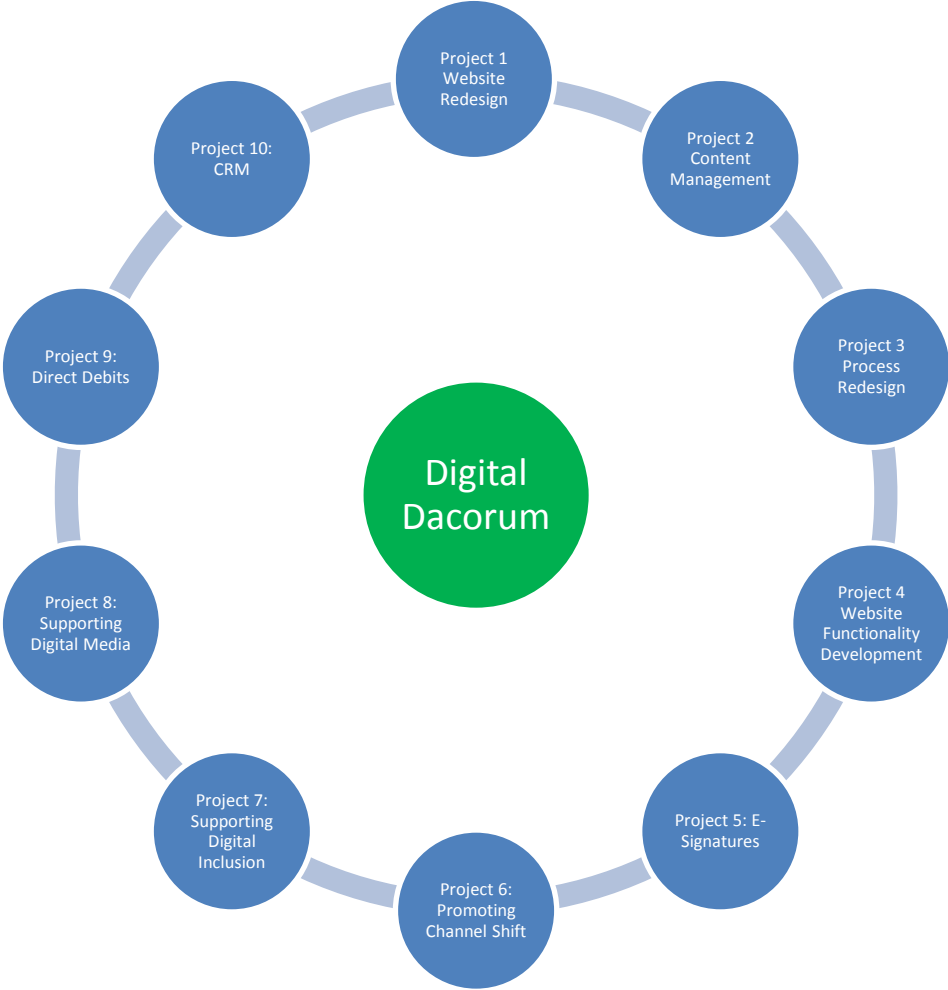
- increase the use of social media channels to promote the work of services and DBC more widely
- reduce the use of hard copy communications

II. Project Delivery

Approach to Delivering Digital

In order to deliver our vision and objectives we created a comprehensive programme of **10 digital projects** under the banner of Digital Dacorum.

Each of these projects addresses a different objective, but taken together they form a whole system approach.



Digital Projects

Project 1: Develop an engaging online experience: Website design (9 Months)

- This project focuses on improving the design and layout of the website as well as making sure it is accessible to different digital devices
- Crucially it would make the website transactional to encourage residents to go online
- It would also create a process for gathering continuous user feedback as a mechanism for guiding future improvements

Project 2: Develop an engaging online experience: Content management (ongoing)

- This project develops a new approach to managing content and ensuring that we have information which is relevant and up-to-date
- It will also work with teams to ensure they focus on the customer experience

Project 3: Digital as the contact method of choice for residents: Getting services ready to go online (24 months)

- This project identifies services that can go online and re-engineers them to make sure they are 'digital ready'
- The process for getting services 'digital ready' also considers way to reduce the use of printing and postage
- The project will be phased focusing on high volume, high impact services first

Project 4: Digital as the contact method of choice for residents: Website Functionality Development (24 months)

- This project takes the 'digital ready' processes and develops them into an online solution
- The priority is to integrate directly with systems to ensure that the digital process is as self-serving as possible

Project 5: Digital as the contact method of choice for residents: E-Signatures and digital authentication (24 months)

- This project has two elements. Firstly the project will develop an e-signature solution to allow online signing of documents.
- It will also develop a digital authentication solution as part of our approach to CRM.

Project 6: Promoting channel shift (12 months)

- This project develops initiatives, ideas and inducements to encourage residents to go online
- We have received funding from the LGA to work with Hull University to develop new ideas to channel shift
- In addition it will undertake specific work to reduce the use of letters and hard copy communications

Project 7: Supporting digital inclusion (ongoing)

- This project develops and implements a digital inclusion plan which sets out how we will help people to get online. In doing so we will set out actions in a number of areas:
 - promoting and supporting digital skills training
 - promoting access to affordable equipment and areas with free internet access
 - targeted support for individuals
 - Links to broader digital inclusion campaigns
- We will also ensure that ‘analogue’ solutions are working effectively for residents who cannot or will not go online

Project 8: Supporting the use of digital media (ongoing)

- We have a social media plan and work is currently underway to update this. This project will reflect the actions and objectives of this strategy which are:
 - Channel shift – to support the move to encourage online transactions and achieve savings
 - Reputation management – to minimise any risks to the Council while embracing the opportunities of social media channels
 - Proactive communication – to integrate social media with offline communication channels and engage with our local community about our aims, services and achievements, ensuring key messages are still heard as local paper readership declines.

Project 9: Direct Debits (6 months)

- This project aims to modernise the Council's current online card payments facility and improve the customer experience including scheduled payments and paperless facilities
- It also considers measures to increase the number of direct debits for routine and relevant payments

Project 10: CRM: Phase 2 (20-24 Months)

Aim

- This project aims to develop our existing CRM capacity and to develop a future vision (CRM Phase 2) for an 'amazon' style citizens portal that manages all resident contact in one place
- It will also develop a business intelligence module to allow for the generation of insight and reporting

III. Governance

Governance and Oversight

- The Digital Project Board provides strategic oversight and governance to the group.
- In addition the OT-CWG provides corporate advice and support to help drive the individual projects forward.
- The performance of individual projects will also be scrutinised by the Performance Board alongside Dacorum Anywhere.

IV. Achieving Channel Shift

Channel Shift Potential

- 86% of UK adults accessed the internet in Q1 2015 and highest usage was in the South East
- 11% of people have never used the internet (compared to 17% in 2011)
- Research by Northgate (using MOSAIC) shows that Dacorum residents are more likely to be online (compared to the UK as a whole)
- Analysis of internet usage also identifies a propensity to use government websites (compared to the UK as a whole)
- All this suggests strong potential for channel shift amongst DBC residents

Monitoring Channel Shift

- Research from other LA's has shown that a broad spectrum of between 25-70% of services can be put online
- We are currently developing a series of targets and indicators based around:
 - increasing the number of transactions that are available online
 - increasing the number of transactions that are conducted online
 - reducing the number of transactions undertaken on the phone
 - reducing the number of transactions undertaken face-to-face
 - reducing the number of letters printed and posted

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