



# Public Document Pack

## FINANCE AND RESOURCES OVERVIEW AND SCRUTINY AGENDA

*.uk/newScrutiny 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 7 OCTOBER 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, Anderson, Link and Ransley

For further information, please contact Louise Collins

## AGENDA

### 1. MINUTES

To confirm the minutes of the meeting held on 2 September 2015 as previously distributed; see link below:

<http://www.dacorum.gov.uk/docs/default-source/council-democracy/resources---02-09-15---minutes3072304551156b7f9bc7ff00000246a4.pdf?sfvrsn=0>

### 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 POINT FEEDBACK FROM PREVIOUS MEETING (Page 4)**

### **7. QUARTER 1 PERFORMANCE AND OPERATIONAL RISK REGISTER REPORTS: A) FINANCE AND RESOURCES (Pages 5 - 20)**

### **8. ALCOHOL POLICY (Pages 21 - 25)**

### **9. VOLUNTARY SECTOR FUNDING - CHANGES TO GRANT ARRANGEMENTS (Pages 26 - 44)**

### **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:

**11. APPENDIX A - WORK PROGRAMME (Pages 45 - 49)**

**AGENDA ITEM 6 – ACTION POINT FEEDBACK FROM PREVIOUS MEETING**

<b>Date of Meeting</b>	<b>Action Point</b>	<b>Responsible Officer</b>	<b>Completed?</b>	<b>Update on Action Point</b>
02/09/15	M Rawdon to provide members with details on the June-August targets for Get Set Go Dacorum	M Rawdon	Completed	Email sent to Members on 22/09/15
02/09/15	M Housden to provide a list of data to Members with regards to the longest wait times in Q1 in the CSU.	M Housden	Completed	Email sent to Members on 22/09/15
02/09/15	R Smyth to provide members with his presentation slides.	R Smyth	Completed	E mail sent to Members on 23/09/15
02/09/15	B Hosier to further look at the apprentices and report back to committee.	B Hosier	Completed	E mail sent to Members on 1/10/15



## Agenda item: 7a

### Summary

Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	7 <sup>th</sup> October 2015
Part:	1
If Part II, reason:	

Title of report:	<b>Finance &amp; Resources Performance and Risk Report Quarter 1 2015</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources David Skinner, Assistant Director (Finance & Resources)
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & resources for the quarter to June 2015
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 1 2015/16.
Corporate objectives:	The provision of effective financial services and the allocation of resources such as building assets and facilities management support all five of the Council's corporate objectives, with particular reference to the <i>Dacorum Delivers</i> (internal operations) and, through Revenues, benefits and Fraud division, <i>Building Community Capacity</i> .
Implications:	<u>Financial</u> Contained within the body of the report.
'Value for money' implications	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets Property Development) Group Manager (Financial Services)

	Group Manager (Revenues, Benefits and Fraud)
Background papers:	2/9/15 F&ROSC Budget Monitoring Quarter 1 2015/16
Glossary of acronyms and any other abbreviations used in this report:	

1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.

2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 1 of 2015/16 (April - June).

Appendix A Performance Report

Appendix B Risk Report

3. There has been one change to a risk scores as set out in the operational risk register at Appendix B.

a. This is set out in FR\_I02 Failure to optimise income generated by commercial assets. The residual probability has been changed to 2 giving an increased residual risk of 6 and an AMBER rating. This reflects the current position and the performance of rental income as set out in the performance report.

# F&R OSC QUARTERLY PERFORMANCE REPORT

## Finance and Resources

June 2015



Measure	Owner & Updater	Jun 2014 Result	Trend	Mar 2015 Result	Trend	Jun 2015 Result	Sign Off	Comments	Flag
CP01 - Percentage of commercial property occupation	Nicholas Brown Adriana Livingstone	98.67% (594/602) Target: 95.00	↓	98.34% (592/602) Target: 95.00	↑	98.66% (589/597) Target: 95.00	✓	<b>Updater</b> With continued effort we are effectively re-letting properties when they become void to keep occupancy levels high. <b>Owner</b> The portfolio is effectively fully rented	
CP02 - Percentage arrears on commercial property rents	Nicholas Brown Adriana Livingstone	8.6% ( 342690/40002 64) Target: 9.5	↑	6.5% ( 309781/476268 1) Target: 9.5	↓	7.3% ( 309490/42442 00) Target: 9.0	✓	<b>Updater</b> with continued focus on the commercial rents Estates and sundry debtors are successfully keeping percentage arrears within target. <b>Owner</b> Within target	
FIN01 - Percentage of creditor trade invoices paid within 30 days	Richard Baker Catherine Hamilton	97.2% (6009/6182) Target: 95.0	↓	96.4% (3783/3926) Target: 95.0	↓	97.0% (4615/4756) Target: 96.0	✓	<b>Updater</b> A great result for the first quarter of 2015/16.	
FIN02a - Time taken for debtors to pay	Richard Baker Clare Dempsey	43.2 Days Target: 45.0	↑	40.9 Days Target: 45.0	↑	31.5 Days Target: 45.0	✓	<b>Owner</b> A great result for the first quarter of 2015/16.	
FIN03 - General Fund expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£20038000 Target: 20679000	↓	£18935000 Target: 19470000	↓	£19973000 Target: 19136000	✓	<b>Owner</b> Details of variances against the budget are contained with the Q1 Financial Performance Report	
FIN04 - HRA expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£59833000 Target: 60083000	↓	£56738000 Target: 60083000	↓	£57779000 Target: 57765000	✓	<b>Owner</b> Details of variances against the budget are contained with the Q1 Financial Performance Report	

Monitoring Information

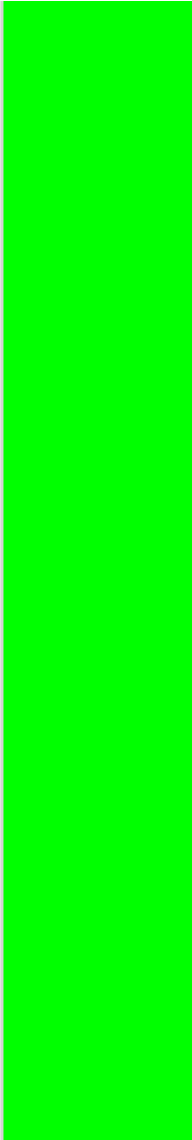
Measure	Owner & Updater	Jun 2014 Result	Trend	Mar 2015 Result	Trend	Jun 2015 Result	Sign Off	Comments	Flag
FIN05 - HRA income – outturn forecast against budget	Richard Baker Caroline Souto	£56132000 Target: 56131000	↓	£56649000 Target: 56131000	↓	£57765000 Target: 57765000	✓	<b>Owner</b> Details of variances against the budget are contained with the Q1 Financial Performance Report	
FIN06 - General Fund Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£16657370 Target: 17806000	↑	£16350000 Target: 18087000	↑	£25707547 Target: 28727188	✓	<b>Owner</b> Details of variances against the budget are contained with the Q1 Financial Performance Report	
FIN07 - HRA Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£31881000 Target: 36050000	↓	£25971000 Target: 35050000	↓	£35821609 Target: 35563608	✓	<b>Owner</b> Details of variances against the budget are contained with the Q1 Financial Performance Report	
FIN08 - Investment income – outturn forecast against budget	Richard Baker Tracy Claridge	£355000 Target: 287000	↑	£449650 Target: 287000	↓	£426950 Target: 313000	✓	<b>Owner</b> The higher interest projection is mainly due to higher than budgeted balances. The main factor of increased balances being the general fund PLWB loans; having borrowed £19.78M in advance of need.	
FIN11 - Investment Property Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£1861036 Target: 1849000	↓	£4057861 Target: 3935000	↓	£1857389 Target: 1971751	✓	<b>Updater</b>  <b>Owner</b> Currently below target	
FIN13 - Car Parking Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£525754 Target: 486300	↓	£2171141 Target: 1945000	↓	£556888 Target: 521250	✓	<b>Updater</b>  <b>Owner</b> Currently above target	

Page 8



Measure	Owner & Updater	Jun 2014 Result	Trend	Mar 2015 Result	Trend	Jun 2015 Result	Sign Off	Comments	Flag
RBF01 - Average time taken to decide a new claim for Housing Benefit	Chris Baker Stuart Potton	16.3 Days (10333/634) Target: 23.0	↓	24.6 Days (15323/622) Target: 23.0	↑	22.7 Days (13223/583) Target: 23.0	✓	<b>Updater</b> A good quarter that has resulted in an under target result. <b>Owner</b> This is a good performance, and the first quarter since Q1 of last year where the target has been met. We are continuing to review processes in order to improve efficiency and ensure that the target is met consistently.	
RBF02 - Average time taken to decide a change event for Housing Benefit	Chris Baker Stuart Potton	8.4 Days (67207/8029) Target: 13.0	↓	7.1 Days (90155/12633) Target: 13.0	↓	12.3 Days (106063/8621) Target: 13.0	✓	<b>Updater</b> Change events for Quarter 1 have been good which has resulted in a below target outcome. <b>Owner</b> This is a solid performance, which should give us the platform for consistent under target performance during the whole year.	
RBF04 - NNDR (Business Rates) in-year collection rate	Chris Baker Stuart Potton	28.4% Target: 24.8	↑	98.1% Target: 99.0	↑	30.2% Target: 24.8	✓	<b>Owner</b> This is a very strong collection position for the end of quarter 1, and shows a promising start to this year's collection.	
RBF05 - Council Tax collection rate	Chris Baker Stuart Potton	30.4% Target: 30.0	↓	97.7% Target: 97.5	↑	30.2% Target: 30.1	✓	<b>Owner</b> This is a good start to the year, and means we are on track to achieve the targeted annual collection rate.	
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	Chris Baker Anna Elliott	No Data Target: 0		No Data Target: 0		72% (7741/10681) Target: 70	✓	<b>Updater</b> This is a new performance target for Revenues to monitor and gain insight to ultimately improve our service to our customer. By monitoring our customer contact documents, we are measuring our performance against the percentage of these dealt with within 14 days of	

Page 9



receipt. We envisage workflow should improve as we learn from the data being recorded and resources being effectively allocated.

In the first quarter we consistently receive the highest volume of correspondence and customer contact following the issuing of the annual bills to roughly 62,000 households in the borough. During this quarter we also issue the highest volume of Recovery notices because of the first reminder, and it's also the first Liability Order Court hearing of the year. Both these bring with it an increase of customer contact in order to clarify, set up and discuss payment plans.

These factors have been taken into account and reflected by the target figure being 70% for this quarter only.

It is therefore really pleasing to see that we have achieved our target during this period and changes to processes have already been done.

**Owner**

This is a good performance against a new indicator which has been introduced in order to demonstrate our commitment to putting our customers' needs first. The target for the rest of the year is for 90% of contacts to be responded to within a fortnight.

# OPERATIONAL RISK REGISTER

June 2015



## Finance & Resources - David Skinner

### FR\_F02 Delays to Capital programme

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

June 2015



Council will be negatively affected which will have consequences for wider financial decision-making.

Not delivering major projects within the timeframe to which it has committed itself exposes the Council to reputational risk.

Page 12

culture of challenge will lead to more realistic programming of future capital projects, and therefore a reduced likelihood of slippage.

The following controls are in place with a view to developing a culture of scrutiny and challenge for officers to improve the accuracy of future bids:

• Capital Strategy Steering Group (CSSG) comprising senior officers from across the Council required to challenge new bids for robustness ahead of recommendation to Members;

• Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs;

• Corporate Management Team (CMT) receive a monthly report on the progress of capital projects against anticipated timeframes;

• Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects;

• Reports go to Cabinet and all Overview and Scrutiny Committees (OSC) every quarter. These reports have been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members.

The Provisional Outturn was reported to Cabinet in May 2015. The report showed that slippage against the full year budget on the General Fund Capital Programme was around 10%. Outturn on the HRA shows slippage of around 24%. These are addressed in more detail in the sign-off notes, below.

2014/15 Confirmed slippage into 2015/16 was £10.1m or 10% of the total approved capital programme according to the 2014/15 approved accounts.

# OPERATIONAL RISK REGISTER

June 2015



## Sign Off and Comments

Sign Off Complete

KPI FIN06 General Fund capital is within GREEN tolerance at 89.5% of target.

KPI FIN07 HRA Capital is AMBER at 1% over budget.

Significant slippage is anticipated of £3,413k as reported in the quarter 1 monitoring report. This slippage is being monitored and reported with explanations for consideration. Specific focus is being given to the fleet replacement programme with plans to be refined over the summer. Further training is being added to the budget setting process to minimise repeat occurrences of slippage with greater scrutiny and challenge of plans to ensure delivery remains on track.

### FR\_F03 Variances in General Fund revenue budget

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Skinner	<b>Portfolio Holder:</b> Cllr Graeme Elliot	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>Accurate, well-controlled budgeting relates directly to the achievement of the Dacorum Delivers corporate objective, and indirectly, through the financial decision-making process, to the achievement of all of the Council's corporate objectives.</p> <p>Inaccurate budgeting negatively affects the Council's ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in</p>		<p>The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences.</p> <p>It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as inculcating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate</p>		<p>The Council's budgetary controls are assessed each year by Internal Audit. In January 2013, the Council received a 'Full' level of assurance.</p> <p>A further Internal Audit on the Council's budgeting process, undertaken in September 2014, resulted in a 'Substantial' level of assurance. Despite this being a lower mark than the exceptional one achieved in the previous audit, it should be noted that it remains a good result.</p>	

# OPERATIONAL RISK REGISTER

June 2015



<p>reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council.</p> <p>Failure to address the causes of inaccurate budgeting could negatively impact the Council's culture of financial management, which in turn increases the risk of poor financial decision-making.</p>	<p>budgets.</p> <p>The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year's budget bids from Group Managers.</p> <p>This scrutiny process is augmented by the Budget Review Group (BRG), consisting of Chief Officer Group and representatives from the Portfolio Holder group, which provides early Member-level challenge.</p> <p>There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and considered by Cabinet and Council.</p> <p>Once approved, in-year budget performance is managed through monthly meetings between accountants and budget holders, which underpin monthly reports to CMT and quarterly reports to Cabinet and OSCs.</p> <p>The Council's Financial Regulations provide a guide to all budget-holders and are subject to annual review.</p>	<p>The recommendations of the Internal Auditor that led to the reduced marking were not systemic in nature, and they do not pose a material threat to the overall control environment of the budget-setting process. Efforts have, however, been redoubled, and the causes of the recommendations have been addressed.</p> <p>An Internal Audit report on the Council's 'Main Accounting' function was presented to Audit Committee in February 2015, in which a 'Full' level of assurance was awarded. This audit covered a range of areas including integrity of transactions, manual adjustments, and year-end procedures. All of these areas contribute to the accuracy of the in-year monitoring reports that the Finance team is able to produce. Consequently, Members can draw assurance from this audit opinion that the chances of this risk crystallising are reduced by the robust financial management procedures the Council has in place.</p> <p>Final confirmed outturn for 2014/15 was within £48k of budget (after contributions to and from reserves) as reported to Audit committee and approved as part of the audited accounts and was consistent with the budget monitoring over the preceding year.</p>
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Page 14

**Sign Off and Comments**

Sign Off Complete

# OPERATIONAL RISK REGISTER

June 2015



FIN03 is AMBER and currently predicting a 4% overspend (£837k). This is being addressed with action plans introduced through the budget monitoring process setting out how and when the activity will be brought back in line with budget. Specifically the key pressures in Revenues and Benefits are being examined to explore the opportunities for costs reductions and efficiency savings and a review of the waste service reconfiguration is being commissioned with immediate steps being taken to look at the benefits following on from the new waste service.

## FR\_I02 Failure to optimise income generated by commercial assets

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Skinner	<b>Portfolio Holder:</b> Cllr Graeme Elliot	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	3 High	9 Amber	2 Unlikely	3 High	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The council has a significant portfolio of commercially let properties, which provides one of the council's largest sources of income.</p> <p>Council officers must attempt to maximise income from these assets whilst avoiding the risk of vacant properties and increasing bad debts, which could arise if rents are set too high, and would jeopardise the council's achievement of its corporate objectives of Regeneration and Dacorum Delivers.</p> <p>The continuing recession and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.</p>		<p>The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occurring reducing from a score of 3, which is shown in the Residual Probability (i.e. after controls implemented) being a 1.</p> <p>Estates officers responsible for negotiating rent reviews hold monthly meetings with the Debtors team to track current bad debtors. This increases their understanding of the economic pressures businesses are facing, and</p>		<p>The year-end performance figures for 2013/14 demonstrate that occupation rates are above target (98.8% against a target of 95%), and that the level of arrears is also better than target (at 7.32% against a target of 9.5%).</p> <p>The year-end performance figures for 2014/15 demonstrate an occupation rate of 98.3% against a target of 95%. The level of arrears is at 6.5% against a target of 9.5%.</p> <p>Quarter 1 performance for 2015/16 are above target and demonstrate an occupation rate of 98.66 versus a target of 95%. The level of arrears has increased slightly to 7.3% versus a target of 9%.</p>	

# OPERATIONAL RISK REGISTER

June 2015



	<p>how it can impact on council income.</p> <p>There are currently Corvu performance targets to maintain the number of voids (empty properties) below 5%, and to keep the rent arrears below 10%. Failure to meet either of these targets would prompt further investigation.</p>	
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**Sign Off and Comments**

Sign Off Complete

Investment property income is not currently forecast to achieve the ambitious income levels set within the budget. Income levels are being monitored to ensure that high occupation levels are being maintained and that income levels are being maximised. The commercial assets team is working very hard to bring all leases up full commercial levels and to push for a more robust service charge mechanism to maximise potential income. To increase this even more is a challenge given the current economic climate and the current balance of the asset portfolio.

**FR\_I04 Failure to maintain an effective business continuity plan for all relevant service areas**

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> David Skinner	<b>Portfolio Holder:</b> Cllr Graeme Elliot	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Disruption caused by service failure leading to hardship for individuals, potential loss of business and significant reputational damage		These controls are implemented to ensure that the Council is adequately prepared and able to continue providing key services in the event of an emergency situation. Through this control, the probability of the Council being unable to respond to such an emergency is reduced.			



# OPERATIONAL RISK REGISTER

June 2015



- Annual review process.
- Corporate business continuity process and procedures set out in emergency response toolkit.

### Sign Off and Comments

Sign Off Complete

Managers have been asked to attend a business continuity conference in October that will help to inform the service planning exercise.

## FR R01 Council Tax and Business Rates collections rates drop below budget

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Skinner	<b>Portfolio Holder:</b> Cllr Graeme Elliot	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	2 Medium	6 Amber	3 Likely	2 Medium	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year.  Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.		The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection.  Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible.		The full year Council Tax Collection Rate for 2013/14 (Performance Indicator RBF05) was 97.7% against a budget of 97.5%.  The full year Business Rates collection rate in 2014/15(Performance Indicator RBF04) was under budget at 98.1% against a target of 99%.  Q1 Council Tax collection rates is 30.2% versus a target of 30.1%	

# OPERATIONAL RISK REGISTER

June 2015



<p>Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.</p>	<p>Direct debit payment is recommended for all customers – a pre-filled instruction is sent to all non-DD payers with their annual bill or a first bill for a new taxpayer. The direct debit method reduce the risk of under-collection because it eliminates the risk of a payer forgetting to make a monthly payment.</p> <p>There is an active programme for taking formal recovery action against non payers.</p>	<p>Q1 Business Rates collection is 30.2% versus a target of 24.8%</p>
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## Sign Off and Comments

Sign Off Complete

There is current review of existing processes with regular meeting monitoring performance and an improvement plan is in place to ensure that high standards of collection are maintained and if possible improved. Council tax is within the normal expected range based on previous years and quarters and Business rates collection is significantly ahead of previous years profile.

### FR\_R02 Delays and errors in the processing of Benefits claims

<p><b>Category:</b> Reputational</p>	<p><b>Corporate Priority:</b> Dacorum Delivers</p>	<p><b>Risk Owner:</b> David Skinner</p>	<p><b>Portfolio Holder:</b> Cllr Graeme Elliot</p>	<p><b>Tolerance:</b> Treating</p>	
<p><b>Inherent Probability</b></p>	<p><b>Inherent Impact</b></p>	<p><b>Inherent Risk Score</b></p>	<p><b>Residual Probability</b></p>	<p><b>Residual Impact</b></p>	<p><b>Residual Risk Score</b></p>
<p>4 Very Likely</p>	<p>3 High</p>	<p>12 Red</p>	<p>3 Likely</p>	<p>2 Medium</p>	<p>6 Amber</p>
<p><b>Consequences</b></p>		<p><b>Current Controls</b></p>		<p><b>Assurance</b></p>	
<p>This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council. Customers could suffer personal hardship resulting from</p>		<p>The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring</p>		<p>The successful and continuously improving management of this risk can be seen in the improved performance of KPI RBF01a - Average Time Taken to Decide a New Benefit Claim.</p>	

# OPERATIONAL RISK REGISTER

June 2015



delays or errors in the processing of claims.

Significant reputational risk associated with high-profile errors.

Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.

Government subsidy for housing benefit expenditure is based on external audit certification of the claim made. There is financial risk if errors on cases are identified during their testing.

Communications with claimants needs to be well written and jargon-free in order to reduce the risk of repeat queries which puts pressure on limited staff resources.

also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account.

Quality checking and individual performance management is in place. These mean that each officer has targets for their personal productivity and accuracy, and information from quality checks is fed back in order to sustain improvement.

Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring.

Processes are in place to expedite cases where the customer is vulnerable or facing eviction. These processes start when a case is identified within benefits, or by customer services, homelessness, housing etc.

Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process.

This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly

Performance for the full year 14/15 was 22.9 days, which was within the target of 23 days for the first time.

This represents an improvement of 4.5 days over the 27.4 days average in 2014/15, and an improvement of 9.9 days against the 12/13 result of 32.8 days.

It should be noted that these improvements have been achieved without additional resource. It has purely been the result of improved process design and increased efficiency.

Average time taken to decide a new claim for Housing benefit is 22.7 days versus a target of 23. This is the first quarter since the same period last year where the target has been met.

Average time taken to decide a change event in Housing Benefit is at 12.3 days versus a target of 13.0.

# OPERATIONAL RISK REGISTER

June 2015



improved performance over the last 6 months.

## Sign Off and Comments

### Sign Off Complete

The performance for processing new claims and change events has been erratic in the first quarter. New processes are being embedded and targets are now being met. There is a current improvement plan that is starting to see improved performance and reduced costs. This will be monitored and reviewed to ensure customer service levels are improved and then sustained.



## AGENDA ITEM: 8

### SUMMARY

<b>Report for:</b>	<b>Finance &amp; Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>7th October 2015</b>
<b>PART:</b>	<b>1</b>
<b>If Part II, reason:</b>	

<b>Title of report:</b>	<b>Alcohol Policy</b>
<b>Contact:</b>	<p>Cllr Janice Marshall, Portfolio Holder for Residents and Regulatory Services</p> <p>Author/Responsible Officers:</p> <p>Paul O'Day Lead Officer Corporate Health &amp; Safety</p> <p>Chris Troy, Group Manager, Regulatory Services</p> <p>Dave Austin, Assistant Director (Neighbourhood Delivery)</p>
<b>Purpose of report:</b>	To provide an opportunity for Members to comment on the Council's proposed Alcohol Policy prior to it being presented to Cabinet for approval.
<b>Recommendations:</b>	That any comments from this Committee are passed to the Portfolio Holder for her consideration.
<b>Corporate objectives:</b>	Resources and Value For Money; Optimise Resources and Implement Best Practice.
<b>Implications:</b>	Financial: There are costs associated with procurement of monitoring equipment as detailed in the report.
<b>'Value For Money Implications'</b>	Value for Money: Costs of providing equipment & screening were fully assessed and a brief summary is provided in section 1 of the report.
<b>Risk Implications</b>	<p>Currently there is a risk that action could be taken against the Council for unfair dismissal as there is no objective testing/screening to test employees for alcohol limits whilst at work. To ensure that the final process is objective an independent accredited organisation would be employed to conduct the final alcohol test using home office approved breathalyser. Any risks are offset by the consequences of any incident or accidents caused by personnel that have excess alcohol whilst engaged in work activities or driving.</p> <p>The key risks :</p>

	<ul style="list-style-type: none"> <li>• Statutory non compliance</li> <li>• Risk of serious accidents/fatalities</li> <li>• Legal action taken against the Council (both criminal &amp; civil)</li> <li>• Reputational damage to Council</li> </ul>
Equalities Implications	None. It is proposed this policy applies to all staff across the Council. This addresses concerns from the unions that operational staff at the depot could be targeted unfairly as many of the depot staff drive or operate machinery.
Health And Safety Implications	None. Implementation of the policy will enable DBC to demonstrate they are complying with H&S requirements and best practice.
Consultees:	<ul style="list-style-type: none"> <li>• Unions</li> <li>• Cupid Green Health &amp; Safety Group</li> <li>• Health &amp; Safety Committee</li> <li>• CMT</li> </ul>
Background papers:	Alcohol Policy
Glossary of acronyms and any other abbreviations used in this report:	

## **1. Background**

- 1.1 The Council currently has a Policy on Alcohol and Drugs Misuse, however there is no objective means to determine whether employees are under the influence of alcohol or not. The original request to review the policy came from Waste Services and Clean, Safe and Green which have many high risk operations.
- 1.2 As testing for drugs and alcohol would be a new approach for the Council, the Health & Safety Committee agreed that it would be wise to initially focus solely on alcohol testing. After extensive consultation via the Health & Safety Committee and Unions exploring various options, the new proposed policy obtained the approval of the Health & Safety Committee.
- 1.3 This new policy is proposed to be adopted because it provides an objective testing regime to confirm whether or not staff are under the influence of alcohol whilst at work. It is envisaged that the testing elements contained in this policy will have a deterrent effect.

## **2. Scope of the Policy**

- 2.1 This policy is intended to cover all employees regardless of their duties. Tests would be conducted on suspicion, after a serious accident (particularly involving vehicles and dangerous equipment) and randomly.

## **3. Summary of Process**

- 3.1 For all tests there would be two stages, an initial screening test undertaken by designated Council employees and a confirmation test undertaken by an external provider.

### **a. Initial screening test.**

Initial screen test would be conducted in-house by Corporate Health & Safety staff and Environmental Health Managers who would be on call. Human Resources (HR) staff would do the testing on Environmental Health and Corporate Health & Safety staff.

### **b. External confirmation testing**

If an employee fails the initial screening test then an external provider using Home Office approved breathalysers would be called to conduct a confirmation test.

- 3.2 Suspicion

- 3.2.1 If a manager/supervisor has a suspicion that a member of staff may be under the influence of alcohol he/she would call Corporate Health & Safety, which would then have an officer in attendance to carry out a

test within one hour. Screening test conducted – (a control on the tester and a test on the donor).

### 3.2.2 Screening (conducted by DBC staff):

- a. If negative test results recorded – no further action
- b. If negative test but showing some alcohol results recorded – H&S advice given on dangers of working with alcohol.
- c. Test positive (i.e. above drink/drive limit) call external provider – HR notified.

### 3.2.3 Confirmation Test (conducted by external provider):

- d. If negative test results recorded – no further action.
- e. If negative test but showing some alcohol results recorded – H&S advice given on dangers of working with alcohol.
- f. If positive test results recorded – test results provided to HR to action as necessary

## 3.3 Accident

- 3.3.1 Manager notified of serious accident then calls Corporate H&S, they attend within one hour, and the process would be the same as points a) to f) above.

## 3.4 Random

- 3.4.1 Randomised testing, HR to provide an initial 50 random names from database for the first cycle of random testing. This figure would be subject to review after 6 months depending on results. The process would be the same as points a) to f) above.

## 4. Timescales of implementation of Policy

- 4.1 If approved there would an initial period to procure the in-house screening equipment and the external provider. Prior to the implementation of the policy there would be a two month amnesty so allowing staff that may have an issue with alcohol to approach HR and seek help as per the current policy.
- 4.2 Staff who would undertake the initial screening test would be trained in the period.
- 4.3 Training sessions would be delivered to Group Managers and/or Team Leaders to demonstrate the initial screening tests in addition to via drop-in sessions at both the Civic Centre and Cupid Green Depot for staff to attend.



## **5. Transparency & Review**

- 5.1 Review at H&S committee would occur after the first round of random tests. This would also be an opportunity to review any test undertaken on grounds of suspicion or after an accident.
- 5.2 The Unions have requested that the results of random tests be presented to the Health & Safety Committee to confirm that no single area of the Council is being unfairly targeted. This information would merely contain the number of tests, the department and the result; no names would be provided.

## **6. Financial Implications**

- 6.1 As detailed in 3.1, there is a two-step process to ensure the process is as cost effective as possible. That said, clearly the financial implications are largely dependent on the number of cases of suspicion occurring during the year so will need to be monitored.
- 6.2 The costs for the process would be as follows:
  - a) This would be done in a similar manner to a road side Police breath test, equipment costing between £100 to £200 and mouthpieces around £2 each time.
  - b) Cost at approximately £200 per call out for external provider to test on suspicion. This could be expensive if used on a frequent basis.
- 6.3 An advantage of using an independent supplier to undertake the Home Office approved breathalyser test is that should a test result be a positive, then any disciplinary proceedings would be relying on evidence provided by a third party.
- 6.4 All care of the equipment and calibration of equipment is done by the third party. Third party is available 24/7 hours a day and 365 days a year.

# Agenda Item 9



## AGENDA ITEM: 9

### SUMMARY

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Date of meeting:</b>	Wednesday 7 October 2015
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	Voluntary Sector Funding – Changes to grant arrangements
Contact:	<p><b>Portfolio Holder:</b> Cllr Neil Harden</p> <p><b>Author:</b> Claire Lynch (Community Partnerships Team Leader)</p> <p><b>Responsible Officer:</b> Matt Rawdon (Group Manager – People) and Steve Baker (Assistant Director – Chief Executive’s Unit)</p>
Purpose of report:	<ol style="list-style-type: none"> <li>1. To outline the new commissioning approach</li> <li>2. To outline the proposed financial envelope, distribution of funding between services, proposed services and phased approach</li> </ol>
Recommendations	<ol style="list-style-type: none"> <li>1. For Overview and Scrutiny Members to review the report and provide feedback to the project team on the proposals so that they can be fed into the October Cabinet Report.</li> </ol>
Corporate objectives:	<ol style="list-style-type: none"> <li>1. Community Capacity: enabling self-help and volunteering to build communities.</li> <li>2. Regeneration: developing skills and aspirations of local people.</li> <li>3. Dacorum Delivers: developing more effective ways of delivering services which meet customer expectations.</li> </ol>
Implications:	<p><u>Financial</u></p> <p>The overall cost to the Council for these services, which is committed until 31 March 2016 is £813,800 per annum.</p>
‘Value For Money Implications’	<p>£753,800 from the General fund (£627,550 per annum in grant funding , £105,500 in reduced income from full market rent and £20,750 in reduced business rates) and £60,000 from the Housing Revenue Account (HRA).</p>

	<p><u>Value for money</u></p> <p>The new proposal is to move to an outcome based commissioning model which looks to improve citizens outcomes in the most efficient, effective and sustainable way.</p> <p>The new model will give service providers the opportunity to be creative and come up with new ways of meeting service outcomes for local people. The focus on outcomes should see long term improvements for local people which will reduce dependency on services in future.</p> <p>The total financial envelope (not including £105,500 in reduced income from full market rent and £20,750 in reduced business rates) is £627,550. The proposal is that this is reduced by 10% to £619,000 for the financial year 2016/2017</p>
Risk Implications	Risk assessment – created in April 2015. Last reviewed on 23.09.2015.
Equalities Implications	In progress
Health And Safety Implications	Nil
Consultees:	<p><b>Complete:</b></p> <ul style="list-style-type: none"> <li>• Service users - currently funded through the Strategic Partner Programme</li> <li>• DBC Staff</li> <li>• Strategic Partners</li> <li>• Cabinet members and Senior Management</li> </ul> <p><b>To do:</b></p> <ul style="list-style-type: none"> <li>• Wider voluntary sector organisations</li> </ul> <p>Stage 2 – staff, residents and Councillors</p>
Background papers:	Nil
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>Dacorum has funded ten voluntary sector organisations through the Strategic Partner Programme (SPP) since 2011. The SPP replaced existing core funding arrangements and had the aim of ensuring that the voluntary sector carried out work which supported the Council’s vision and priorities. The 10 partners supported through core funding remained the same for the Strategic Partner Programme and are outlined below;</p> <ul style="list-style-type: none"> <li>• <a href="#">Age UK Dacorum</a></li> <li>• <a href="#">Citizens Advice Bureau (CAB)</a></li> <li>• <a href="#">Community Action Dacorum (CAD)</a> (Including shop mobility)</li> <li>• <a href="#">DENS action against homeless</a> (Including Dacorum Rent Aid)</li> </ul>

	<ul style="list-style-type: none"> <li>• <a href="#">Druglink</a></li> <li>• <a href="#">Mediation Hertfordshire</a></li> <li>• <a href="#">Relate Dacorum, Watford and Three Rivers</a></li> <li>• <a href="#">Signpost</a> (formally known as Urban Access)</li> <li>• <a href="#">The Centre in the Park</a></li> <li>• <a href="#">Volunteer Centre Dacorum</a></li> </ul> <p><b>Cost</b></p> <p>The overall annual cost to the Council for these services, which is committed until 31 March 2016 is £813,800.</p> <p>£753,800 from the General fund (£627,550 per annum in grant funding , £105,500 in reduced income from full market rent and £20,750 in reduced business rates) and £60,000 from the Housing Revenue Account (HRA).</p> <p>(Appendix 1: Strategic Partner financial values for 2015-16)</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>SPP – Strategic Partner Programme</p> <p>CAD – Community Action Dacorum</p> <p>HMO - House in Multiple Occupation</p>
Appendices	<p>Appendix 1: Strategic Partner financial values for 2015-16</p> <p>Appendix 2: Full breakdown of tender timescales for each service</p> <p>Appendix 3a-3e – draft outcomes for services) (appendix 3a. Information, advice and advocacy/ 3b. Voluntary Sector Support/ 3c. Living Stable Lives/ 3d. Reducing Social Isolation in Older People</p> <p>Appendix 4 – Proposed future funding arrangements</p>

## 1. Commissioning

1.1 The Council agreed that funding for the SPP would cease in the financial year 2016/2017 and a commissioning model would be adopted. The Commissioning and Procurement Standing Orders were agreed by Cabinet in June 2014; the agreed model focuses on the delivery of outcomes in support of the Council's vision and priorities.

1.2 The Council's Commissioning and Procurement Strategy, sets out the following approach:

- Identify the need - Look at the "as-is" provision, consult with stakeholders, forecast and manage demand, take account of any value add or Business Process Re-engineering, analyse and forecast spend, express as an outcome.
- Commercial Assessment - Identify the market (national/regional/local), undertake risk assessment, market development or shaping, generate options

to satisfy need, compare & challenge, review sources of funding (capital, revenue, grants), business case (sustainability & affordability).

- Solution Provision - In-house provision (skills & resource assessment), work with others and share service delivery, legal framework (delegation of duties, shared service, Joint Venture or committee), single or joint procurement (service delivery, supply, outsource), solution open to public/private/third sectors.

## 2. **Progress to date:**

- CMT discussions on 23 June/ 21 July 2015 on options around grouping contracts and project timescales and agreed recommendations for members
- Cabinet member/ CMT workshops held on 3 July/ 6 August 2015 to discuss grouping contracts, service outcomes, project timescales, and finances.
- Draft outcomes developed with voluntary sector, service users and DBC staff (appendix 3a-3e – draft outcomes for services)  
(appendix 3a. Information, advice and advocacy/ 3b. Voluntary Sector Support/ 3c. Living Stable Lives/ 3d. Reducing Social Isolation in Older People and their Carers/ 3e. Preventing relationship breakdown)
- Proposals for groupings, phased approached and re-distribution of finances agreed in principle by CMT and Cabinet Members. Then presented to Strategic Partners.
- Development of the service outcome framework / added value table by project team further to consultation
- Stage 1 consultation with all Strategic Partners completed.
- Stage 2 consultation with all Strategic Partners open until 6 November 2015

## 3. **Proposed finances;**

The table in appendix 4 outlines the existing funding arrangements for 1 year, the amount that would be funded if 10% was deducted and the amount that is proposed for the service based on evidence of need.

## 4. **Proposed length of contracts:**

The contract length is proposed to be a minimum of three years.

## 5. **Phased approach:**

A phased approach based on the tender readiness of existing providers and taking into account the changes in services has been proposed.

See Appendix 2 for a full breakdown of tender timescales for each service.

## 6. **Rationale for grouping of contracts and the redistribution of funding**

### 6.1 Voluntary Sector Support

Previously CAD & Volunteer Centre Dacorum grants

- Hertfordshire County Council are currently commissioning a countywide service for 'Supporting the Voluntary Sector' (£263,000 per year), this will result in approximately £26,000 worth of additional funding for the Dacorum area which has not been put into the area in the past.
- The high overheads, back office and management costs of small organisations is not efficient

- We believe savings could be realised if these two organisations worked more closely together
- It is best practice to commission Voluntary Sector Support and Infrastructure Support as one service

### **6.2 Living Stable lives**

Previously Druglink & DENS (including Rent Aid) grants

- CRI Spectrum are commissioned on a County wide basis to provide drug and alcohol support. County Council commissioners have identified that this is the County Council's statutory responsibility to provide these services and as such Dacorum Borough Council does not need to fund this service
- CRI spectrum now refer clients into the Oxygen pathway (the rehabilitation centre run by Druglink) and pay Druglink using funding from the County Council for the rehabilitation service
- Druglink have started to go into partnership with private landlords to utilise existing HMO's for 'move on' accommodation, which forms part of the Oxygen pathway
- DENS are contracted to manage The Elms to support people back into permanent accommodation
- Staff consultation – Strategic Housing: The Homelessness Team reported the issue of 'move on accommodation' as problematic when people leave The Elms. It is not cost effective for people to stay in that location so 'move on' accommodation is vitally important
- DENS and Druglink both follow a 'pathway' model which works with people beyond the point of crisis towards stabilising lives in the long term.

### **6.3 Preventing relationship breakdown**

Previously Mediation Hertfordshire & Relate grants

- Relate counsellors are trained, paid psychological therapists and Mediation Hertfordshire use volunteers who are trained in conflict resolution. We believe there could be efficiencies in working together to ensure families receive the correct level of support at the correct time through a potential pathway of support
- A Lottery funded project of Mediation Hertfordshire was to support children who have experienced problems due to parental dispute. The majority of referrals have come from families where parents are in dispute, which closely links to the work Relate carry out.

### **6.4 Reducing social isolation for older people and their carers**

Previously AgeUK and Centre in the Park

- National and local figures on projected increases for number of older people with dementia
- It is good practice to demonstrate the benefits of having a pathway of care for older people.
- National and local figures of number of unpaid carers (higher in Dacorum than Hertfordshire and National figures)

**Work to action:**

- Initial inquiries have been made to assess opportunities to pool budgets with the County Council as they also fund AgeUK and Centre in the Park.

**6.5 Supporting young people**

- The previous amount funded (£10,500 per year) to Signpost was significantly lower than for other services.
- Signpost deliver a lot in comparison to the size of grant they receive.
- In the recent service user and residents consultation the Council carried out – The statement ‘we are mentally and physical healthy’ had the second highest rate of support (175 people representing 56% of the responders)
- Suicide and self-harm in young people has been raised as an issue by GPs in Dacorum and presented to the Dacorum Strategic Network (DSN). Signpost received a small amount of funding from the DSN to pilot a support group for young people with social anxieties.

**6.6 Domestic Violence (currently delivered by CAD)**

- In the recent service user and residents consultation the Council carried out – The statement ‘we feel safe in our homes and community’ had the highest rate of support (254 people representing 82% of the responders)
- The recent staff consultation the Council carried out – identified that funding which currently goes towards the Domestic Violence Forum does not achieve outcomes
- SafeLives (CAADA) Countywide Review has presented opportunities to deliver a project locally
- £9,500 which was allocated to the Sunflower Centre was removed in 2014.

**Work to action:**

- Discuss with the Council’s Anti-Social Behaviour Team and the Homelessness Team about pathways when local residents need support

**7. Recommendation:**

- For Overview and Scrutiny Members to review the report and provide feedback to the project team on the proposals so that they can be fed into the October Cabinet Report.

Strategic Partner	Agreement Expiry Date	Agreement Type	Annual Rent received	Market rent	Difference	Ratable value	Value of discretionary rate relief	comments	Housing		Funding	Rent	Rates	Housing	Total	Year 1	Year 2	Year 3	Year 4	Year 5
									Funding	Notes										
Age UK Dacorum			N/A	N/A	N/A	Not currently assessed seperately	N/A	New lease with Day Centre being agreed which will regularise them as an undertenant. Their underleasenot finalised but says this is based on £30% of £250 (what we are charging our tenant initially) plus £300. This calculation for working out the rent is up to 19/08/2018 and thereafter the subtenant to pay 30% of the tenants rent. DBC have not been involved in how the tenant (Centre in the park) has determined the rent review of the subtenant.	£25,000	£15K to Friendship Team & £10K to Handyperson	£40,950	£0	£0	£25,000	£65,950	£65,950	£131,900	£197,850	£263,800	£329,750
Citizens Advice Bureau	31-Mar-14	Lease	£1,000	£7,000	£6,000	£6,600	£651	Holding over at lease expiry			£171,890	£6,000	£651	£0	£225,059	£225,059	£450,117	£675,176	£900,234	£1,125,293
	31-Mar-16	lease	£250	£19,500	£19,250	£23,000	£2,268	Not known if they subket any space?	£25,000			£19,250	£2,268	£25,000						
Community Action Dacorum (CAD)	01/05/24	Lease	£250	£16,500	£16,250	£22,000	£2,169	Unusual building, not in a tradional office market location.			£146,780	£16,250	£2,169	£0	£165,199	£165,199	£330,398	£495,598	£660,797	£825,996
DENS	31/03/19	Lease	6,200	£6,750	£550	£6,500	£641	No application for discretionary relief yet received			£20,500	£550	£641	£0	£48,047	£48,047	£96,094	£144,141	£192,188	£240,235
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND C	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND B	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	29/11/19	Lease	£2,150	£2150 * until rent review	£0	BAND B	N/A	Note * The tenant undertook works so the rent reflect the tenants investments plus DBC invested £10,000 over the 3 properties , the properties will revert to market value at rent review on 30/11/2017 which is currently £6,500 p.a				£0	£0	£0						
	31/01/15	Lease	50% OF THE RENTAL RECEIVED	£10,000	£5,000	BAND E	N/A	At lease renewal currently,				£5,000	£0	£0						
	29/11/17	Lease	£0	£16,500	£16,500	£49,250	£4,856	previous income over £30,000, but building needs substantial repair which would affect the market rent. No application for discretionary relief yet received				£16,500	£4,856	£0						
	Procurement has details	Procurement has details	Procurement has details			BAND D	N/A	No data known				£0	£0	£0						
Drugline	29/09/2015	Tenancy - 3	£1	£10,000	£9,999	£10,000	£986				£63,330	£9,999	£986	£0	£87,195	£87,195	£174,389	£261,584	£348,779	£435,974
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
							N/A					£0	£0	£0						
								rental value blighted as property is to be developed so they are making DBC they are saving the Council business rates payments There are two separately rated parts of this property (2nd floor, and Sth Wing ground floor). Each has an RV of 20,750 and rate relief of £2045.95				£0	£4,092	£0						
	06-Oct-15	Licence - 1	£1	£8,000	£7,999	£8,000	£789					£7,999	£789	£0						
Mediation Hertfordshire					N/A	£5,100	£503	No data known Leased from Affinity Sutton	£10,000	to provide mediation services for tenants due to the volume of referrals	£33,730	£0	£503	£10,000	£44,233	£44,233	£88,466	£132,699	£176,931	£221,164
Relate	01/07/28	Underlease	£250	£7,750	£7,500	£15,500	£1,528	DBC has a landlord and we have a restricion on the use for the building it has steep 2nd staircase and is not designed for offices, but has been reasonably adapted			£48,610	£7,500	£1,528	£0	£57,638	£57,638	£115,277	£172,915	£230,553	£288,192
Signpost (aka urban access)					N/A	no rateable occupation known	N/A	No data known			£10,600	£0	£0	£0	£10,600	£10,600	£21,200	£31,800	£42,400	£53,000
The Centre in the Park	19-Aug-13	Lease	£1	£8,800	£8,799	£11,000	£1,085	Building modified for intended use with internal ramps, and accessibility			£34,200	£8,799	£1,085	£0	£44,084	£44,084	£88,167.20	£132,250.80	£176,334.40	£220,418
Volunteer Centre Dacorum	11/03/17	Licence - 6	£250	£7,800	£7,550	£12,000	£1,183	Unusal building, site the buildign sits on has legal issues so cannot be let on a lease			£56,960	£7,550	£1,183	£0	£65,693	£65,693	£131,386.40	£197,079.60	£262,772.80	£328,466

£105,397

£20,750

£627,550

£105,397

£20,750

£60,000

£813,697

£813,697

£1,627,395

Key

£2,441,092    £3,254,789    £4,068,487



Strategic Partners	Funding	Rent	Rates	Housing	Year 1	Year 2	Year 3	Year 4	Year 5
Age UK Dacorum	£40,950	£0	£0	£25,000	£65,950	£131,900	£197,850	£263,800	£329,750
Citizens Advice Bureau	£171,890	£25,250	£2,919	£25,000	£225,059	£450,117	£675,176	£900,234	£1,125,293
Community Action Dacorum (CAD)	£146,780	£16,250	£2,169	£0	£165,199	£330,398	£495,598	£660,797	£825,996
DENS	£20,500	£22,050	£5,497	£0	£48,047	£96,094	£144,141	£192,188	£240,235
Druglink	£63,330	£17,998	£5,867	£0	£87,195	£174,389	£261,584	£348,779	£435,974
Mediation Hertfordshire	£33,730	£0	£503	£10,000	£44,233	£88,466	£132,699	£176,931	£221,164
Relate	£48,610	£7,500	£1,528	£0	£57,638	£115,277	£172,915	£230,553	£288,192
Signpost (aka urban access)	£10,600	£0	£0	£0	£10,600	£21,200	£31,800	£42,400	£53,000
The Centre in the Park	£34,200	£8,799	£1,085	£0	£44,084	£88,167	£132,251	£176,334	£220,418
Volunteer Centre Dacorum	£56,960	£7,550	£1,183	£0	£65,693	£131,386	£197,080	£262,773	£328,466

Year 1	<b>£627,550</b>	<b>£105,397</b>	<b>£20,750</b>	<b>£60,000</b>	<b>£813,697</b>	<b>£1,627,395</b>	<b>£2,441,092</b>	<b>£3,254,789</b>	<b>£4,068,487</b>
Year 2	<b>£1,255,100</b>	<b>£210,794</b>	<b>£41,501</b>	<b>£120,000</b>					
Year 3	<b>£1,882,650</b>	<b>£316,191</b>	<b>£62,251</b>	<b>£180,000</b>					
Year 4	<b>£2,510,200</b>	<b>£421,588</b>	<b>£83,001</b>	<b>£240,000</b>					
Year 5	<b>£3,137,750</b>	<b>£526,985</b>	<b>£103,752</b>	<b>£300,000</b>					

Below OJEU

Above OJEU

In this instance 'OJEU' is indicating the European Union procurement threshold value for services (£172,514) on a cumulative basis. Over this value certain rules and timescales will apply to the procurement process.

OJEU (Official Journal of the European Union)

<b>Voluntary Sector Organisation</b>	<b>% of grant compared to annual income</b>	
Citizens Advice Bureau	47%	25-50%
Mediation Herts	38%	
Volunteer Centre	37%	
Relate	26%	
Age UK	15%	10-25%
Centre in the Park	12%	
Signpost	9%	less than 10%
Community Action Dacorum	8%	
Druglink	5%	
DENS	unknown	

<b>Tender Timescales</b>	<b>Information, Advice and Advocacy</b>	<b>Supporting the Voluntary Sector</b>	<b>Living Stable Lives</b>
Extended consultation for advice service outcomes	7 Sept - 2 Oct 2015	11 Sept - 6 Nov 2016	11 Sept - 6 Nov 2016
Consultation meeting with current Strategic Partners	14 Sept 2015	15 Sept 2015	11 Sept 2015 18 Sept 2015
Finance and Resources Overview and Scrutiny (specification, outcomes and evaluation criteria for advice service to be presented)	7 Oct 2015	7 Oct 2015	7 Oct 2015
Housing and Community Overview and Scrutiny (specification, outcomes and evaluation criteria for advice service to be presented)	14 Oct 2015	14 Oct 2015	14 Oct 2015
Cabinet (specification, outcomes and evaluation criteria for advice service to be agreed)	20 Oct 2015	20 Oct 2015	20 Oct 2015
Consultation / bidders day	20 Oct 2015	20 Oct 2015	TBC
Procurement training	TBC	TBC	TBC
Service tender to be released	Nov 2015	Jan / Feb 2016	March / April 2016
Evaluation of advice service tender	Jan 2016	March 2016	May 2016
Communication of advice service decision with bidders	Jan 2016	March 2016	May 2016
Standstill period for advice service	Feb 2016	April 2016	June 2016
Contract signing for advice service	March 2016	May 2016	July 2016
New advice service in place	May 2016	July 2016	Oct 2016

<b>Reducing Social Isolation</b>	<b>Preventing Relationship Breakdown</b>	<b>Keeping People Mobile</b>	<b>Supporting Dacorum's Youth</b>	<b>Safe Lives</b>
11 Sept - 6 Nov 2016	11 Sept - 6 Nov 2016	TBC	TBC	TBC
11 Sept 2015	14 Sept 8 Sept 2015	TBC	TBC	TBC
7 Oct 2015	7 Oct 2015	TBC	TBC	TBC
14 Oct 2015	14 Oct 2015	TBC	TBC	TBC
20 Oct 2015	20 Oct 2015	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
TBC	TBC	TBC	TBC	TBC
March / April 2016	May/ June 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
May 2016	July 2016	TBC	TBC	TBC
June 2016	Aug 2016	TBC	TBC	TBC
July 2016	Sept 2016	TBC	TBC	TBC
Oct 2016	Dec 2016	TBC	TBC	TBC

## Living Stable Lives

The aim of this service is to support people that have experienced a crisis such as homelessness or substance abuse and need support beyond the point of crisis to stabilise their lives. The service will develop a pathway of support to stabilise people's lives and give them the tools to Live Stable Lives in future.

Move on accommodation and maintaining a tenancy can prove difficult for people who have experienced homelessness and/ or substance misuse. Difficulties can arise with health, finances and relationships and additional support maybe needed beyond the point of crisis.

Crisis research looking at people's turning points into homelessness in the UK, found that reasons most often cited by male participants were relationship breakdown, substance misuse, and leaving an institution (prison, care, hospital etc.). For homeless women, the most common causes were physical or mental health problems and escaping a violent relationship.  
<http://www.crisis.org.uk/pages/causes-consequences.html>

A way of improving people's life chances is to reduce their likelihood of re-using drugs and alcohol, preventing homelessness and improving social inclusion.

The following outcomes are suggested for shaping this service.

Service Outcomes	Suggested Indicators
<i>Desired outcomes of the service</i>	<i>General indicators we would be looking for</i>
People are secure in their housing	Number and (%) of people that went on to sustain tenancies e.g. 3 months, 6 months, 1 year  Number and (%) of people that leave move on accommodation with housing secured
People have positive support networks	Number and (%) of people that feel they have someone to contact when in difficulty  Number and (%) of people that feel their peers have a positive influence on their decision making  Number and (%) of people encouraged to access other services
People are able to meet their basic needs	Number and (%) of people that feel able to manage their money  Number and (%) of people that feel they have enough to eat daily  Number and (%) of people that have a bed to sleep in  Number and (%) of people that have improved hygiene

<p>People live as healthy lives as possible</p>	<p>Number and (%) of people that remain clean after detox e.g. 3 months, 6 months, 1 year</p> <p>Number and (%) of people that experience a positive change in their mental health and wellbeing e.g. anxiety, stress, depression, sleep patterns</p> <p>Number and (%) of people that access medical help when needed</p> <p>Evidence of promoting the benefits of physical activity and maintaining stable lives</p>
<p>People are able to resolve issues in future</p>	<p>Number and (%) of people that that are better equipped to deal with problems in the future/ make better informed decisions</p> <p>Number and (%) of people that feel more able to recognise issues and seek out support before reaching crisis point e.g. financial advice</p>
<p>People have access to additional support services following interaction with the service</p>	<p>Number and (%) of people who are identified as needing support from another organisation</p> <p>Number and (%) of people who are referred to another organisation</p> <p>Number and (%) of people who receive support from the organisation they have been referred too</p>
<p>People have developed life skills</p>	<p>Breakdown of people engaging in activities to develop skills</p> <p>Number and (%) of people that have an increased confidence in living independently</p> <p>Number and (%) of people that feel able to manage their finances</p> <p>Number and (%) of people that enrol in a course / training</p> <p>Number and (%) of people that went on to employment / volunteering</p>

## Reducing Social Isolation for Older people and Carer's in Dacorum

Social Isolation relates to the lack of, or frequency of social contacts, interaction, social support structures, or lack of input into wider community activities.

The aim of this service therefore would be to improve older people and carer's social connectedness.

Social connectedness refers to the relationships people have with others and the benefits these relationships can bring to the individual and wider society. The service will look to build older people and carer's resilience to feelings of loneliness and the ability to integrate with the local community. This is influenced by the Five Ways to Wellbeing framework.

Using the Campaign to End Loneliness Outcomes framework, these are the suggested outcomes for commissioning 'Older people and their carers living well'. <http://campaigntoendloneliness.org/guidance/?size=big&contrast=dark>

The following 7 desired outcomes are therefore suggested to shape this service:

Service Outcomes	Suggested Indicators
<b><i>Desired outcomes of the service</i></b>	<b><i>General indicators we would be looking for</i></b>
Older people and carer's are as healthy as possible	Number and (%) of older people and carer's that experience a positive change in their mental health and wellbeing after accessing the service e.g. Confidence, Stress, Anxiety, Depression  Number and (%) of older people and their carer's that increase their levels of physical exercise  Number and (%) of older people and carer's that have a healthier diet  Number and (%) of carer's that feel more able to care for their dependent after accessing the service e.g. through respite  - Evidence of improved hygiene
Older people and carer's recognise and can cope with feelings of loneliness	Number and (%) of older people and carer's that feel less lonely  Number and (%) of older people and carer's that feel more able to recognise how loneliness can affect their health and wellbeing  Number and (%) of older people and carer's that have someone they can contact when they feel lonely e.g. be-friending buddy, support service
Older people and carer's socialise with others	Number and (%) of older people or carer's that increase the average number they speak to daily  Number and (%) of older people unable to leave their homes that increase the average number of people they speak to daily
Older people and their carer's use technology to maintain relationships	Number and (%) of older people or carers that contact family or friends using technology e.g. skype after accessing the service  Number and (%) of older people or carers that use technology for entertainment e.g. to play games  Number and (%) of older people and carers that use technology to access services

<p>Older people and their carers feel safe and secure in their homes and communities</p>	<p>Number and (%) of older people or carers that feel more safe and secure in the homes</p> <p>Number and (%) of older people or carers that feel more safe and secure when out in the community</p>
<p>Older people and their carers know about and can access other services that support their needs</p>	<p>Evidence of promoting initiatives/ activities that would benefit older people and their carer's</p> <p>Number of referrals made to other services</p> <p>Number of other services that refer older people or carer's to your service</p>
<p><b>Housing Specific Outcomes – these outcomes will be specific to tenants of Council owned proprieties</b></p>	
<p>Older people and carers live in warm, weather tight, safe and secure Council owned properties</p>	<p>Evidence of older people and carers being supported to make repairs to their Council owned properties</p> <p>Number and (%) of older people and carers that are supported to make their properties more efficient e.g. insulation advice, energy saving light bulbs, draft proofing.</p> <p>Number and (%) of older people and carers that feel safer / more secure in their properties</p>
<p>Older people and carers are supported to stay in their homes and remain independent</p>	<p>Evidence of identifying older peoples and carers property needs and offering advice on how their property could be adapted</p> <p>Number and (%) of older people and carers that have improved mobility within their homes as a result of adaptations e.g. grab rails</p> <p>Number and (%) of older people with a reduction in falls or fear of falling in their home</p>

The previous Outcome Framework included 15 outcomes, this Framework sought to reduce this number and give a clear guidance on the outcomes this service should be working towards.



## Preventing Relationship Breakdown

This service will develop a pathway of support for people experiencing relationship breakdown that addresses both the practical and emotional needs of local people. The aim is to ensure that people can maintain healthy and secure relationships at home, with neighbours, in the community and in the workplace.

For the purpose of this service, the term 'relationship' refers any connection between two or more people.

The main areas of service will focus on:

- Neighbour Disputes
- Wider Community Disputes
- Family Breakdown
- Workplace Conflict

This service will need to demonstrate the ability to deliver a spectrum of services as listed below.



**Self Help:** Local people are able to access a wide range of information remotely to resolve issues. This information is available at any given time through multiple channels e.g. online or leaflets.

**Assisted Support:** Local people are supported to reach voluntary agreements between parties on how to move forward and resolve issues affecting practically.

**Specialist Support:** Local people are helped to strengthen their relationships by addressing the emotional and psychological issues affecting them.

The following desired outcomes are therefore suggested to shape this service.

Service Outcomes	Suggested Indicators
People resolve issues affecting their relationships	<p>Number and (%) of people that felt satisfied their issue had been resolved</p> <p>Number and (%) of people that return to the service within a year</p> <p>Breakdown cases accessing the service: family, neighbours, couples, work colleagues etc.</p>
People use multiple channels to maintain communication	<p>Evidence of technology being used to improve communication between people experiencing relationship breakdown e.g. skype</p> <p>Evidence that people feel more able to express their feelings in an appropriate way as a result of accessing the service</p>
People have enriching relationships with others	Evidence that people feel their quality of relationships have improved since accessing the service
People's live as healthy lives as possible when experiencing a breakdown in relationships	<p>Evidence of people's health and wellbeing improving as a result of accessing the service, this includes:</p> <ul style="list-style-type: none"> <li>• Levels of stress</li> <li>• Sleep</li> <li>• Appetite</li> <li>• Mental health</li> <li>• Physical health</li> <li>• Self esteem</li> </ul>
The impact of relationship breakdown on others is supported	Number of children / adults not accessing the service that live with service user's
People have the skills to cope with future issues that affect relationships	<p>Evidence of signposting people on to other service for future support</p> <p>Number and (%) of people that feel better equipped to deal with issues in the future</p>

Housing specific outcomes	
Dacorum Borough Council tenants are supported to maintain their tenancy	<p>Number and (%) of DBC tenants that access the service</p> <p>Number and (%) of DBC tenants that feel able to continue their tenancy e.g. couples with a joint tenancy or resolution between neighbours</p>

Appendix 4 – Future Funding

Name of Service	Organisations currently delivering the existing grant funded service	Total existing general fund grant for this service	HRA	Total DBC grant funding for year 2015-16	10% reduction	Yearly funding with 10% reduction	Proposed redistribution for yearly funding
Information, advice and advocacy Service	Citizens Advice Bureau	£171,890.00	£25,000.00	£196,890.00	£19,689.00	£177,201.00	£177,000.00
Supporting the Voluntary Sector	Community Action Dacorum & Volunteer Centre Dacorum	£157,740.00		£157,740.00	£15,774.00	£141,966.00	£124,000.00
Preventing Stable Lives	Druglink & Dens	£83,830.00		£83,830.00	£8,383.00	£75,447.00	£70,000.00
Reducing Social Isolation in Older People and their Carers	Age UK & Centre in the Park	£75,150.00	£25,000.00	£100,150.00	£10,015.00	£90,135.00	£95,000.00
Preventing relationship breakdown	Relate & Mediation Herts	£82,340.00	£10,000.00	£92,340.00	£9,234.00	£83,106.00	£83,000.00
<b>Service outcomes have not been developed for the services listed below;</b>							
Safe Lives	CAD (Domestic Violence Forum)	£4,000.00		£4,000.00	£400.00	£3,600.00	£10,000.00

<b>Supporting young people</b>	Signpost	£10,600.00		£10,600.00	£1,060.00	£9,540.00	£20,000.00
<b>Keeping people mobile</b>	Shop Mobility & Community Transport	£42,000.00		£42,000.00	£4,200.00	£37,800.00	£40,000.00

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

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

Date:	Report Deadline	Items:	Type:	Contact details:	Background Information
16 June 2015	02 June 2015	Action Points from previous meetings	SC	All Members to discuss	
		Q4 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Project Governance – Residents & Regulatory Services J Deane, Director- Finance & Resources	
		Q4 Risk Management Report 2014/2015	PM	L Dargue, Insurance & Risk Manager	
		Q4 Forecast Financial Outturn Report 2014/15	PM	R Baker, Group Manager	
		Revised Financial Regulations	SC	J Deane, Director - (Finance & Resources)	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
22 July 2015	08 July 2015	Action Points from previous meetings	SC	All Members to discuss	
		<b><u>MEETING CANCELLED</u></b>			

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

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

02Sept 2015	19 August 2015	Q1 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Performance & Projects D Skinner, Assistant Director -Finance & Resources Ben Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q1 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Introduction to Digital Dacorum	PM	R Smyth, Assistant Director – Performance & Projects	
		Action Points from previous meeting	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
07 Oct 2015	25 September 2015	Action Points from previous meetings	SC	All Members to discuss	
		Alcohol Policy	PM	Chris Troy, Group Manager – Regulatory Services	
		Q1 Performance & Operational Risk Register	PM	D Skinner, Assistant Director -Finance & Resources	

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

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

Date:	Report Deadline	Items:	Type:	Contact details:	Background information
		Report (Finance and Resources only)			
04 November 2015	21 October 2015	Q2 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit (MO) R Smyth, Assistant Director – Performance & Projects D Skinner, Assistant Director - Finance & Resources B Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q2 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Action Points from previous meetings	SC	All Members to discuss	
		Community Infrastructure Levy	PD	H Overhead, Assistant Team Leader – Strategic Planning and Regeneration  J Doe, Assistant Director Planning, Development & Regeneration	
08 Dec 2015 (Joint	26 November 2015	Budget 2016-17  <i>Ideally no further items to be added</i>		J Deane, Director - Finance & Resources D Skinner. Assistant Director – Finance & Resources	

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

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

OSC)					
		Action Points from previous meetings	SC	All Members to discuss	
13 Jan 2016	30 December 2015	Action Points from previous meetings	SC	All Members to discuss	
02 Feb 2016 (Joint OSC)	28 Jan 2016	Budget 2016 -17  <i>Ideally no further items to be added</i>	SC	J Deane, Director - Finance & Resources D Skinner, Assistant Director – Finance & Resources	
		Action Points from previous meetings	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
08 March 2016	23 Feb 2016	Q3 Performance & Operational Risk Register	PM	S Baker, Assistant Director – Chief Executive’s Unit R Smythe, Assistant Director – Performance & Projects	



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

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

		Reports		D Skinner, Assistant Director, Finance & Resources B Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q3 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
		Action Points from previous meetings	SC	All Members to discuss	