



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.

TUESDAY 8 MARCH 2016 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 Howard	Councillor E Collins
Councillor Herbert Chapman (Chair)	Councillor Imarni
Councillor Douris (Vice-Chairman)	Councillor Fethney
Councillor Ashbourn	Councillor Silwal
Councillor Barnes	Councillor Taylor
Councillor Birnie	Councillor Tindall
Councillor Clark	

Substitute Members:

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

For further information, please contact Louise Collins

AGENDA

1. MINUTES

To confirm the minutes of the meeting held on 2 February 2016 as previously distributed

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 (Page 4)

7. QUARTER 3 FORECAST FINANCIAL OUTTURN REPORT 2015/16 - REPORT TO FOLLOW

8. QUARTER 3 PERFORMANCE AND OPERATIONAL RISK REGISTER REPORTS - A) LEGAL GOVERNANCE; DEMOCRATIC SERVICES; COMMISSIONING, PROCUREMENT & COMPLIANCE; AND PEOPLE, B) PERFORMANCE AND PROJECTS, C) FINANCE AND RESOURCES (Pages 5 - 73)

9. 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:

10. APPENDIX A - WORK PROGRAMME FOR 2016/17 (Pages 74 - 77)

6. ACTION POINT FEEDBACK FROM PREVIOUS MEETING

Date of Meeting	Action Point	Responsible Officer	Completed?	Update on Action Point
02/02/16	N Brown to confirm to Members what organisation is charging for the payback services.	N Brown	No	
02/02/16	N Brown to explain to Members why there are charges to third parties with regards to parking.	N Brown	No	
02/02/16	J Doyle to explain why the charges have gone from 700 to zero with regards to premises charges.	J Doyle	No	



AGENDA ITEM: 8a

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	8th March 2016
PART:	1
If Part II, reason:	

Title of report:	Quarter 3 Performance Report – Legal Governance; Democratic Services; Commissioning, Procurement & Compliance; and People
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Residents and Corporate Services</p> <p>Author/Responsible Officers:</p> <p>Steven Baker, Assistant Director (Chief Executive’s Unit)</p> <p>Mark Brookes, Group Manager (Legal Governance)</p> <p>Jim Doyle, Group Manager (Democratic Services)</p> <p>Ben Hosier, Group Manager (Commissioning, Procurement and Compliance)</p> <p>Matt Rawdon, Group Manager (People)</p>
Purpose of report:	To provide Members with the performance report for quarter three 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 Corporate Services
Background papers:	Annex 1: Commissioning, Procurement and Compliance Information Annex 2: Quarter 3 Performance Report Annex 3: Quarter 3 Operational Risk Register

1. 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 3 of 2015/16. What follows is some supplementary information regarding the main activities of these services during the last quarter which may be of interest to Members.

PEOPLE GROUP

HUMAN RESOURCES

Sickness Absence

2. Sickness levels are running slightly higher than last year. To ensure we are doing all we can to reduce these, a corporate sickness project has commenced. The key actions of this project will be:
 - Analysing of sickness absence trends
 - Reviewing of staff with high level of sickness absence
 - Benchmarking against other organisations with low levels of sickness absence
 - Drafting a Wellbeing Strategy
 - Delivering Sickness Absence Training
 - Incentivising good attendance
 - Reviewing the Sickness Management Policy

E-Cigarettes

3. CMT have agreed that staff and visitors are not permitted to smoke E-cigarettes on Council property. The same rules that apply to cigarettes will also apply to E-cigarettes. Communications will be going out shortly.

COMMUNICATIONS & CONSULTATION

Website Content - Refresh

4. In preparation for the new website launch in early March 2016. A Digital Dacorum project is looking at reducing the content on the website to assist in improving the user experience. The project so far has reduced the amount of web pages by a third and will continue to work with managers to reduce this further over the coming months.

COMMUNITY PARTNERSHIPS

Voluntary Sector Commissioning – Strategic Partner Programme

5. The contract for the Information, Advice and Advocacy service has been put out to tender and a bid was received from the Citizen Advice Bureau. This was the only bid received. This bid has been evaluated and we are working through with CAB some clarification questions with the intention to award the contract shortly.
6. The next service to be tendered is 'supporting the voluntary and community sector', which was advertised mid-February 2016.

Get Set, Go Dacorum Project

7. Year 2 of the project has commenced. The attendances of the sporting activities so far are available for Members to see. The new Project Leader is currently increasing the marketing activities and offering free taster sessions on: 'Family Fun', 'Exercise to Music' and 'Teen Girls' sessions to engage potential participants. The latest round of reporting for year 2 KPIs shows that we are on track to achieve our year 2 targets. Current KPIs on all activities being delivered is around 70% of our annual target. The end of year 2 is September 2016.

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. On the 18th December 2015 the team completed legal documentation for the surrender of Arriva's lease on the bus station site in Marlowes freeing up this site for future development and allowing Arriva to utilise the new Bus Interchange.

The Legal Team

9. The Legal Team frequently represent the Council in the courts and tribunals, leading on injunctions, prosecutions and defending employment tribunal cases. In the last quarter the Legal Team were successful in -
 - obtaining a 2 year suspended possession order against a tenant (who had been using Class B drugs at the property) and have since obtained a Closure Order for this property following further drug activity
 - prosecuting and securing a conviction for the unlicensed sale of alcohol at Bovingdon Market. The defendant received a 12 month conditional discharge and £600 costs.

- prosecuting and securing a conviction against two estate agents for the unlawful display of advertising boards. The defendants were fined and ordered to pay costs.

The Licensing Team

10. Licensing Enforcement Officers frequently carry out test purchase operations to ensure that the taxi trade are operating within the law and their licence conditions. One such operation was carried out in January which resulted in no breaches being identified; however, such operations are still beneficial as they ensure that drivers and operators are aware that the Council has an active enforcement unit.

DEMOCRATIC SERVICES

Electoral Services

11. Quarter 3 saw the successful publication of the 2016 Electoral Register on 1st December 2015, after an effective canvass with 92 per cent of households responding, the third highest response rate in Hertfordshire. This year with the end of the Individual Electoral Registration transitional arrangements, just over 2000 entries were removed from the final register. These entries had failed to register individually and had previously been carried forward for the transitional period.

Absent Voting (Postal Votes)

12. In 2007 new legislation came into force requiring absent voters to provide personal identifiers (signatures) as a measure to ensure their votes are safe from electoral fraud. By law, absent voters are required to provide a fresh signature every five years to ensure that our records are accurate. In January 2016, letters were sent to 1200 absent voters requesting fresh signatures. By the time of writing, approximately 1000 forms had been returned. Electors who fail to respond within six weeks lose their absent vote but are able to reapply at any time.
13. Preparations are now underway for the Police and Crime Commissioner Election to be held on 5 May 2016, whilst at the same time preparation for the referendum on Britain's membership of the European Union has begun in earnest now the 23 June date has been set.
14. A poll for the election of a town councillor for the Berkhamsted West Ward was held on Thursday 18 February 2016 the results of which can be found on the DBC website.

Member Support Services

15. Member Development: Personal Development Plans have been arranged for 21 Members who have chosen to take up the opportunity. Three member training sessions were held in Quarter 3 including the Budget Setting Process, Development Control Committee training and Evidence Based Decision Making. These sessions were attended by a total of 43 Members.

16. Mayoral Support: We are currently in the middle of a rolling programme of Mayoral visits to the Parishes and also to our Strategic Partners in the Voluntary Sector.

COMMISSIONING, PROCUREMENT & COMPLIANCE

17. The performance information for Commissioning, Procurement and Compliance is set out in annex 1 to this 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 period April – December 2015 are as follows;

Objective	Annual Target	Qtr. 1 Actual	Qtr. 2 Actual	Qtr. 3 Actual	Qtr. 4 Actual
Cashable savings from improved commissioning & procurement activities	£500,000*	£231,978	£318,054	£371,087	
% of spend via collaborative contracts	£3,983,773	£883,514	£1,972,285	£3,003,932	
% of spend with Dacorum-based small to medium sized enterprises	£7,500,000	£2,044,996	£3,290,450	£4,830,969	
Number of apprenticeships via contracts	12	9	10	17	
% of spend with the Third Sector	£1,991,886	£826,546	£1,084,724	£1,342,605	

*The annual figure was £239,026, but has been increased £500,000 as target was reached.

Cashable Savings

Trend



The cumulative cashable savings delivered is £371,087 (or 74%) of the annual target for 2015/16. This target has been reset to £500k

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 £21k so far this year.
- IT Licences - The contract with Welldata for the info@work part of the services they provide has been cancelled which has delivered a saving of £4k so far this year.
- CSU Contract – The contractual cost reductions with Northgate have delivered savings of £202,927 so far this year.
- Share of income from the Hostel Management Services contract has delivered revenue of £19,454

Housing Revenue Account - Revenue

- Energy - The CCL and VAT review has delivered savings of £21,895 so far this year.
- Energy – Energy reconciliation has delivered a refund of £3,825 so far this year.
- Construction – LHC Framework rebate has delivered £3,904 in income generation.

General Fund & Housing Revenue Account - Revenue

- Telephones - The new telephony rates have delivered savings of £20,500 so far this year.
- Postage - Mailmark & the enforcement of 2nd class mail have delivered £26,041 of savings so far this year.
- The new mobile phone rates have delivered savings of £6,375 so far this year.

Collaborative Contracts

Trend



The actual expenditure via collaborative contracts is £3,003,932 (or 75%) of the target for 2015/16.

Collaboration	Annual Expenditure	Expenditure Type
Laser Energy Buying Group	£1,084,088	Energy Supplies
ESPO Framework	£640,278	Banking/Temp Staff
Watford Borough Council	£630,000	Parking Enforcement
Crown Commercial Services	£614,541	Vehicles/Telephones/ICT
Hertfordshire CC Framework	£433,918	FM Services
HCC Framework	£224,816	Fleet
Braintree Framework	£152,620	Fleet
HCA Framework	£97,655	Property Consultancy
Watford/3 Rivers/Hertsmere/DBC	£53,550	Demographic Study
ESPO Framework	£49,999	Fleet
Pfh & TPPL Framework	£20,860	Fleet
Hertsmere Borough Council	£8,408	FOI Software

Dacorum Based SME Expenditure

Trend



The cumulative expenditure with Dacorum-based SME's is £4,830,969 (or 64%) of the annual target for 2015/16.

At this stage of the year the target indicates that the actual spend should be £5,625,000, so we are running behind the target by £794,031 or 11%. The targets are based upon an equal spend throughout the year, whereas spend will fluctuate from month to month and a true picture will not be known until the end of the year.

Agresso Category	Quarterly Value	Expenditure Type
Financial Services	£1,527,114	Grants & Parish Councils
Works - Construction, Repair & Maintenance	£1,023,976	Construction
Information Communication Technology	£762,755	Telephony & Copiers
Facilities & Management Services	£528,655	CCTV
Arts & Leisure Services	£474,259	Sports Trust
Environmental Services	£385,818	Demolition
Horticultural	£137,119	Trees & Woodlands
Building Construction Materials	£116,238	Carpets
Vehicle Management	£93,526	Mechanics
Unmatched	£89,481	-
Human Resources	£81,036	Grant
Cleaning & Janitorial	£72,296	Cleaning Materials & Maintenance
Highway Equipment & Materials	£57,438	Landscaping
Consultancy	£50,173	Grant
Public Transport	£29,135	Removal Services
Catering	£16,902	Catering
Social Community Care Supplies & Services	£8,716	Grant
Education	£6,412	Aerial Services
Clothing	£6,344	Personal Protective Equipment
Housing Management	£6,050	Grants
Sports & Playground	£3,950	Sports Equipment
Mail Services	£3,130	Courier Services
Stationery	£2,988	Office Supplies
Healthcare	£2,686	Healthcare
Furniture	£2,373	Furniture
Legal Services	£570	Legal Services

Apprenticeships

Trend



The cumulative number of apprenticeships on DBC contracts is 17 (or 141%) of the annual target for 2015/16.

Number of apprenticeships on Osborne Total Asset Management contract	6
Number of apprenticeships on Sun Realm Gas Servicing contract	7
Number of apprenticeships on Northgate CSCG contract	4

Third Sector Spend

Trend



The cumulative expenditure with the Third Sector is £1,342,605 (or 67%) of the annual target for 2015/16.

At this stage of the year the target indicates that the actual spend should be £1,493,915 so we are running behind the target by £151,310 or 8%. The targets are based upon an equal spend throughout the year, whereas spend will fluctuate from month to month and a true picture will not be known until the end of the year.

Organisation	Value	Notes
Dacorum Sports Trust	£438,184	£13,184 Disabled Sports Club Grant, £425,000 Dacorum Sports Trust Ltd Management Fee
Dacorum District Citizens Advice Bureau	£196,890	£25k Money Advice & Support in line with SLA, £171,890 Strategic Partner Programme
Community Action Dacorum Borough Council	£156,825	Strategic Partner Programme including Shopmobility & Domestic Violence Forum
Age UK Dacorum	£75,950	£15k Friendship Teas, £40,900 Strategic Partner, £10k Public Health District Offer Year 1
Druglink	£66,330	Strategic Partner Programme
Dacorum Heritage Trust	£58,000	Strategic Partner Programme
Volunteer Centre Dacorum	£56,960	Strategic Partner Programme
Relate Dacorum, Watford & Three Rivers	£48,610	Strategic Partner Programme
Herts Mediation Service	£36,730	Strategic Partner Programme
Hemel Hempstead Day Centre Ltd	£34,200	Strategic Partner Programme
Air Monitors Ltd	£23,250	Public Health District Offer
Hertfordshire County Council	£21,858	Community Initiatives, Biological Records
DENS	£20,500	Strategic Partner Programme including Dacorum Rent Aid
Urban Access	£16,850	£10,600 Strategic Partner Programme, £1,250 Dacorum Youth Group, £5,000 District Health Officer
Trade Creditors	£14,290	Grants Paid (Private & Third Sector Bodies)
Tring Together	£10,000	Grants (General)
The Chilterns Conservation Board	£7,309	Grants (General)
Consult CIH	£5,000	Tenants & Leaseholders Management and Overheads
Boxmoor Playhouse	£5,000	Grants (General)
Excite-ed CIC	£5,000	Grants (General)
Sunnyside Rural Trust Limited	£5,000	Local Food Co-Ordinator Post
Swan Youth Centre	£5,000	Towards the cost of running Breathing Space
Hospice of St Francis	£4,800	Towards the cost of a MOTO med seated exercise bike
Hertsmere Leisure	£2,875	Public Health District Offer

Organisation	Value	Notes
Apex Multisports	£2,400	Support to Business and Enterprise
Solon Security Ltd	£2,321	Budget Support for Community Initiatives
Lauran Wise	£2,000	Maylands Business Centre
John Ellison Electronics	£2,000	Maylands Business Centre
East Of England Ambulance Service	£2,000	Grants (General)
Dacorum Indian Society	£2,000	Grants (General)
Cruse Bereavement Care Hertfordshire	£2,000	Grants (General)
Sustrans	£1,625	Public Health District Offer
Dean Vincent Williamson	£1,500	Maylands Partnership Company
Acorn Wellbeing Centre	£1,500	Maylands Partnership Company
Salvation Army	£1,500	Grants (General)
Support Services Group	£1,200	Support to Business and Enterprise
Miscellaneous Payments	£1,060	Maylands Partnership Company
Footprint Uniforms	£1,006	Budget Support for Community Initiatives
Samaritans of South West Herts	£1,000	Towards the cost of training new volunteers
Chalk & Charcoal	£1,000	Maylands Partnership Company
Balance Chiropractic Centres	£1,000	Maylands Business Centre
Astuto Design	£765	Budget Support for Community Initiatives
Hertswatch	£500	Budget Support for Community Initiatives
Ruth Lee	£454	Budget Support for Community Initiatives
TPAS	£398	Housing Landlord Management
HQN	£350	Housing Landlord Management
Hotline	£330	Budget Support for Community Initiatives
UK Learning College	£266	Housing Landlord Management
Universal Taxis	£21	Public Health District Offer

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 4. A report on the commissioning of the voluntary sector was presented to this Committee on 7th October.
- Laura Almond has been working with Sally Nunn on the provision of a New Supplier Pack – previously, adding new suppliers was confusing, but this process has now been streamlined with the introduction a new supplier pack. This pack is available to all on the Council's Document Centre under 'Commissioning & Procurement'. The pack includes an introductory letter, a Business Status Form and a BACS form for the supplier to complete. This process simplifies that checks that are made on which suppliers have been added and enables the suppliers to be 'pro-classed' which helps with category management.
- Laura Almond and Sally Nunn have also been working closely on the 'No PO, NO Pay' campaign. From 1st April, all invoices without a valid PO will be sent back to the supplier. As part of the campaign, letters will be sent to all suppliers, advertised to staff on the intranet as well as a poster campaign to let businesses/staff know of this new process.
- The Commissioning & Procurement webpage has been completely overhauled and it is envisaged that this will go live when the Council's new website is rolled out in early March.

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 the first 3 quarters of 2015/16.

CLIENT MANAGEMENT

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

Background

8. 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

9. This report uses the new Key Performance Indicators introduced in August 2015. The new set of KPIs now gives a clearer indication of the customer experience and allows further analysis to be carried out. The figures no longer include the calls being handled through the automated systems and will focus management on ensuring the service is improved over the remainder of the contract.

Key Performance Indicators for October – December 2015

Call Handling	October	November	December
Calls Handled	11,872	11,859	9,959
Average time for calls to be answered in Call Centre	1 minute 19 seconds	1 minute 34 seconds	1 minute 48 seconds
Target	3 minutes 30 seconds	3 minutes 30 seconds	3 minutes 30 seconds
% Calls abandoned in Call Centre	9.3%	15.4%	11.79%
Target	20%	20%	20%
Face to Face	October	November	December
Total Customers Served	4,474	4,372	3,741
% Customers waiting more than 20 minutes	0.2%	0.0%	0.9%
Target	5.0%	5.0%	5.0%
Customer average wait time	3 minutes 2 seconds	3 minutes 34 seconds	2 minutes 37 seconds
Target	7 minutes 30 seconds	7 minutes 30 seconds	7 minutes 30 seconds

See attached appendix1

Non-KPI Data, October – December 2015

	October	November	December
Longest wait time	15 minutes 43 seconds	22 minutes 40 seconds	28 minutes 12 seconds
Average call length	3 minutes 11 seconds	3 minutes 33 seconds	3 minutes 30 seconds
Enquiries resolved at first point of contact	96%	97%	95%

Stakeholder Feedback

10. Northgate are required to undertake stakeholder satisfaction surveys every 3 months at a Group Manager level. The purpose of the survey is to ascertain stakeholder satisfaction levels across key elements of our service delivery and identify any gaps in our service provisions to ensure that we succeed in our drive for continuous improvement. Surveys were issued to 8 Group Managers and to the Commercial Contracts and Supplier Relationship Lead Officer in August.

Survey Results

- 100% of stakeholders were satisfied with Information given to Customers,
- 100% of stakeholders were satisfied that the service was professional,
- 88.8% of stakeholders were satisfied with the Insight and Responsiveness to change,
- 100% of stakeholders were satisfied with the Quality, KPI's and Survey.

Overall Group Managers are satisfied with the service.

Customer Feedback

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

Survey Results - 9696 replies (Face to Face: 5802 & Telephone: 3875)

The survey showed that:

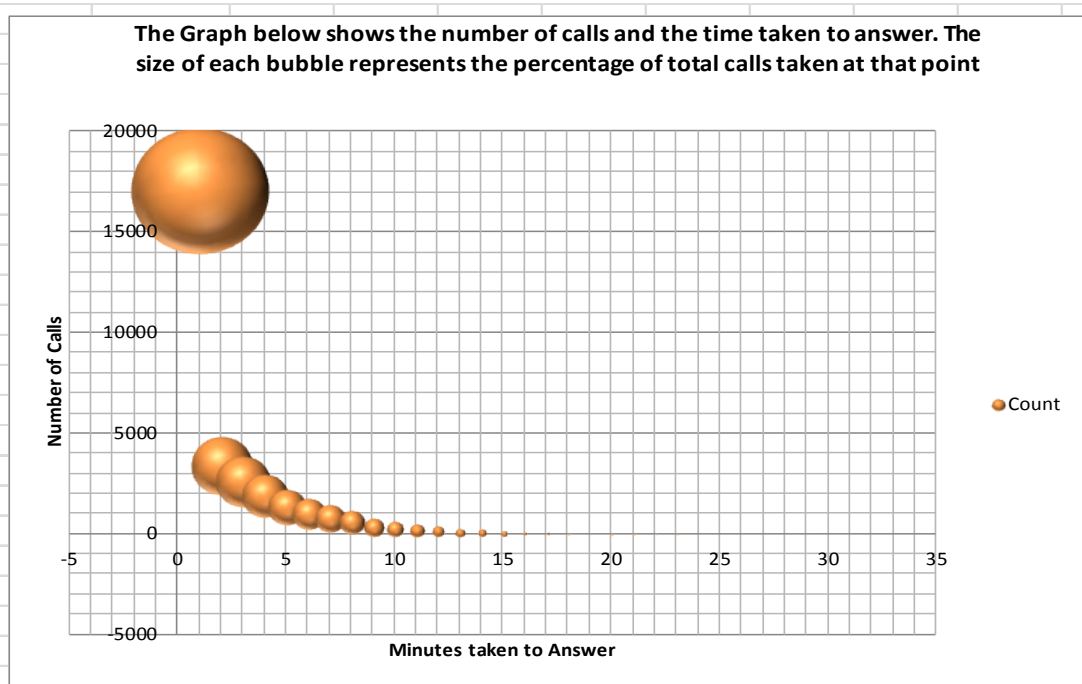
- 98 % of customers are very satisfied with the service provided by the Customer Service Unit
- 97% of customers agreed that their query was resolved by the CSU
- 64% of customers said they service they were enquiring about was not available online
- 23% people said they prefer to deal with enquires F2F and 38% prefer to deal with enquiries over the phone
- 39% of enquiries made were regarding benefits and 18% of enquiries were to supply evidence for a claim

CRM

12. 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 with Civica Flare system is also completed subject to agreement of new ways of working in regulatory back office. Integration with Orchard has proven difficult and DBC is now using the services of an Orchard Consultant to help build the links into the CRM system. This element has been delayed and work to deliver this continues.

Appendix 1 Analysis of telephone calls Oct-Dec 2015

Wait Time period	Count	Percentage of Total
0 - 59 seconds	17038	57.39%
1min - 1min 59 sec	3395	11.44%
2min - 2min 59sec	2624	8.84%
3min - 3min 59 sec	1923	6.48%
4min - 4min 59 sec	1319	4.44%
5min - 5min 59sec	999	3.37%
6min - 6min 59 sec	762	2.57%
7min - 7min 59 sec	566	1.91%
8min - 8min 59sec	329	1.11%
9min - 9min 59 sec	237	0.80%
10min - 10min 59 sec	174	0.59%
11min - 11min 59sec	116	0.39%
12min - 12min 59sec	79	0.27%
13min - 1 3min 59 sec	52	0.18%
14min - 14min 59 sec	30	0.10%
15min - 1 5min 59sec	12	0.04%
16min - 16min 59 sec	8	0.03%
17min - 1 7min 59 sec	4	0.01%
18min - 1 8min 59sec	1	0.00%
19min - 19min 59 sec	5	0.02%
20min - 20min 59 sec	5	0.02%
21min - 21min 59sec	2	0.01%
22min - 22min 59 sec	4	0.01%
23min - 23min 59 sec	0	0.00%
24min - 24min 59 sec	0	0.00%
25min - 25min 59 sec	1	0.00%
26min - 26min 59 sec	0	0.00%
27min - 27min 59 sec	0	0.00%
28min - 28min 59 sec	1	0.00%
Total Answered	29686	



Further analysis of the data shows -

- 29686 calls were answered during September, October and November
- 1 minute 48 seconds: Average time to answer during September, October and November
- 57% (17038) of calls were answered within 1 minute
- 92% (27298) of calls were answered in less than 6 minutes
- 99% (29482) of calls were answered in less than 12 minutes

F&R OSC QUARTERLY PERFORMANCE REPORT

Chief Executive's Unit

December 2015



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CPC01 - Cashable savings from improved commissioning and procurement activities	Steve Baker Ben Hosier	No Data No Target		£318054 Target: 119513	↓	£351633 Target: 179269	✓	Updater The cumulative cashable savings delivered is £351,633 (or 70%) of the annual target for 2015/16. This target has been reset to £500k	
CPC02 - Amount of spend via collaborative contracts	Steve Baker Ben Hosier	No Data No Target		£1972285 Target: 1991886	↑	£3079686 Target: 2987829	✓	Updater The accumulative expenditure via collaborative contracts is £3,079,686 (or 77%) 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		£3290490 Target: 3750000	↓	£4830969 Target: 5625000	✓	Updater The cumulative expenditure with Dacorum-based SME's is £4,830,969 (or 64%) of the annual target for 2015/16. At this stage of the year the target indicates that the actual spend should be £5,625,000, so we are running behind the target by £794,031 or 11%. The targets are based upon an equal spend throughout the year, whereas spend will fluctuate from month to month and a true picture will not be known until the end of the year.	
CPC04 - Number of apprenticeships via contracts	Steve Baker Ben Hosier	No Data No Target		10 Target: 6	↑	17 Target: 9	✓	Updater The cumulative number of apprenticeships on DBC contracts is 17 (or 141%) of the annual target for 2015/16.	

Monitoring Information

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CPC05 - Amount of spend with on the Third Sector	Steve Baker Ben Hosier	No Data No Target		£1084724 Target: 995943	↓	£1185582 Target: 1493914	✓	Updater The cumulative expenditure with the Third Sector is £1,185,582 (or 60%) of the annual target for 2015/16. At this stage of the year the target indicates that the actual spend should be £1,493,915 so we are running behind the target by £308,333 or 15%. The targets are based upon an equal spend throughout the year, whereas spend will fluctuate from month to month and a true picture will not be known until the end of the year.	
CSU02 - Percentage of enquiries that are resolved at first point of contact within the Customer Service Centre	Mark Housden Tracy Lancashire	99.28% (17284/17410) Target: 90.00	↑	99.46% (15193/15275) Target: 90.00	↓	99.35% (12505/12587) Target: 90.00	✓	Owner Performance continues to be maintained. The number of face to face customers continues to reduce and this trend is running at approximately 28% less visitors when compared with 12 months ago	
CSU03 - Percentage of customers satisfied with service received from the Customer Service Centre	Mark Housden Tracy Lancashire	98.88% (354/358) Target: 80.00	↑	99.57% (5777/5802) Target: 80.00	↑	99.86% (3541/3546) Target: 80.00	✓	Owner Satisfaction levels continue to be maintained	
CSU05 - Percentage of enquiries that are resolved at first point of contact within the Contact Centre	Mark Housden Tracy Lancashire	97.88% (198886/20320 4) Target: 90.00	↓	98.80% (83872/84890) Target: 90.00	↓	96.79% (28722/29674) Target: 90.00	✓	Owner Performance continues to be maintained	
CSU06 - Percentage of customers satisfied with service received from the Contact Centre	Mark Housden Tracy Lancashire	95.92% (94/98) Target: 80.00	↑	98.66% (3825/3877) Target: 80.00	↑	99.42% (2556/2571) Target: 80.00	✓	Owner Satisfaction levels continue to be maintained	
CSU09 - Head of Service Satisfaction Survey Score	Mark Housden Tracy Lancashire	No Data Target: 45		81% Target: 45	↑	83% Target: 45	✓	Owner Group managers continue to be satisfied with the service the CSU provides	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CSU10 - Call Handling: Average wait time	Mark Housden Tracy Lancashire	No Data Target: 210.00		102.00 Second (s) Target: 210.00	↗	93.67 Second (s) Target: 210.00	✓	Owner This is a new measure introduced in August 2015 following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. Performance during the last quarter was above target with calls being answered in an average of 1 minute 34 seconds	
CSU11 - Call Handling: Abandoned Call Rate	Mark Housden Tracy Lancashire	No Data Target: 60.00		11.73% (2900/24728) Target: 60.00	↘	12.18% (4116/33790) Target: 60.00	✓	Owner This is a new measure introduced in August 2015 following contractual negotiations. This KPI will give a clearer indication of the customer experience waiting to be answered by the call centre and no longer includes data relating to calls handled through the automated systems. Performance during the last quarter is above target.	
CSU12 - Face to Face; Average Wait Time	Mark Housden Tracy Lancashire	No Data Target: 450.00		257.00S Second (s) Target: 450.00	↗	184.33S Second(s) Target: 450.00	✓	Owner This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. Average time to see customers during the last quarter was 3 minutes 4 seconds which is above target.	

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CSU13 - Face to Face: Waiting time more than 20 minutes	Mark Housden Tracy Lancashire	No Data Target: 5.00		0.06% (6/9836) Target: 5.00		0.33% (42/12587) Target: 5.00		Owner This is a new measure introduced in August following contractual negotiations. Wait times are more meaningful, reflect the experience of the customer waiting to be served and can be measured easily. Service levels remain very high with only 42 visitors experiencing a wait of more than 20 minutes throughout this period.	
DPA01 - Percentage of DPA requests met in 40 days	Mark Brookes John Worts	100.00% (9/9) Target: 100.00		100.00% (10/10) Target: 0		100.00% (2/2) Target: 100.00		Owner This is a statutory target but 100% is pleasing to note.	
FOI01 - Percentage FOI requests satisfied in 20 days	Mark Brookes John Worts	95.18% (158/166) Target: 100.00		98.89% (178/180) Target: 0		100.00% (142/142) Target: 100.00		Owner 100% is pleasing to note and reflects improvements to processes to ensure deadlines are met.	
HR01 - Total number of staff in post	Matt Rawdon Anne Stunell	712 Staff Info Only		681 Staff Info Only		657 Staff Info Only		Updater Less employees than last quarter and last year	
HR02 - Total number of leavers	Matt Rawdon Anne Stunell	32 Leavers Info Only		25 Leavers Info Only		37 Leavers Info Only		Updater More leavers than last quarter and last year	
HR03 - Total days lost through sickness absence	Matt Rawdon Anne Stunell	1488.23 Days Info Only		1856.03 Days Info Only		1788.75 Days Info Only		Updater Lower than last quarter, but higher than last year	
HR04a - Total days lost through SHORT TERM sickness absence	Matt Rawdon Anne Stunell	660.70 Days Info Only		450.78 Days Info Only		461.00 Days Info Only		Updater Slightly higher than last quarter, but lower than last year	
HR04b - Total days lost through LONG TERM sickness absence	Matt Rawdon Anne Stunell	827.53 Days Info Only		1405.25 Days Info Only		1327.75 Days Info Only		Updater Lower than last quarter, but higher than last year	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
HR05 - Average days lost due to sickness absence per FTE	Matt Rawdon Anne Stunell	2.19 Days (1488/679) Target: 2.00	↓	2.76 Days (1856/673) Target: 2.00	↑	2.70 Days (1789/662) Target: 2.00	✓	Owner Above target. Lower than last quarter, but higher than last year	
HR06 - Average number of days lost due to sickness absence per FTE (end of year profile)	Matt Rawdon Anne Stunell	9.09 Days Target: 8.00	↓	10.00 Days Target: 8.00	↓	11.11 Days Target: 8.00	✓	Updater Above target, higher than last quarter and last year Owner The Council is continuing to run the corporate sickness project, which is essentially focussing on: improvements to the sickness policy, reviewing all sickness cases, benchmarking against other companies, reviewing sickness trends, looking at wellness initiatives.	
HR10 - Percentage of employees who have been absent on more than 2 occasions in the quarter	Matt Rawdon Anne Stunell	7.66% (54/705) Target: 8.00	↑	4.31% (30/696) Target: 8.00	↑	3.57% (26/729) Target: 8.00	✓	Updater Below Target. Lower than last quarter and last year	
LG01 - Percentage of draft new commercial leases sent to the prospective tenants/their Solicitors within 10 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (3/3) Target: 100.00	→	100.00% (5/5) No Target	→	100.00% (7/7) Target: 100.00	✓	Updater Excellent quarterly results from the team. Maintaining a 100% performance.	
LG02 - Percentage of draft commercial lease renewals sent to tenants/their Solicitors within 15 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (1/1) Target: 100.00	→	No Incidents (0/0) No Target		100.00% (1/1) Target: 100.00	✓	Updater This remains on target	
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	Mark Brookes Christopher Gaunt	100.00% (20/20) Target: 100.00	→	100.00% (22/22) No Target	→	100.00% (33/33) Target: 100.00	✓	Updater Excellent to have 100% compliance despite a 65% increase in workload from December 2014	
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	Mark Brookes Barbara Lisgarten	100.00% (5/5) Target: 100.00	→	100.00% (1/1) No Target	→	100.00% (1/1) Target: 100.00	✓	Updater	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
LG07 - Percentage of Licensing Act 2003 decision letters sent to applicants/licensees within 5 working days of the date of the Sub Committee hearing	Mark Brookes Ross Hill	100.00% (1/1) Target: 100.00	→	No Incidents (0/0) No Target		100.00% (2/2) Target: 100.00	✓	Updater	
LG08 - Percentage of decision letters produced by Legal Services which are sent to hackney carriage/private hire drivers within 14 working days of the sub-committee hearing date	Mark Brookes Barbara Lisgarten	100.00% (1/1) Target: 100.00		No Incidents (0/0) No Target		No Incidents (0/0) Target: 100.00	✓	Owner There were no sub-committees during this period.	
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	Mark Brookes Barbara Lisgarten	100.00% (5/5) Target: 100.00	→	100.00% (4/4) No Target	→	100.00% (3/3) Target: 100.00	✓	Owner 100% is pleasing to note.	
MS01 - Average number of training opportunities taken up per Member	Jim Doyle Michelle Anderson	0.8 Opportunities (39/51) Target: 1.0	↗	1.1 Opportunities (56/51) Target: 0	↘	0.9 Opportunities (45/51) No Target	✓	Updater 3 courses were provided during this period: Budget setting process, Development Control and Evidence based Decision making.	

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OPERATIONAL RISK REGISTER

December 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
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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 afo 	<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

OPERATIONAL RISK REGISTER

December 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 mana 		<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					

CE_M02 Failure of Council staff and Members to understand and embrace localism

Category: Marketplace	Corporate Priority: Building Community Capacity	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	1 Very Unlikely	3 High	3 Green
Consequences		Current Controls		Assurance	

OPERATIONAL RISK REGISTER

December 2015



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.

Building Community Capacity is one of the five priorities in the Council's Corporate Plan.

Officer/Member training events on localism and the community rights.

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.

Workshops held with Voluntary Service Organisations. Member Development session arranged with VSOs in September 2015.

Twice yearly meetings between chief officers and Dacortium.

Quarterly meetings of the Dacortium Sub-group at AD level.

The setting up of the internal Health and Wellbeing Group as a sub-group of the Community and Localism Group.

Co-operation and liaison between the Community Partnerships and Neighbourhood Action Teams.

Love Your Neighbourhood events which bring together communities, VSOs, the Council and other local organisations.

The controls in place ensure that there is a high degree of awareness about community and localism among officers and members.

Sign Off and Comments

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OPERATIONAL RISK REGISTER

December 2015



Sign Off Complete

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.		<p>Building Community Capacity is one of the five priorities in the Council's Corporate Plan.</p> <p>Officer/Member awareness and training events on localism and the community rights.</p> <p>Setting up of Community and Localism Corporate Working Group to advise staff and members on policy and strategy.</p> <p>Workshops held with Voluntary Service Organisations.</p> <p>Workshop arranged with senior members in June 2015.</p> <p>Twice yearly COG meetings with Dacortium.</p> <p>Quarterly meetings of the Dacortium Sub-group (AD</p>		<p>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.</p>	

OPERATIONAL RISK REGISTER

December 2015



Page 29	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		

CE_R01 Failure to deliver successful elections					
Category: Reputational	Corporate Priority: Dacorum Delivers		Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Legal sanction and re-run of election at DBC expense.		- Election Preparation Plan and Risk Assessment		The Parliamentary, Borough and Parish/Town Council	

OPERATIONAL RISK REGISTER

December 2015



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

Sign Off Complete

CR08 The CSGC contractor focuses attention on meeting speed of response targets and not quality of service

<p>Category: Reputational</p>	<p>Corporate Priority: Dacorum Delivers</p>	<p>Risk Owner: Steve Baker</p>	<p>Portfolio Holder: Cllr Neil Harden</p>	<p>Tolerance: Treating</p>	
<p>Inherent Probability</p>	<p>Inherent Impact</p>	<p>Inherent Risk Score</p>	<p>Residual Probability</p>	<p>Residual Impact</p>	<p>Residual Risk Score</p>
<p style="text-align: center;">2 Unlikely</p>	<p style="text-align: center;">3 High</p>	<p style="text-align: center;">6 Amber</p>	<p style="text-align: center;">3 Likely</p>	<p style="text-align: center;">3 High</p>	<p style="text-align: center;">9 Amber</p>
<p style="text-align: center;">Consequences</p>		<p style="text-align: center;">Current Controls</p>		<p style="text-align: center;">Assurance</p>	
<p>Calls are not resolved at first point of contact. Insufficient time is dedicated to callers to ensure that call has been fully resolved in a satisfactory manner. Reputational damage to the Council.</p>		<ul style="list-style-type: none"> - Six monthly customer satisfaction survey - Quarterly quality assessment by Group Managers - Monthly meetings with back officers to assess service delivery and monthly operational Board meetings to escalate issues. - monitoring of complaints and perfo 		<ul style="list-style-type: none"> - Monthly performance reports - Minutes of Operational Board meetings - Quarterly Partnership Board meetings <p>All of the above provide assurances that the CSGC contractor maintains focus on achieving the response targets and quality of service.</p>	

OPERATIONAL RISK REGISTER

December 2015



Sign Off and Comments					
Sign Off Complete					

CE_R09 During the transformation of the CSCG there is a high level of requirement for DBC staff resource

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The Customer Relationship Management and Channel Shift projects cannot be implemented in the timescales resulting in reduced value from the contract or increased resource impact on DBC to maintain the pace.		<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					
Sign Off Complete					

CE_R10 The introduction of inform 360 and automated self-service options via telephone reduces access and/or satisfaction with contact

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score

OPERATIONAL RISK REGISTER

December 2015



3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Increase in customer dissatisfaction with the Council. Potential reduction in contact with customers and missed opportunities for citizen insight		<ul style="list-style-type: none"> - Monthly meetings and quarterly audits with GMs to assess quality of customer contacts - Monitoring of customer comments and complaints - Review of scripts by Service Information Coordinators 		Minutes of Operational and Partnership Board meetings - Digital Dacorum project streams include channel shift and web functionality and development, digital inclusion	
Sign Off and Comments					
Sign Off Complete					

CE_R11 Integration of CRM systems cannot be accomplished due to technical difficulties or high cost					
Category: Infrastructure	Corporate Priority: Dacorum Delivers		Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
The CRM project cannot be completed resulting in failure of the CSCG project and reduced impact of Citizen Insight and Evidence Based Decision Making initiatives. Resource intensive manual operations introduced as work around solutions		<ul style="list-style-type: none"> - Integration requirements identified in the CRM PID. Integrations assessed and taken forwards on the basis of need, impact and costs CSU Knowledge hub created with up to date online manuals to support development of CRM and training of staff. 		CRM Project Initiation Document and project plan. Delivery requirements identified by workshops CRM project board oversight	

OPERATIONAL RISK REGISTER

December 2015



Sign Off and Comments

Sign Off Complete

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AGENDA ITEM: 8b

SUMMARY

Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	8th March 2016
Part:	1
If Part II, reason:	

Title of report:	Finance & Resources Performance and Risk Report Quarter 3 2015/16
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources David Skinner, Assistant Director (Finance & Resources)
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the quarter to December 2015
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 3 2015/16.
Corporate objectives:	The provision of effective financial services and the allocation of resources such as building assets and facilities management support all five of the Council's corporate objectives, with particular reference to the <i>Dacorum Delivers</i> (internal operations) and, through Revenues, benefits and Fraud division, <i>Building Community Capacity</i> .
Implications:	<u>Financial</u> Contained within the body of the report.
'Value for money' implications	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets & Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
Background papers:	7/10/15 F&R OSC Performance & Risk Report Quarter 1 2015/16 4/11/15 F&R OSC Performance & Risk Report Quarter 2 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 3 of 2015/16 (October - December).

Appendix A - Performance Report

Appendix B - Risk Report

3. All scores as set out in the operational risk register at Appendix B have been reviewed during Quarter 3. The score to FR_F02 has been updated to reflect the slippage and underspends that have been realised in 2015/16 and the sign off comments updated.

F&R OSC QUARTERLY PERFORMANCE REPORT

Finance and Resources

December 2015



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CP01 - Percentage of commercial property occupation	Nicholas Brown Adriana Livingstone	98.67% (594/602) Target: 95.00	↓	98.49% (589/598) Target: 95.00	↓	97.99% (586/598) Target: 95.00	✓	Updater With continued effort we continue to keep the occupancy levels high.	
CP02 - Percentage arrears on commercial property rents	Nicholas Brown Adriana Livingstone	7.5% (344836/46173 26) Target: 9.5	↑	8.1% (343362/424420 0) Target: 9.0	↑	6.4% (332223/51813 93) Target: 9.0	✓	Updater The rent arrears have decreased to £322,222.91 which is lower than previous quarters figures.	
FIN01 - Percentage of creditor trade invoices paid within 30 days	Richard Baker Clare Dempsey	96.3% (3964/4117) Target: 95.0	↓	97.4% (3945/4050) Target: 96.0	↓	97.0% (3678/3790) Target: 96.0	✓	Owner An excellent result for the quarter	
FIN02a - Time taken for debtors to pay	Richard Baker Clare Dempsey	46.5 Days Target: 45.0	↑	38.7 Days Target: 45.0	↑	33.6 Days Target: 45.0	✓	Owner An excellent result for the quarter	
FIN03 - General Fund expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£19028000 Target: 19375000	↓	£19475000 Target: 19199000	↑	£19531000 Target: 19306000	✓	Owner The key variances are detailed within the supporting financial performance report.	
FIN04 - HRA expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£59879000 Target: 60083000	↓	£57788000 Target: 57765000	↓	£57971000 Target: 57765000	✓	Owner The key variances are detailed within the supporting financial performance report.	
FIN05 - HRA income – outturn forecast against budget	Richard Baker Caroline Souto	£56556000 Target: 56131000	↓	£58049000 Target: 57765000	↓	£58021000 Target: 57765000	✓	Owner The key variances are detailed within the supporting financial performance report.	



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
FIN06 - General Fund Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£16411000 Target: 17220000	↗	£23826137 Target: 29052188	↗	£21651199 Target: 29052000	✓	Owner The key variances are detailed within the supporting financial performance report.	
FIN07 - HRA Capital Expenditure – outturn forecast against budget	Richard Baker Caroline Souto	£24720800 Target: 35050000	↘	£36191609 Target: 35563608	↗	£32062071 Target: 32062071	✓	Owner The key variances are detailed within the supporting financial performance report.	
FIN08 - Investment income – outturn forecast against budget	Richard Baker Tracy Claridge	£434650 Target: 287000	↗	£509260 Target: 313000	↗	£517940 Target: 313000	✓	Owner The key variances are detailed within the supporting financial performance report.	
FIN11 - Investment Property Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£3773000 Target: 3818000	↘	£2817961 Target: 3034511	↗	£3968591 Target: 4101921	✓	Owner £100k of the deficit is from one shopping centre where the income is ground rent based on turnover, and large incentive payments have been made to new tenants. Currently showing a positive trend	
FIN13 - Car Parking Income ytd budget against ytd actual	Nicholas Brown Caroline Souto	£1653350 Target: 1458800	↘	£1096208 Target: 1042500	↘	£1610545 Target: 1563750	✓	Owner we are currently above target for this measure.	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
RBF01 - Average time taken to decide a new claim for Housing Benefit	Chris Baker Stuart Potton	26.6 Days (16339/615) Target: 23.0	↗	19.6 Days (13479/687) Target: 23.0	↗	17.4 Days (9930/570) Target: 23.0	✓	<p>Updater The average time taken to assess new claims in the third quarter has been good with October's performance of 15 days being particularly excellent.</p> <p>Owner This is a good result, which shows that the process improvements put into place are bedding in. Both this and the change of circs target have been met, and all of this has been done while also reducing the service cost, by lowering the amount of agency and offsite processing resources used. This has been supported by the introduction of a new process for verifying the evidence needed for us to calculate a claim.</p>	
RBF02 - Average time taken to decide a change event for Housing Benefit	Chris Baker Stuart Potton	16.4 Days (89262/5429) Target: 13.0	↗	12.3 Days (84818/6891) Target: 13.0	↗	10.8 Days (53878/5002) Target: 13.0	✓	<p>Updater The average time it has taken during the quarter to decide a change of circumstances on a Housing benefit claim has taken 10.8 days which is an excellent result.</p> <p>Owner This is a good result, which shows that the process improvements put into place are bedding in. Both this and the new claims target have been met, and all of this has been done while also reducing the service cost, by lowering the amount of agency and offsite processing resources used. This has been supported by the introduction of a new process for verifying the evidence needed for us to calculate a change.</p>	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
RBF04 - NNDR (Business Rates) in-year collection rate	Chris Baker Jake Seabourne	79.1% Target: 74.3	↓	52.6% Target: 51.5	↓	77.2% Target: 76.7	✓	<p>Owner The collection rate for business rates is slightly above our target for the end of quarter 3.</p> <p>Our increased understanding of the detail of the payments we have received has enabled us to make an adjustment to remove pending refunds from the cash collected, and therefore make this a more accurate indicator in respect of the final outturn position. This change is the reason for the lower rate than at this time last year. The net amount collected is at a good level, and the team believe we are on course to improve on last year's performance.</p>	
RBF05 - Council Tax collection rate	Chris Baker Jake Seabourne	86.1% Target: 85.9	↓	58.0% Target: 58.0	↓	86.2% Target: 86.4	✓	<p>Updater Although the collection rate is currently 0.2% down on target, it is 0.1% higher than at the same point last year. We also expect the year-end outturn to be higher than last year.</p> <p>Owner The improvement from last year is a good result, which gives the team the opportunity to continue the improvement over the final quarter of the year as we push to also meet this year's increased target.</p>	

Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	Chris Baker Stuart Potton	No Data Target: 0		98% (10764/10933) Target: 90		98% (10021/10183) Target: 90		<p>Updater This is the third quarter of our new performance target in Revenues to ensure we provide our customer with excellent service. We monitor our customer focused documents to measure how many of these are dealt with within 14 days.</p> <p>It is really pleasing to see we have maintained the level of last quarter of 98% of customer documents dealt with within 14 days.</p> <p>Owner This is another good performance, which demonstrates the commitment to good customer service within the team.</p>	

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Finance & Resources - David Skinner

FR_F02 Delays to Capital programme

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	5	2 Medium	10 Red
Consequences		Current Controls		Assurance	
<p>Many of the major projects within the Capital Programme are fundamental to delivery of the Council's corporate objectives. Therefore significant delays can impact on the achievement of the corporate plan.</p> <p>Financial decision-making is negatively affected if the timing of projects in the Capital Programme is wrong. This can result in lost investment income or increased interest costs as the Council moves closer to the point where it will need to borrow.</p> <p>The estimated delivery date is considered as part of the decision to allocate capital funds to one project over another. If estimated timings are not accurate, there is a risk that the allocation of funds is not being decided on appropriately.</p> <p>If inaccurate project management is tolerated, there is a risk that the culture of financial management across the</p>		<p>The controls that have been implemented to mitigate this risk target the robustness of capital bids both at the time they are submitted and throughout the delivery phase of the projects.</p> <p>In particular, scrutiny is focussed on those elements of the capital bid that experience indicates are the primary cause of delays to capital projects. These include</p> <ul style="list-style-type: none"> How robust are the assumptions on the estimated duration of the procurement exercise? How realistic is the estimated time taken for contractors to deliver the works? How realistic are the assumptions on officer availability to manage the project on time? <p>The rationale behind this approach is that an increased</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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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.

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

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.

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been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members.

Sign Off and Comments

Sign Off Complete

The Q3 Financial Performance report presented to this Committee details the projected capital outturn as at Q3.

The General Fund net position for 2015/16 is forecasting 19% slippage and 6% underspend. This is an increase in slippage from 2014/15 (10%).

There is no forecast slippage for the HRA as at Q3.

Significant slippage has occurred across a number of large regeneration projects (c£2.8m) and the fleet replacement programme (c£1.7m). The regeneration projects as a result of inaccurate initial profiling of cashflows and the fleet replacement programme is still being scoped out.

The underspends (c£1.9m) were a result of specific contingency items and a Cabinet decision in October 2015.

On the basis of this analysis I have increased the residual probability score to 5 as the risk of significant slippage has been crystallised.

Additional actions to address these delays within the capital programme have been included within the 2016/17 budget setting process. The additional measures included scrutiny of delivery schedules, quality assurance of estimates and project challenge were part of the process of officer assurance, the work of the Budget Review Group and the work by members through the Joint Scrutiny process.

FR_F03 Variances in General Fund revenue budget

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact
				Residual Risk Score

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3 Likely	2 Medium	6 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<p>Accurate, well-controlled budgeting relates directly to the achievement of the Dacorum Delivers corporate objective, and indirectly, through the financial decision-making process, to the achievement of all of the Council's corporate objectives.</p> <p>Inaccurate budgeting negatively affects the Council's ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council.</p> <p>Failure to address the causes of inaccurate budgeting could negatively impact the Council's culture of financial management, which in turn increases the risk of poor financial decision-making.</p>		<p>The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences.</p> <p>It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as inculcating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate budgets.</p> <p>The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year's budget bids from Group Managers.</p> <p>This scrutiny process is augmented by the Budget Review Group (BRG), consisting of Chief Officer Group and representatives from the Portfolio Holder group, which provides early Member-level challenge.</p> <p>There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and</p>		<p>The Council's budgetary controls are assessed each year by Internal Audit. In January 2013, the Council received a 'Full' level of assurance.</p> <p>A further Internal Audit on the Council's budgeting process, undertaken in September 2014, resulted in a 'Substantial' level of assurance. Despite this being a lower mark than the exceptional one achieved in the previous audit, it should be noted that it remains a good result.</p> <p>The recommendations of the Internal Auditor that led to the reduced marking were not systemic in nature, and they do not pose a material threat to the overall control environment of the budget-setting process. Efforts have, however, been redoubled, and the causes of the recommendations have been addressed.</p> <p>An Internal Audit report on the Council's 'Main Accounting' function was presented to Audit Committee in February 2015, in which a 'Full' level of assurance was awarded. This audit covered a range of areas including integrity of transactions, manual adjustments, and year-end procedures. All of these areas contribute to the accuracy of the in-year monitoring reports that the Finance team is able to produce. Consequently, Members can draw assurance from this audit opinion</p>	

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<p>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>that the chances of this risk crystallising are reduced by the robust financial management procedures the Council has in place.</p> <p>Final confirmed outturn for 2014/15 was within £48k of budget (after contributions to and from reserves) as reported to Audit committee and approved as part of the audited accounts and was consistent with the budget monitoring over the preceding year.</p>
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Sign Off and Comments

Sign Off Complete

FR_03 is AMBER and is currently projecting an overspend (£225k) or 1.2% of the controllable budget. The continued work in examining the reasons for overspends has achieved positive results. The action taken within CSG to look at overtime and agency numbers has brought down the overspend alongside the realisation of higher than anticipated income levels from a number of investment properties linked to profit related rents that have been notified. The actions taken by the Benefits team to commence the implementation of Risk Based Verification on claims has also had a positive impact. The work undertaken to examine opportunities to deliver savings as part of the budget setting work has also contributed to identifying in year savings. The overall control environment is still sound and therefore there is no need to change the risk scores as the variance (+1.2%) is within tolerable limits.

FR_I02 Failure to optimise income generated by commercial assets

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability 3 Likely	Inherent Impact 3 High	Inherent Risk Score 9 Amber	Residual Probability 2 Unlikely	Residual Impact 3 High	Residual Risk Score 6 Amber
Consequences		Current Controls		Assurance	
The council has a significant portfolio of commercially let properties, which provides one of the council's		The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by		The year-end performance figures for 2013/14 demonstrate that occupation rates are above target	

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<p>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 of stalling.</p>	<p>maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occurring reducing from a score of 3, which is shown in the Residual Probability (i.e. after controls implemented) being a 1.</p> <p>Estates officers responsible for negotiating rent reviews hold monthly meetings with the Debtors team to track current bad debtors. This increases their understanding of the economic pressures businesses are facing, and how it can impact on council income.</p> <p>There are currently Corvu performance targets to maintain the number of voids (empty properties) below 5%, and to keep the rent arrears below 10%. Failure to meet either of these targets would prompt further investigation.</p>	<p>(98.8% against a target of 95%), and that the level of arrears is also better than target (at 7.32% against a target of 9.5%).</p> <p>The year-end performance figures for 2014/15 demonstrate an occupation rate of 98.3% against a target of 95%. The level of arrears is at 6.5% against a target of 9.5%.</p> <p>Quarter 1 performance for 2015/16 are above target and demonstrate an occupation rate of 98.66 versus a target of 95%. The level of arrears has increased slightly to 7.3% versus a target of 9%.</p> <p>Q2 occupation levels are holding up well at 98.49% and arrears are being held within acceptable levels at 8.1%. Q3 occupation levels are marginally down at 97.99% and arrears have improved significantly by 1.7% to 6.4%.</p>
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Sign Off and Comments

Sign Off Complete

Investment property income has improved and is now being maintained. Work is still continuing to look at income maximisation opportunities and income is now forecast to miss target by 3.3% which is within tolerable limits.

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

Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:
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Infrastructure	Safe and Clean Environment		David Skinner	Cllr Graeme Elliot	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	
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. - Annual review process. - Corporate business continuity process and procedures set out in emergency response toolkit.			
Sign Off and Comments					
Sign Off Complete					
A review of business continuity procedures is being arranged and will be factored into service planning.					

FR_R01 Council Tax and Business Rates collections rates drop below budget

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	2 Medium	6 Amber	3 Likely	2 Medium	6 Amber

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Consequences	Current Controls	Assurance
<p>Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year.</p>	<p>The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection.</p>	<p>The full year Council Tax Collection Rate for 2013/14 (Performance Indicator RBF05) was 97.7% against a budget of 97.5%.</p>
<p>Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.</p>	<p>Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible.</p>	<p>The full year Business Rates collection rate in 2014/15(Performance Indicator RBF04) was under budget at 98.1% against a target of 99%.</p>
<p>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>Q1 Council Tax collection rates is 30.2% versus a target of 30.1% Q1 Business Rates collection is 30.2% versus a target of 24.8% Q2 Business rates collection is 52.6% achieved versus a target of 51.5%. Council tax collection is on target at 58%.</p>
	<p>There is an active programme for taking formal recovery action against non payers.</p>	<p>Q3 Business rates collection is 77.2% and is running at 0.5% ahead of target. Council tax collection is at 86.2% which is 0.2% off target but is a 0.1% improvement from the same period last year.</p>
		<p>Internal Audit have performed a routine assessment of the control environment within Council Tax collection and have given an assurance of Full/Substantial . This is a good result and has highlighted a number of minor improvements that can be made to the timeliness of some work. This does however provide assurance to</p>

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members that the fundamental design and operation of the control processes are robust.

Sign Off and Comments

Sign Off Complete

We are currently reviewing existing revenues processes setting out detailed monthly performance targets and an improvement plan to continue to achieve the high levels of collection required. Both Business Rates and Council Tax collection rates are broadly consistent with previous years.

FR_R02 Delays and errors in the processing of Benefits claims

Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: David Skinner	Portfolio Holder: Cllr Graeme Elliot	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
Consequences		Current Controls		Assurance	
<p>This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council.</p> <p>Customers could suffer personal hardship resulting from delays or errors in the processing of claims.</p> <p>Significant reputational risk associated with high-profile errors.</p> <p>Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.</p>		<p>The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account.</p> <p>Quality checking and individual performance</p>		<p>The successful and continuously improving management of this risk can be seen in the improved performance of KPI RBF01a - Average Time Taken to Decide a New Benefit Claim.</p> <p>Performance for the full year 14/15 was 22.9 days, which was within the target of 23 days for the first time.</p> <p>This represents an improvement of 4.5 days over the 27.4 days average in 2014/15, and an improvement of 9.9 days against the 12/13 result of 32.8 days.</p> <p>It should be noted that these improvements have been</p>	

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<p>Government subsidy for housing benefit expenditure is based on external audit certification of the claim made. There is financial risk if errors on cases are identified during their testing.</p> <p>Communications with claimants needs to be well written and jargon-free in order to reduce the risk of repeat queries which puts pressure on limited staff resources.</p>	<p>management is in place. These mean that each officer has targets for their personal productivity and accuracy, and information from quality checks is fed back in order to sustain improvement.</p> <p>Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring.</p> <p>Processes are in place to expedite cases where the customer is vulnerable or facing eviction. These processes start when a case is identified within benefits, or by customer services, homelessness, housing etc.</p> <p>Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process.</p> <p>This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly improved performance over the last 6 months.</p>	<p>achieved without additional resource. It has purely been the result of improved process design and increased efficiency.</p> <p>Average time taken to decide a new claim for Housing benefit is 22.7 days versus a target of 23. This is the first quarter since the same period last year where the target has been met.</p> <p>Average time taken to decide a change event in Housing Benefit is at 12.3 days versus a target of 13.0.</p> <p>Q2 performance has been very good in relation to new claims. The team have achieved 19.6 days versus a target of 23 days.</p> <p>Q3 performance has been very good. New claims are now being processed within 17.4 days versus a target of 23 days. This is an improvement of 9.2 days on the same period last year and 2.2 days improvement on the previous quarter.</p> <p>The average time taken to decide on a change event in Housing benefit is 10.8 days versus a target of 13 days. This is an improvement of 5.6 days on the same period last year and an improvement of 1.5 days on the previous quarter in this year.</p>
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Sign Off and Comments

Sign Off Complete

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The Q3 performance is great news and significant performance benefits are beginning to see sustained levels of improvement. The improvement of 35% in year on year performance is good work that demonstrates the benefits of clearly focusing on improvements and clear performance management. The introduction of the Risk Based Verification (RBV) procedures will help to embed this performance level moving forward. The risk score is being maintained as though there is a positive trend in performance there is still some variability in underlying indicators. This is being monitored and once this has stabilised the score will be reviewed.



AGENDA ITEM: 8C

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	8th March 2016
PART:	1
If Part II, reason:	

Title of report:	Performance and Risk report Quarter 3 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 in the Performance and Projects division of the Chief Executive's Department.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 2, 2015/16.
Corporate objectives:	The effective management of risk and performance is central to delivery of all the Council's objectives. However there is a particular emphasis in relation to the Dacorum Delivers objective.
Implications:	<u>Financial</u> Poor performance could lead to increases in costs as well as reducing the value of our service offer.
'Value For Money Implications'	<u>Value for Money</u> The effective management of performance and risk supports the achievement of value for money in the pursuit of the Council's objectives
Risk Implications	Risk Assessment reviewed February 2016
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 2 Operational Risk & Performance Reports
Historical background (<i>please give a brief background to this report to enable it to be considered in the right context</i>).	<p>This is a regular report to the committee detailing the performance of the division over the last quarter as well as outlining any actions and plans for the forthcoming period.</p> <p>This review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.</p> <p>The focus of the service is to develop and embed new models for project and programme management, performance improvement and digital service delivery.</p>
Acronyms	ICT – The DBC Information & Technology team

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 and targets in relation to three themes:
 - 1.2.1 Complaints handling
 - 1.2.2 IT systems and process performance
 - 1.2.3 Website availability
- 1.3 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 with the majority of the indicators on target.

2.2 However a red was recorded in relation to the “*percentage - Stage 3 complaints resolved in 20 days for the Council*”. This was due to a delay in the process of allocations as well as a system error which showed that the complaint was sent later than was actually the case. This issue has now been addressed and staff have been made aware of their responsibilities with regards to complaints.

2.3 The “*percentage of new starter requests processed in 5 working days from notification*” has improved, although it remains slightly below target. There have been some vacancies in the ICT service desk but these are now being filled.

Detailed Analysis

IT Systems and Process Performance

2.4 Service resolution continues to be above target despite some vacancies. The availability of primary systems is also above target, reflecting work to improve the resilience of our network and business applications.

2.5 New starter requests have improvement although they remain just below target due to vacancies in the ICT service desk.

Complaints Handling

3 The total number of complaints (119) has reduced by 32% compared to the previous year (176).

3.1 Overall performance in relation to Stage 1 and Stage 2 has been in target reflecting efforts to ensure that our process is managed effectively.

3.2 However a red indicator was recorded for the processing of Stage 3 complaints. This was due to two complaints which were handled outside of the 20 day timetable.

Website Availability

4 Website availability (99.98%) continues to be high and we are launching our new website in March.

Risk Management

Summary

7. Following a major review of risks in the previous quarter, there have been no fundamental changes in Q3.

7.1 However a number of risks have been updated to reflect new actions taken to mitigate or treat the risks.

Updated Risks

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

7.2 The Improvement and Innovation Team have published a series of evidence-led research reports. They have also rolled out training on change management and have begun a project to upgrade the organisation's performance system (Corvu).

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

7.3 We have consulted with staff and residents and agreed the new design for the website. We have also improved content and started to reduce the number of webpages. We are currently piloting new functionality and in February we will be launching our new channel shift strategy.

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

7.4 We have rolled out project management training (known as the passport) and introduced new rules to help improve the quality of project planning. In the last quarter 75% of strategic projects were delivered on time.

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

7.5 Performance in the last quarter was very positive. 83% of quarterly indicators were in target (i.e. Green) and 'only' 5% were over target.

PP_R03 Services are not supported to deliver continuous improvement and innovation

7.6 We are running a number of major change and improvement programmes including Knowing What Works, Digital Dacorum and Dacorum Anywhere. We are also working on the Corporate Plan which will clearly set out the areas for improvement and development.

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

7.7 The team continues to deliver effective performance across the service desk, infrastructure and business applications.

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

7.8 Performance across both areas continues to be good and we have seen a number of new functions or services being provided including support for the move to the Forum and the Mayor's Office.

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

7.9 A number of controls and improvements have been put in place including the full roll-out of e-post and projects/plans to scan and archive existing hard copy documents. In addition we are bringing forward a new project to implement a print management solution.

F&R OSC QUARTERLY PERFORMANCE REPORT

Performance and Projects

December 2015



Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CS01a - Total stage 1 complaints received for the Council	Robert Smyth Cassie O'Neil	176 Complaints Info Only	↓	123 Complaints Info Only	↓	119 Complaints Info Only	✓	Owner	
CS01b - Total stage 2 complaints received for the Council	Robert Smyth Cassie O'Neil	17 Complaints Info Only	↓	17 Complaints Info Only	↓	12 Complaints Info Only	✓	Owner	
CS01c - Total stage 3 complaints received for the Council	Robert Smyth Cassie O'Neil	4 Complaints Info Only	→	5 Complaints Info Only	↓	4 Complaints Info Only	✓	Owner	
CS02a - Percentage stage 1 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	92.61% (163/176) Target: 80.00	↓	92.11% (105/114) Target: 80.00	↓	91.54% (119/130) Target: 80.00	✓	Owner Performance on complaints resolution continues to be positive. A draft review has been completed and will be submitted to CMT for consideration.	
CS02b - Percentage stage 2 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	91.67% (11/12) Target: 80.00	↑	100.00% (11/11) Target: 80.00	↓	93.75% (15/16) Target: 80.00	✓	Owner Performance on complaints resolution continues to be positive.	

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Measure	Owner & Updater	Dec 2014 Result	Trend	Sep 2015 Result	Trend	Dec 2015 Result	Sign Off	Comments	Flag
CS02c - Percentage stage 3 complaints resolved in 20 days for the Council	Robert Smyth Cassie O'Neil	50.00% (1/2) Target: 80.00	↗	100.00% (7/7) Target: 80.00	↘	60.00% (3/5) Target: 80.00	✓	Updater - 1 complaint was redirected/refused at a number of allocations before finally being passed to Director of Housing for response. There were also system issues that had to be resolved by the system admin and the notes on screen would indicate that, whilst the complaint was not closed until it was 1 month out of target, the physical response had already been raised & sent outside of the system at an earlier date and later uploaded when the system issue had been resolved. - The interaction history of the second complaint would indicate it went over target due to the complex nature of the investigation required (this related to a 'prior consideration' application and a number of officers had to be consulted as part of the response).	
ICT01 - Percentage of incidents resolved in less than 2 days	Ben Trueman Amanda Jeffries	92.46% (699/756) Target: 80.00	↘	92.38% (934/1011) Target: 90.00	↗	93.91% (926/986) Target: 90.00	✓	Owner Steady performance despite occasionally challenging staff numbers.	
ICT02 - Availability of primary systems (office hours)	Ben Trueman Amanda Jeffries	100.00% Target: 99.00	↘	99.90% Target: 99.00	↗	99.91% Target: 99.00	✓	Owner The quarter has seen only minor issues, addressed rapidly.	
ICT03 - Percentage of New Starter Requests processed in 5 working days from notification	Ben Trueman Amanda Jeffries	93.00% (93/100) Target: 95.00	↗	95.74% (45/47) Target: 97.00	↗	96.15% (25/26) Target: 97.00	✓	Owner	
WEB01 - Percentage website availability	Ben Trueman Murtaza Maqbool	99.95% Target: 99.00	↗	99.96% Target: 99.00	↗	99.98% Target: 99.00	✓	Owner Website availability continues to be consistently good.	

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December 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
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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>It is vital that we provide services which deliver outcomes for residents while maximising value for money.</p> <p>Creating an evidence based environment ensures that we direct resources to policies, programmes and approaches which are likely to have the most benefit.</p> <p>It also identifies those activities which might need to be stopped or changed.</p> <p>The programme also ensures that we learn lessons from other organisations as well as from the latest research and pilots.</p> <p>Crucially the use of data can help to identify what issues need to be addressed.</p> <p>However if we do not use evidence as the basis for</p>	<p>Our Approach</p> <p>Knowing What Works is a programme of activities which will create and promote a culture of using evidence to make decisions.</p> <p>The programme is based around 8 projects which come together to address the different elements of an evidence-led organisation</p> <ul style="list-style-type: none"> - Project 1: Promoting our approach - Project 2: Focusing on outcomes - Project 3: How to evaluate services - Project 4: Promoting good practice - Project 5: Making best use of data - Project 6: Using behavioural insight - Project 7: How to re-design services - Project 8: Using data to make discoveries 	<ul style="list-style-type: none"> - Established a programme of activity (Knowing What Works) to provide a clear vision and approach to addressing the risk - Produced and implemented strategy on behavioural insight - Implemented proposals to increase use of outcomes - Revised project management guidance. - Produced research reports on sickness and green waste. - Service redesign guidance/training sheets - Corvu performance system.
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OPERATIONAL RISK REGISTER

December 2015



designing and delivering services it will lead to:

- poor performance/outcomes
- waste
- duplication
- opportunity costs

Each of these projects sets out a series of actions which have been or are being delivered over the next 12 months.

These actions are supported by x2 Knowing What Works specialists.

Progress so Far

- 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 have taken 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)
- Created a project to upgrade and improve our performance system (Project 4)
- 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, benefits and Regulatory services (Project 6)

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- DBC has completed a LGA funded pilot to use design theory to re-design our ASB service (Project 7)
- DBC provides training to staff on using MOSAIC to map statistical trends (Project 8)
- We have undertaken original research in a number of areas including waste services and sickness (Project 8)

Sign Off and Comments

Sign Off Complete

Over the last quarter good progress has been made in supporting and promoting an evidence led way of working. The Improvement and Innovation Team have published a series of evidence-led research reports into issues including green waste and sickness. They have also rolled out training to help staff understand and manage change. The team are also working with services to help redesign processes, including in housing and planning. More broadly a project is currently underway to upgrade the organisation's performance system (Corvu). This will improve the way that we use data, enabling more business intelligence capability.

PR011 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.		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.		Assurance - Digital Dacorum Strategy and Implementation Plan in place - Website re-design process is underway	

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However if we don't deliver our digital vision (Digital Dacorum) this will have major consequences.

It will mean that we can't provide services in the most 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.

Failure to deliver an effective approach to digital services will also result in reputational damage.

The customer experience will also suffer as residents cannot access services at a time and in a way that is best for them.

- Project 1: website re-design
- Project 2: improving website content
- Project 3 & 4: Re-designing services to make them digital ready and putting them online
- 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

Each of these projects sets out a series of tasks and the programme runs for 24 months.

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.

Progress so Far

- A Digital Dacorum Strategy and Implementation Plan have been launched
- A designer has been commissioned and our new website goes live in March (Project 1)
- Work has begun to improve the content on our website and we've already reduced the number of pages by 25% (Project 2)
- The online council tax portal has been implemented and is now being tested. Development of an online

- Content management process in place

- Re-design and development of revenue benefits process

- New online payment portal introduced

What Next

- Website re-design goes live (March 2016)

- New services are put online in housing, waste, legal, ASB and the environment (Sept 15 - Jan 17)

- Development of new digital inclusion measures (Sept 15 - Sept 16)

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 63</p>	<p>solution for benefits has also gone live for testing. We have also launched an online solution for allotments and reports of homelessness (Project 3&4)</p> <ul style="list-style-type: none"> - An LGA funded research project to develop options for channel shift has been completed (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) - Proposals are in place for developing a new CRM solution (Project 10) 	
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Sign Off and Comments

Sign Off Complete

Over the last quarter we have continued to make progress in the delivery of our digital approach (known as Digital Dacorum).

We have consulted with staff and residents and agreed the new design for the website. We have also improved content and started to reduce the number of webpages. We have introduced new functionality and are currently working towards a Council Tax portal and an online process for benefits. We have also introduced new measures to reduce exclusion and in February we will be launching our new channel shift strategy. More broadly we are continuing to sell the benefits of digital and to ensure that staff buy into the modern way of working.

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

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	

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3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>The ability to manage projects is vital if we are going to successfully deliver the Council's objectives and priorities.</p> <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>Our Approach</p> <p>We have recently launched Managing Projects 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>		<p>Assurance</p> <ul style="list-style-type: none"> - 75% of strategic projects (28) are on target - New project management approach has been launched - Introduction of project clinics to address issues or concerns - recruitment of specialist corporate project manager - Roll out of project management passport 	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Managing projects effectively is vital if we are going to deliver the Council's objectives and priorities. The introduction of new project management guidance coupled with the established monitoring schedule and the recruitment of a corporate project management specialist has helped manage the risk. We have also rolled out project management training (known as the passport) and introduced new rules to help improve the quality of project planning. In the last quarter 75% of strategic projects were delivered on time.</p>					

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PP_R013 Failure to deliver an effective corporate wide approach to performance monitoring and management					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Reputational	Dacorum Delivers	Robert Smyth	CLlr Neil Harden	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Managing performance is key to ensuring that we provide high quality and cost effective services.</p> <p>Good performance management requires a robust 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>Assurance</p> <ul style="list-style-type: none"> - 83% of quarterly indicators in December were in target (i.e. Green) and 5% were over target but within the accepted tolerance (i.e. Amber). - The overall trend is positive. - 77% of the 'most important indicators' were on target. - The Corvu system is established and in place. - A specialist Corporate Performance Management - Lead Officer is in place. - In a recent audit of performance management we received a 'Full' rating. 	

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<p>We hold a monthly performance meeting with Members and the Corporate Management Team and Chief Operating Group also review performance</p> <p>Target Setting</p> <p>Each Group Manager and Assistant Director had to agree targets and these were subject to a 'critical friend' challenge to ensure they were as stretching as they could be.</p>	
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Sign Off and Comments

Sign Off Complete

Performance in the last quarter was very positive. 83% of quarterly indicators were in target (i.e. Green) and 'only' 5% were over target. This is an improvement over the previous quarter and it reflects efforts to improve performance and address service issues. We also received the highest rating in our most recent performance audit. On this basis it is considered that the current risk rating is suitable.

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	
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.		Our Approach We have reprofiled the performance and projects team and created a new Corporate Improvement and		Assurance - The Corporate Improvement and Innovation Team is in place.	

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<p>In order to deliver value for money we need to foster a culture of improvement and innovation.</p> <p>Without improvement and innovation we are likely to see worse performance, greater pressures and wasted resources.</p> <p>A lack of improvement and innovation also leads to disengagement from residents and staff.</p> <p>Innovation and improvement can come in the form of new technology but it can also be inspired through lean processes and improved structures and models of delivery.</p>	<p>Innovation Team which includes a Digital Innovation Officer and a Improvement and Innovation Officer.</p> <p>The role of the team is to stimulate innovation and improvement and this is done through a number of key ways:</p> <p>Knowing What Works</p> <p>The Knowing What Works programme (see earlier risk) stimulates innovation and new ideas as well as getting 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>	<ul style="list-style-type: none"> - DBC has recently been involved in three external innovation pilots. - A statutory notice pilot (funded by the DCLG) - A channel shift pilot (funded by the LGA) - A design theory pilot to improve ASB (funded by the LGA) - Launch of Innovation Lab/Think Tank - Internal piloting of 'ideas box'. - Undertaking research for environmental services.
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	<p>We have also finalised a research plan.</p> <p>Improvement Activities</p> <p>We have undertaken a number of process reviews as part of Digital Dacorum and we are currently developing a tool kit to help other teams review their service.</p> <p>The Better@Dacorum programme also allows people to ask questions and it raises awareness about different improvement agendas.</p>	
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Sign Off and Comments

Sign Off Complete

We are continuing to look at ways to foster innovation and improvement. We are running a number of major change and improvement programmes including Knowing What Works, Digital Dacorum and Dacorum Anywhere. We have also improved our approach to project management through our 'managing projects successfully' programme. We are also working on the Corporate Plan which will clearly set out the areas for improvement and development.

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 3 Likely	Inherent Impact 4 Severe	Inherent Risk Score 12 Red	Residual Probability 2 Unlikely	Residual Impact 4 Severe
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		Our Approach We have put in place the necessary structure, plans,		Assurance KPI's

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<p>projects.</p> <p>Poor ICT makes it difficult for departments to provide their services effectively. Issues with ICT can also have a negative impact on the reputation of DBC.</p> <p>In addition there can be significant knock-on costs as a result problems with IT including delays in processing benefits or responding to service requests.</p> <p>It will also make other agenda's like Digital Dacorum harder to implement.</p>	<p>budgets and vision to deliver a high quality IT service.</p> <p>The service is based around four core elements:</p> <ul style="list-style-type: none"> - the service desk - infrastructure - special projects - business applications <p>In terms of controls we have introduced a robust structure and a detailed ICT Strategy and Improvement Plan.</p> <p>We also have an established staffing compliment and budget which has been shaped around the ICT needs of DBC.</p> <p>Having a technical project Manager in place has also ensured that further improvements are made.</p> <p>Each service has an in-team specialist business applications resource and there is a central applications lead to coordinate work.</p> <p>Our service desk is closely monitored and they are managed by a dedciated Team Leader covering infrastructure and service desk.</p> <p>All staff are provided with the necessary hardware including the roll out of laptops as part of the Dacorum</p>	<p>ICT01 - % of incidents resolved in less than 2 days - 93.91% (Target 90%)</p> <p>ICT02 - Availability of primary systems - 99.91% (Target 99%)</p> <p>WEB01 - Website availability - 99.98% (Target 99.0%)</p> <ul style="list-style-type: none"> - Full staffing complement. - ICT Service Plan. - TOR for joint Customer Insight working group. - Digital Dacorum Strategy
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Anywhere programme.

Sign Off and Comments

Sign Off Complete

The residual and inherent risk rating remains the same. The ICT service has continued to perform well, achieving on target performance in all indicators. In addition the department have taken steps to improve system and infrastructure quality including the deployment of SharePoint and Firewall replacement. We have also received our PSN compliance.

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

Category: Operational	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</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>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 (91.54%) - % Stage 2 complaints dealt with on time (93.75%) - % Stage 3 complaints dealt with on time (60%) <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>	

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<p>be more costly, inefficient and would deliver worse outcomes.</p> <p>The ability of the organisation to improve and change would also be reduced and the move to a more digital way of working would be negatively impacted.</p> <p>It would also be necessary to contract other providers to undertake work, for instance scanning which would come with a cost.</p>	<p>We also have a well suite of established performance indicators.</p> <p>In addition the team contains a number of qualified project managers which helps ensure that new tasks are delivered on time and in budget.</p>	<p>- Service Plans for both Corporate Improvement and Innovation and Corporate Support are published.</p>
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Sign Off and Comments

Sign Off Complete

The risk of insufficient capacity to deliver the work of corporate support and performance and projects continues to be managed through planning, budgeting and management of the team's capacity.

Performance across both areas continues to be good and we have seen a number of new functions or services being provided including support for the move to the Forum and the Mayor's Office.

The only area of concern was a delay in dealing with two Stage 3 complaints by operational services. However these issues have been addressed and the Corporate Admin team has recently completed a review of our approach to complaints.

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

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	
The move to a 'paperless office' is a key consequence		Our Approach		Assurance	

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and driver for a more flexible and digital way of working.

In 2014/15 DBC spent over £28k on internal printing and an estimated £10k on paper.

Paper also attracts significant storage and disposal costs and this issue will intensify as we move over to the streamlined Forum.

The use of paper also undermines efforts for digital efficiency and it reinforces old fashioned processes and approaches.

Ultimately it sends out the wrong message and undermines the cultural change that we are trying to deliver as part of Digital Dacorum.

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.

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.

We have implemented electronic document management including e-post which significantly reduces the need for paper.

We have also embarked on a major programme of back-scanning and archiving of paper records.

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.

We have also secured an ambitious commitment from CMT to reduce internal printing by January.

- Northgate has digitised over 2.2 million documents and our internal admin team has scanned thousands of documents.

- In Q3 (2015/16) we printed 613k 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.

What Next

- Work with individual teams to reduce printing on a month by month basis (On-going)

- Implement a new print management solution (March - October)

- Scanning and archiving of all existing paper records (July)

Sign Off and Comments

Sign Off Complete

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The inherent and residual risk rating remains the same. A number of controls and improvements have been put in place including the full roll-out of e-post and a projects/plans to scan and archive existing hard copy documents. In addition we are bringing forward a new project to implement a print management solution and we have increased print reporting to help identify areas that need to reduce the use of paper. This links with work on Digital Dacorum and the preparation for the Forum as part of the Forum Cultural Programme.

APPENDIX A

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

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

Date:	Report Deadline	Items:	Type:	Contact details:	Background Information
07 June 2016	26 May 2016	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 2015/16	PM	L Dargue, Insurance & Risk Manager	
		Q4 Forecast Financial Outturn Report 2015/16	PM	R Baker, Group Manager	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
21 July 2016	11 July 2016	Action Points from previous meetings	SC	All Members to discuss	

06 Sept 2016	25 August 2016	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	
		Action Points from previous meeting	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
04 Oct 2016	22 September 2016	Action Points from previous meetings	SC	All Members to discuss	
08 November 2016	27 October 2016	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-	Report may be late
		Action Points from previous meetings	SC	All Members to discuss	
Date:	Report Deadline	Items:	Type:	Contact details:	Background information
06 Dec 2016 (Joint OSC)	24 November 2016	Budget 2016-17 <i>Ideally no further items to be added</i>		J Deane, Director - Finance & Resources D Skinner. Assistant Director – Finance & Resources	
		Action Points from previous meetings	SC	All Members to discuss	
10 Jan 2017	28 December 2016	Action Points from previous meetings	SC	All Members to discuss	
		Asset Management Strategy	PM	D Skinner. Assistant Director – Finance & Resources	
07 Feb 2017 (Joint OSC)	26 Jan 2017	Budget 2017 -18 <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
07 March 2017	23 Feb 2017	Q3 Performance & Operational Risk Register Reports	PM	S Baker, Assistant Director – Chief Executive’s Unit R Smythe, Assistant Director – Performance & Projects D Skinner, Assistant Director, Finance & Resources B Hosier, Group Manager – Commissioning, Procurement & Compliance M Housden, (Procurement officer)	
		Q3 Forecast Financial Outturn Report 2017/18	PM	R Baker, Group Manager	<u>Put this item first on the agenda before the Quarterly Reports</u>
		Action Points from previous meetings	SC	All Members to discuss	