

CABINET AGENDA



**TUESDAY 22 MAY 2018 AT 7.30 PM
CONFERENCE ROOM 2 - THE FORUM**

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 Williams (Leader)
Councillor Griffiths (Deputy Leader)
Councillor Elliot

Councillor Harden
Councillor Marshall
Councillor G Sutton

For further information, please contact Member Support on 01442 228209

AGENDA

1. MINUTES (Pages 3 - 13)

To confirm the minutes of the meeting held on 24 April 2018.

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 and ask questions in accordance with the rules as to Public Participation.

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Pages 14 - 15)

7. FINANCIAL OUT TURN 2017/18 (Pages 16 - 34)

8. EQUALITY & DIVERSITY (Pages 35 - 53)

9. JELLCOE WATER GARDENS PROJECT (Pages 54 - 60)

10. EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 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 those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.

Local Government Act 1972, Schedule 12A, Part 1, paragraph 3.

MINUTES

CABINET

24 APRIL 2018

Councillors: Andrew Williams	Leader of the Council (Chairman)
Margaret Griffiths	Portfolio Holder for Housing
Graeme Elliot	Portfolio Holder for Finance and Resources
Neil Harden	Portfolio Holder for Residents and Corporate Services
Janice Marshall	Portfolio Holder for Environmental Sustainability and Regulatory Services
Graham Sutton	Portfolio Holder for Planning and Regeneration

Also attended: Councillors Tindall, Howard, Douris,

Officers: S Marshall	Chief Executive
M Gaynor	Corporate Director (Housing & Regeneration)
M Brookes	Solicitor to the Council and Monitoring Officer
J Deane	Corporate Director (Finance & Operations)
D Austin	Assistant Director (Neighbourhood Delivery)
R Smyth	Assistant Director (Performance, People & Innovation)
J Doe	Assistant Director (Planning, Development & Regeneration)
C ONeil	Corporate Support Team Leader
C Oliveri	Communication & Consultation Officer

The meeting began at 7.30 pm.

CA/040/18 MINUTES

Minutes of the meetings held on 27 March 2018 were agreed by Members present and signed by the Chair.

CA/041/18 APOLOGIES FOR ABSENCE

None.

CA/042/18 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/043/18 PUBLIC PARTICIPATION

There was no public participation.

CA/044/18 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/045/18 FORWARD PLAN

The Forward Plan was noted and agreed.

CA/046/18 HEALTH & SAFETY POLICIES

Decision

To approve the following policies and management plan documents, as provided as appendices to the Cabinet Report;

- Appendix 1: Working at Height Policy
- Appendix 2: The Noise at Work Policy
- Appendix 3: Whole Body Vibration
- Appendix 4, 4a and 5: The Electricity at Work Policy and Portable Appliance Testing Policy
- Appendix 6: Bonfire Policy
- Appendix 7 & 8: Corporate Asbestos Management Plan and Housing Asbestos Management Plans
- Appendix 9: Legionella Management System
- Appendix 10: Lone Working Policy
- Appendix 11: Hazardous Substances Policy

Reason for decision

To provide members with information on how Officers propose to manage Health and Safety risks across the Council.

Corporate objectives

A clean, safe and enjoyable environment

Improving safety of employees, elected members, those that work with the Council and for members of the public that are effected by the Council's work activity.

Delivering an efficient and modern council

Optimise Resources and Implement Best Practice.

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

The policies will help to ensure that the Council is meeting its statutory obligations. Training for relevant staff and ongoing compliance monitoring will be essential to ensure that the policies are properly implemented.

S.151 Officer:

The financial costs of implementing the Health and safety policies has been specifically factored into the 2018/19 budgets, with the inclusion of a £50,000 growth budget.

Advice

Cllr Marshall introduced the report, advising that following a County Audit of our H&S arrangements, the management of H&S moved from Human Resources to Regulatory Services, where there are a greater number of H&S qualified staff. A new lead officer post was created and a thorough review undertaken of all our policies during the last year.

Cllr Marshall advised that the report is asking Cabinet to approve the policies and the management plan included in report.

The Chair invited questions.

Cllr Elliot referred to 'full body vibration' and sought clarification. DAustin advised that there are two types of vibration that can be suffered; the first being hand arm from small machines and at the next step, full body, which is more likely suffered by drivers of larger grass cutting vehicles etc. DAustin explained that we are obliged to carry out monitoring of vibration during day to ensure it is not above the acceptable threshold.

Recommendations agreed.

Voting

None.

CA/047/18 PUBLIC SPACE PROTECTION ORDERS – HEMEL HEMPSTEAD TOWN CENTRE

Decision

1. To commence a statutory consultation on a proposal to introduce a Public Spaces Protection Order in accordance with the draft order and plan annexed at Appendix A, to include the following prohibitions:
 - (a) *Not to Spit (including discharge of chewing gum), urinate or defecate in a public place within the area coloured blue on order plan 1*
 - (b) *Not to cycle or skateboard within the area coloured blue on order plan 2.*
2. To delegate authority to the Portfolio Holder for Environmental, Sustainability and Regulatory Services in consultation with the Assistant Director (Neighbourhood Delivery) to consider representations made pursuant to the statutory consultation and confirm or amend the PSPO as appropriate.
3. To set £75 as the sum payable for a fixed penalty notice.
4. To note the contents of the report in respect of Designated Public Places Orders (section 2) and note that they will transfer to PSPOs and shall remain in force for a period of three years from 20 October 2017 and shall then be the subject of review.
5. To commence a non-statutory consultation on a proposal to introduce a Public Spaces Protection Order for the whole of the Borough in relation to dog fouling (specifically

owners failing to pick up dog faeces from public areas) and other activities in relation to dogs which have a detrimental effect on the quality of life of the public.

Reason for decision

To introduce a Public Spaces Protection Order to provide a means of controlling a number of activities having a detrimental effect on the quality of life for those living in, working in and visiting Hemel Hempstead town centre.

Corporate objectives

Safe and Clean Environment

Maintain a clean and safe environment

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

The PSPO will assist with the prevention of anti-social behaviour in the town centre. There will need to be a proportionate approach to enforcement particularly where the order is being breached by young and vulnerable persons.

S.151 Officer:

The implementation and enforcement of the PSPO can be delivered from within existing budgets.

Advice

Cllr Marshall introduced report and advised its purpose is to seek Cabinet agreement to implement Public Space Protection Order (PSPO) to the Marlowes, Water Gardens, and Old Town as set out in the report.

Cllr Marhsall drew attention to street encampments, street begging, consumption of alcohol and feeding of wild fowl; which are not included in this PSPO.

This PSPO relates entirely to spitting (including discharge of chewing gum), urinating and defecating in Marlowes, Water Gardens & Old Town and prohibits skateboarding and cycling along Marlowes. Both these measures received strong support in public consultation and were considered at SPAR and H&R OSC last month. Both scrutiny committees are in support, but expressed concern that there is no resource to support enforcement of these issues. PSCOs and Councils Enforcement Officers will enforce the PSPOs. If current resources need to be boosted it is a budgetary matter to be considered in due course.

Cllr Marshall referred to recommendation 4 which is seeking Cabinet approval to start work on introduction of PSPO relating to dogs & dog fouling. This PSPO is intended for use throughout the borough. Many Local Authorities are dealing with dog fouling and controlling dogs through PSPOs and the issuing of Fixed Penalty Notices (FPN) and if not paid, through the court. The Council is drawing up proposals for consultation with scrutiny and public with a view to implementing such orders.

Cllr Marshall advised that she is also asking for approval for an additional 5th recommendation; 'To commence a non-statutory consultation on a proposal to introduce a Public Spaces Protection Order for the whole of the Borough in relation to dog fouling (specifically owners failing to pick up dog faeces from public areas) and other activities in relation to dogs which have a detrimental effect on the quality of life of the public'.

The Chair invited questions.

Cllr Harden referred to vigils outside of family planning clinics and asked, can officers confirm this is not something we would use a PSPO for?

Cllr Marshall responded to advise that an organisation emailed all Cllrs last month on this subject, to which she responded and copied all Cllrs, to advise there is no current measure to put in a PSPO for limiting or prescribing gatherings of people, under which this would fall.

Cllr Williams commented that, like anything else, if it is brought to our attention that there is an issue we would take it through due process.

Cllr Williams referred to the 5th recommendation and commented that dog fouling is a borough wide problem, expressing his support in going out to consultation.

Cllr Sutton supported the measures against dog issues; most responsible dog owners would expect that. Adding that limiting the number of dogs that could be taken by dog walkers is an important factor. The other issue is that we need to be sure that the people dog walking are local, we have had a number of instances where people are coming in from North London to exercise dogs in our area, not sure if it is something we can control or not, but annoying have to put up with it. Make sure dogs are microchipped.

Cllr Marshall confirmed it is the law that dogs have to be microchipped, this Council took action not long ago against a resident of the Borough who repeatedly failed to chip their dog which was running wild. In terms of out of borough dog walkers, the only way to deal with that would be to licence dog walkers, which would be difficult. It would be difficult to stop people from outside the Borough using our public spaces.

Cllr Douris referred to recommendation 3 and asked, is there an opportunity for discount on prompt settlement of Fixed Penalty Notices?

Cllr Marshall responded that it will cost more if they don't pay as it will go to court.

MBrooks advised you can include a discount for early payment but Cabinet would have to decide what it would be reduced to, some authorities have it as a reduced figure if paid within 14 days.

Cllr Williams commented that he would be inclined to stick with the one fee.

Recommendations agreed; including additional recommendation 5.

Voting

None.

Decision

1. To commence a procurement process for a maximum 5 year contract (3 years initial term with option to extend for a further 2 years at one year intervals subject to performance).
2. To delegate authority to agree the terms of the Contract to the Assistant Director (Planning, Development and Regeneration) in consultation with the Portfolio Holder, Planning and Regeneration.

Reason for decision

To consider issues relating to the Hemel Hempstead Town Centre market Contract which ends February 2019, and to set out proposals for future Contract arrangements.

Corporate objectives

Ensuring economic growth and prosperity

A successful and vibrant Market will bring footfall and wealth into Hemel Hempstead Town Centre supporting the local retail economy.

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

A robust contract will need to be developed to ensure that the contractor meets the council's key objectives for the service. This must include an effective performance management regime which can be monitored through the term of the contract.

The future market contract has to have SMART performance indicators that encourage the development of the market programme and incentivise an efficient delivery of the strategic objectives.

S.151 Officer:

The task and finish group will pull together the financial incentives required to fulfil this strategic requirement and the financial impact will be assessed.

Advice

Cllr Sutton introduced report advising that following expiration of the existing contract, the existing contractor agreed to continue to run market until Feb 2019, but on agreement that income to the Council was reduced by approx. £20k a year. This gives us a good basis for the tender to take place after Feb 2019. The Council met with Saunders Market (the current operator) to get their views. This tender will go out to open market but it is fair to say there are limited operators who may submit their interest.

Cllr Sutton expressed it is important to us to have a good vibrant market that caters to all our needs.

JDoe added that we now have the HH Business Improvement district, will need to get them involved in how market contract should be let. The Old Town is currently being run by

Saunders Market but with a subsidy from us. The new tender is to include weekend markets in Old Town. We may have to accept slightly lower market rental than we have experienced in past, which we will test through tendering process.

Recommendation agreed.

Voting

None.

CA/049/18 FORMALISATION OF GROVEHILL NEIGHBOURHOOD PLAN

Decision

RESOLVED TO RECOMMEND;

That Council formally 'makes' the Grovehill Future Neighbourhood Plan as part of the Local Plan following a YES vote at Referendum 15th February.

Reason for Decision

To acknowledge the 'YES' vote at Referendum on 15th March 2018 and propose that Council formally 'make' the Grovehill Future Neighbourhood Plan as a statutory planning document

Corporate objectives

The Grovehill Future Neighbourhood Plan supports the Council's vision and in particular the corporate objectives of building community capacity, regeneration and affordable housing.

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

The Localism Act states the "*Council must make a neighbourhood development plan to which the proposal relates, if in each applicable referendum under that Schedule (as so applied) more than half of those voting have voted in favour of the plan*". The referendum result is clear and so therefore the only option available to the Council is to make the Grovehill Future Neighbourhood Plan.

S.151 Officer:

There are no direct immediate financial implications for the council. Any future plans will need to be developed within the normal council financial planning processes and be submitted for consideration as part of the Medium Term Financial planning cycle.

Advice

Cllr Sutton introduced report advising this went to a vote within Grovehill and received a yes to go forward. There are various issues for consideration around land ownership etc and this is an opportunity for us to now refine and put forward to full Council.

JDoe added the reason to put to Council is to get sign off of the plan. What the yes vote means is that the plan has to be taken into account by us when making planning decisions within the defined planning area in Grovehill.

Cllr Williams commented that it is widely assumed that the plan centres on Henry Wells Square and surrounding areas, but it is actually wider than that.

JDoe confirmed it covers the whole estate and anyone making an application within that area will have to follow the plan.

Cllr Douris recalled JDoe coming to a meeting in Henry Wells Square back in 2011, commenting that he takes great pride in seeing this coming to conclusion.

Recommendation agreed.

Voting

None.

CA/050/18 TRING SPORT CENTRE

Decision

1. Approval given for DBC to mutually agree to terminate the existing Dual Use Agreement and enter into a new Agreement, reflecting the updated conditions and requirements as set out in the report to Cabinet.
2. Final sign off of the Agreement is delegated to the Chief Executive and the Portfolio Holder for Residents and Corporate Services in consultation with the Section 151 Officer and the Monitoring Officer.

Reason for decision

To approve proposed changes to the conditions and requirements for the transfer of responsibility for Tring Sports Centre to Tring School.

Corporate objectives

Clean, Safe and Enjoyable Environment and Modern and Efficient Council

Leisure provision is central to delivering a borough that people can enjoy. This proposal will ensure that we invest and support high quality facilities for use in the community will ensuring we deliver value for money.

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

The amended terms provide for investment in the facility which will facilitate continued community use. There is a risk as highlighted in the report that the facilities will become financial unviable at some point in the future and this will enable RLP to propose closing the facilities; however, this risk is mitigated by the Council's ability to step-in and manage the facilities if it wishes to do so, subject to agreeing the precise terms of that step-in at the appropriate time.

S.151 Officer:

The termination of the Dual Use Agreement is not projected to impact on the approved capital budget, for the development of the Tring swimming pool.

Advice

Cllr Harden introduced the report and advised that following detailed discussion with Tring School we were not able to reach agreement following March Cabinet on T&Cs. These revised T&Cs will meet needs of Council and school.

Cllr Marshall referred to pg. 284 of report, paragraph 33, 3rd line, appears to be a typo, should read 'values'.

Cllr Elliot asked, who takes the decision about financial viability?

RSmyth responded it would be an open book approach, we would have a look and they would have to prove they are making a loss across the whole site, not just the swimming pool.

Recommendations agreed.

Voting

None.

CA/051/18 INVESTMENT IN ATHLETICS TRACK**Decision**

1. Cabinet approved the undertaking of consultation with local residents and key stakeholders on the potential for a new athletics track and pavilion at Cupid Green Playing Fields, Grovehill
2. Cabinet approved the undertaking of necessary due diligence to confirm that Cupid Green Playing Fields, Grovehill is a suitable site for a new athletics track and pavilion

Note that officers will bring a further report back to Cabinet with a final recommendation for the location of the new athletics track following all required due diligence and consultation with residents and stakeholders.

Reason for decision

For Cabinet to consider the potential to build the new athletics track and pavilion at Cupid Green Playing Fields, Grovehill.

Corporate objectives

Clean, Safe and Enjoyable Environment

Having good quality, athletics provision is vital to improving participation and ensuring that residents can enjoy the borough and boost their health and wellbeing.

This review will therefore, ensure our approach to athletics continues to meet the needs of current and future residents.

Monitoring Officer/S.151 Officer comments

Monitoring Officer:

A preliminary review of the legal title to the site has indicated that there are no apparent legal restrictions for the development of the site; however, there are some title documents which are not currently available at the land registry and therefore further work will be required to locate these documents before a full title report can be produced.

As indicated in the report, further planning, ground condition, design work and consultation will be required before a final report is brought back to Cabinet.

S.151 Officer:

The viability of relocating the track from its current location in Jarman Park to a new site in Grovehill will depend on the net development value of the Jarman site compared with the construction costs at the Grovehill site.

The full range of financial implications will need to be considered through the due diligence exercise, and reported back to Members in advance of a decision being made.

Advice

Cllr Harden introduced the report and referred to discussions that have taken place to relocate Jarman athletics track to Longdean School, have been unable to reach agreement. Council has identified another site in Grovehill, would like to look at feasibility and carry out a consultation on the site.

Cllr Elliot commented that he likes idea we could be creating a sports hub up near that Grovehill area and asked, do you think there will be any objections from residents about us putting a track on that open space, or will it enhance it?

Cllr Harden responded that will be the purpose of the consultation, it will make an exciting sports offer with the other facilities already available at the site. We will need to consider access and ingress to site and the impact on local residents.

RSmyth advised this will be an initial consultation and feasibility study, if following that it was proved the Council were happy with that site, we would move forward to a formal proposal.

Cllr Tindall referred to a recent meeting to discuss regeneration of that area and roads etc, and what is going to happen, asking is it advisable to get Highways to comment on traffic generation given what is likely to happen in next few years, to ensure timing is not going to negatively impact.

Cllr Williams responded that Cllr Tindall is referring to County Highways works; footpath links in that Grovehill area and provision of pedestrian crossing on the Redbourn Road, almost outside the entrance to the proposed site. There are a few bigger events the track hosts during the year but they are fairly limited in numbers. County is aiming to have completed all of its work during this financial year so most of it should be finished prior to anything potentially happening with the site.

Recommendation agreed.

Voting

None.

The meeting ended at 8.05 pm

Agenda Item 6

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	26/06/18	Council New Build Housing Programme		07/06/18	David Barrett, Group Manager Housing Development 01442 228525 David.barrett@dacorum.gov.uk	Approval to appoint Principal Contractor for the sites known as; 1. Martindale School, Boxted Road, Hemel Hempstead. 2. The 2 garage sites known as Westerdale and Northend, Hemel Hempstead
2.	26/06/18	The Bury – Approval of Stage 1 Bid to Lottery Fund		07/06/18	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning & Regeneration 01442 228000 Chris.taylor@dacorum.gov.uk Nathalie Bateman, Team Leader Infrastructure & Project Delivery 01442 228592 Nathalie.bateman@dacorum.gov.uk	To consider proposals for establishing a heritage based visitor facility at The Bury, Hemel Hempstead and the content of a bid for funding to the Heritage Lottery Fund
3.	26/06/18	Review of Leases		07/06/18	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To be provided
4.	26/06/18	Q4 Risk Register		07/06/18	James Deane, Corporate Director Finance & Operations 01442 228278 james.deane@dacorum.gov.uk Linda Dargue, Insurance & Risk Lead Officer 01442 228320 linda.darge@dacorum.gov.uk	To review and approve the risk register as at quarter 4.
5.	26/06/18	Constitution Update		07/06/18	Mark Brookes, Solicitor to the Council 01442 228236 Mark.brookes@dacorum.gov.uk	To be provided
6.	31/07/18	Medium Term Financial Strategy		12/07/18	James Deane, Corporate Director Finance & Operations 01442 228278 james.deane@dacorum.gov.uk	To approve the Council's updated Medium Term Financial Strategy
7.	31/07/18	Dacorum Borough Local Plan		12/07/18	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning & Regeneration 01442 228000 Chris.taylor@dacorum.gov.uk	To consider next steps and timetable in an updated Local Development Scheme for the production of the Local Plan

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
8.	31/07/18	Private Sector Housing update		12/07/18	Natasha Beresford Group Manager, Strategic Housing Natasha.beresford@dacorum.gov.uk 01442 228840	several policies (HMO Licensing, Adoption of Civil Penalties and Enforcement) that will need considering
9.	31/07/18	Development Company Update		12/07/18	James Deane, Corporate Director Finance & Operations 01442 228278 james.deane@dacorum.gov.uk	To be provided
10.	18/09/18	Vehicle Repair Shop		30/08/18	David Austin, Assistant Director Neighbourhood Delivery, 01442 228355 david.austin@dacorum.gov.uk	To approve the maintenance and repair of equipment used by the Clean Safe and Green service being brought back in house
11.	18/09/18	Longdean Leisure Services (Pt 2)		30/08/18		To be provided
12.	16/10/18					

Future Cabinet Dates

2018: 13 November
11 December

2019: 29 January
12 February
19 March
23 April
21 May

Future Items:

Hemel Hempstead Town Centre Parking Access and Movement Strategy
Enterprise and Investment Plan
Authority Monitoring Report
The Private Sector Housing Strategy (after Nov OSC)



Report for:	Cabinet
Date of meeting:	22 May 2018
PART:	Part I
If Part II, reason:	n/a

Title of report:	Provisional Outturn 2017/18
Contact:	<p>Cllr Graeme Elliot, Portfolio Holder for Finance and Resources</p> <p>Authors: Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager (Financial Services)</p> <p>Contact: James Deane, Corporate Director (Finance & Operations)</p>
Purpose of report:	<p>To provide details of the provisional outturn position for the:</p> <ul style="list-style-type: none"> · General Fund · Housing Revenue Account · Capital Programme <p>To provide details of the proposed transfers to and from earmarked reserves.</p>
Recommendations	<p>It is recommended that Cabinet consider the Provisional Outturn Report and:</p> <ol style="list-style-type: none"> 1. Recommend the carry forward of unspent reserve funded budgets from 2017/18 to 2018/19 (see Appendix D, £315k slippage into 2018/19) 2. Recommend use of the Housing Revenue Account surplus to fund an increased Revenue Contribution to Capital

Corporate objectives:	Delivering an efficient and modern council
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.
Equalities Implications	There are no equality implications.
Health And Safety Implications	There are no health and safety implications.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer</p> <p>No further comments to add.</p> <p>S.151 Officer</p> <p>This is a S.151 Officer report.</p>
Consultees:	Budget Managers
Glossary of acronyms and any other abbreviations used in this report:	<p>GF – General Fund</p> <p>HRA – Housing Revenue Account</p> <p>MTFS – Medium Term Financial Strategy</p>

1. Executive Summary

- 1.1 The year end financial outturn is a surplus on the general fund budget of **£89k**, as detailed in paragraph 2.5. This is a much reduced surplus compared to previous years, (2016/17 £1.1m; 2015/16 £400k). This demonstrates that the Council's budget has been accurately set and that savings previously identified have now been correctly captured in the base budgets, and delivered in year.
- 1.2 This year's surplus has been analysed as part of the normal year end process, to ensure that one off items have been challenged and any new savings have been identified and will be captured in the base budget going forward.
- 1.3 The HRA has seen an operating underspend of £988k, which reduces to **£282k** after technical adjustments for increased depreciation and interest charges.
- 1.4 The underspend is as a result of increased income in Dwelling Rents and Leaseholder service charges, underspends in premises expenditure and vacancies across various services, (see Section 8).

- 1.5 General Fund Capital budgets have seen slippage of 34%, which can be attributed to a relatively low number of high value schemes.
- 1.6 The HRA Capital programme is consistent with previous reports with the main item being slippage on Planned Fixed expenditure of £3.8m. £2.6m of this has been re-allocated across future years within the HRA 5 year programme in order to provide a more consistent workload over the period. The remaining £1.2m has been deliberately retained in order to fund fire safety upgrade work which will take place once the necessary risk assessments have been completed.

2. Introduction

- 2.1 The purpose of this report is to outline the Provisional Outturn for 2017/18, prior to the closure of the accounts. Outturn is reported for the following:
- General Fund
 - Housing Revenue Account (HRA)
 - Capital Programme
- 2.2 From financial year 2017/18, the Accounts and Audit Regulations require local authorities to have prepared their annual Statement of Accounts, complete with certification from the Section 151 Officer, by 30 May, one month earlier than in previous years. The Statement of Accounts must be published by 31 July, 2 months earlier than in previous years, following an audit to be undertaken by Grant Thornton.
- 2.3 The Council's outturn position is a primary source of information for the production of the Statement of Accounts. The provisional outturn position detailed in this report may be subject to further amendment as work continues on the preparation of the Accounts. The final outturn position, along with movements in reserves, will be reported to Audit Committee for sign off at its meeting of 25 July 2018.

3. General Fund Revenue Account

- 3.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 8).
- 3.2 The revised budget is the original budget approved by Cabinet in February 2017, plus the following approved amendments:

Amendments	Budget	Amendments
2017/18 Original budget - cost of services	20,968	£'000s
Funding to support creation of Development Company		200
Legal costs Regulatory Services		95
Brownfield Register employees costs		60
Increased budget recharged to HRA		44
Parking new CPZs		39
Health and Safety compliance		75
2017/18 Revised Budget - cost of services	21,481	

3.3 Appendix A provides an overview of the General Fund provisional outturn position, and the table below provides an overview by Scrutiny area.

	Revised Budget £000	Provisional Outturn £000	Variance	
			£000	%
Finance & Resources	11,476	11,287	(189)	-1.6%
Strategic Planning & Environment	8,261	8,186	(75)	-0.9%
Housing & Community	1,744	1,605	(139)	-8.0%
Total Cost of Services	21,481	21,078	(403)	-1.9%
Investment Property	(3,736)	(3,778)	(42)	1.1%
Corporate items	(16,651)	(16,702)	(51)	0.3%
Earmarked Reserve movements	(1,095)	(687)	408	-37.3%
Contribution (to)/from General Fund Working Balance	(1)	(89)	(88)	

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

4. Finance and Resources

Finance & Resources	Revised Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	10,035	10,021	(14)	-0.1%
Premises	2,041	2,061	20	1.0%
Transport	215	219	4	1.9%
Supplies & Services	4,031	3,965	(66)	-1.6%
Third-Parties	533	497	(36)	-6.8%
Transfer Payments	47,144	47,144	0	0.0%
Income	(4,939)	(5,033)	(94)	1.9%
Other Income	(47,584)	(47,587)	(3)	0.0%
	11,476	11,287	(189)	-1.6%

4.1 Employees £14k under budget

A pressure of £80k has arisen in the Revenues and Benefits service. Vacancies in the service are being offset by offsite processing costs to maintain performance. This pressure is being offset by increased new burdens funding as detailed in paragraph 7.

In Financial Services a pressure of £85k has arisen due to a short term requirement for external professional services to support the production of the Statement of Accounts following the departure of two key members of staff.

These pressures are being offset by vacancies during the year in the ICT, Corporate Administration and Legal services that are being reviewed as part of the outturn review.

4.2 Income £94k over-achievement of income

There is an over-achievement of income of £170k in car parking income due to an increased volume of customers using the Council owned car parks and the relatively good weather with limited disruption from snow.

An under-achievement of income of £70k has been experienced in the Revenues service due to a reduction in court summons fees recovered. This is because fewer summonses have been raised as more cases have been resolved without recourse to legal action.

5. Strategic Planning and Environment

Strategic Planning and Environment	Revised Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	9,366	9,402	36	0.4%
Premises	962	1,042	80	8.3%
Transport	1,288	1,288	0	0.0%
Supplies & Services	2,066	2,136	70	3.4%
Third-Parties	80	83	3	3.8%
Income	(5,501)	(5,765)	(264)	-4.8%
	8,261	8,186	(75)	-0.9%

5.1 Employees - £36k over budget

A pressure of £150k has been experienced in Building and Development Control due to an ongoing requirement for temporary resource. A shortage of professional skills across the sector has led to continuing recruitment and retention issues. A review of the delivery of this service is underway with a view to improving processes and making efficiencies going forward.

This is offset by savings of £120k in the Clean, Safe and Green service where performance has been maintained despite recruitment difficulties.

5.2 Income - £264k over-achievement of budget

Planning income has generated an additional £240k of income due to a high volume of planning applications and the national price review implemented in January 2018. This has been incorporated into the base budget for 2018/19.

In Waste Services an additional £190k of income has been generated as a result of an incentive payment from Hertfordshire County Council (HCC) known as the Alternative Financial Model (AFM). This payment rewards Dacorum for improvements in the rate of recycling as a result of the co-mingled waste service.

An income reduction of £125k has been experienced in the Commercial Waste service due to an ongoing loss of customers. This is a trend that has been seen over the last 2 financial years. An external review of all elements of the Waste Service, and opportunities for increased income, is currently underway and will be considered as part of future years' budget setting once complete.

An under-achievement of £90k has been experienced in Building Control due to a reduction in the volume of work being dealt with by the council.

6. Housing and Community

Housing & Community	Revised Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	3,214	3,155	(59)	-1.8%
Premises	789	809	20	2.5%
Transport	17	11	(6)	-35.3%
Supplies & Services	1,870	1,929	59	3.2%
Third Parties	245	232	(13)	-5.3%
Income	(4,391)	(4,531)	(140)	3.2%
	1,744	1,605	(139)	-8.0%

6.1 Income - £140k overachievement of income

Additional income of £135k has been generated from Temporary Accommodation as a result of the high demand in the borough. The Council's own properties are being used to house tenants on a temporary basis rather than more expensive bed and breakfast accommodation. This income has been built into the base budget for 2018/19.

7. Corporate Items

7.1 Appendix A includes the provisional outturn for corporate items. These are largely year-end accounting adjustments. There will be further adjustments as work on the Statement of Accounts continues, but major variances arising to date are detailed below:

A surplus of £211k is reported for grant income due to additional new burdens grants. Included in these is £75k of funding towards the cost of meeting welfare reforms and benefit cap changes. The work involved with these reforms has been carried out by the Revenues and Benefits service. £51k of this grant funding has been transferred to reserves to fund future expenditure in the Homelessness service.

A deficit of £101k is reported on Interest Receipts due to low levels of interest rates over a sustained period since the Bank of England's reduction in base rate in 2016/17.

8. Housing Revenue Account (HRA)

8.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

8.2 The following sections provide an analysis of the projected provisional outturn and major budget variances shown by HRA grouping as set out in Appendix B.

8.3 Dwelling Rents - £355k over-achievement of income

A surplus in Dwelling Rent income has been achieved due to a 40% reduction in Right to Buy sales from the previous year (down to 55 from 93 the previous year). In addition, a surplus has been generated due to a number of new tenancies beginning at target rent.

8.4 Non-Dwelling Rents - £152k over-achievement of income

New leases on telecommunications aerials around the borough have generated an additional £152k of income.

8.5 Tenants' Charges - £136k under-achievement of income

Income from the de-pooling of rent and service charges has not been as high as projected. Additional review of these income projections is being carried out as part of year end analysis and 2018/19 budget setting.

8.6 Contribution towards Expenditure - £285k over-achievement of income

The planned repairs work in 2017/18 included a larger proportion of works that are chargeable to leaseholders. This increased proportion of chargeable works resulted in an over-achievement of income. In 2018/19 an improved monitoring process is being implemented.

There is a surplus on the budget for minor capital receipts of £100k for work carried out by the Estates and Legal teams, such as deed of variation and lifting of restrictive covenants on Right to Buy properties.

8.7 Repairs and Maintenance - £92k under budget

Although the budget for repairs and maintenance is reporting a small underspend of £92k overall, there are various factors within this, which are as follows:

Osborne's Planned Work – there is an underspend in this area of £400k, which was a deliberate underspend in order to manage the pressure in responsive work, which by its nature is volatile.

Osborne's Responsive Work – these budgets have seen an overspend of £280k, due to a combination of factors including severe winter pressures in the final quarter of the year, additional requirements for asbestos surveys and removals following a corporate review of health and safety policies, and pressure to carry out Aids and Adaptations work, which is a demand led service with referrals from external Occupational Therapists. Significant improvements have been seen in the management of voids costs, which has kept these costs under control.

Osborne Overheads – an overspend of £425k has been seen due to an increase in the Osborne pension liability for staff that transferred to Osborne under TUPE. The increased charge is as a result of changes to pension regulations to consolidate bonus payments into pensionable pay.

Other Repairs – an underspend of £375k has been seen in non-Osborne budgets. The gas monitoring contract delivered a saving in the region of £200k due to

increased efficiencies in the operation of the contract and the prioritisation of the ongoing fire risk assessment works resulted in an underspend. Additional specialist contractors have been procured to ensure all outstanding work is completed. This work remains a high priority and is fully budgeted for in 2018/19.

8.8 Supervision & Management - £329k under budget

Underspends have arisen in the following areas:

There is an underspend of £170k on premises expenditure in Supported Housing, relating to building maintenance and utilities. This is an ongoing saving which has been captured in the base budget for 2018/19.

£180k underspend in the Tenants and Leaseholders section, across the Policy and Management service and the Supporting People service from vacancies over the course of the financial year. This will be examined as part of the 2019/20 budget setting process to identify if the savings can be delivered on an ongoing basis.

The HRA Recharge is £90k underspent in 2017/18 as a result of decreases in the costs of uninsured losses and an increase in the fair proportion of centrally allocated HRA support costs.

These have been partially offset by pressures in the following areas:

£90k overspend in Tenants and Leaseholders service from increased legal costs due to an increase in the volume of legal cases as a direct result of the council's more stringent approach to damages to council housing stock. There has also been an increase in bank charges arising from the change in charging policy of Capita, from a flat fee to a percentage fee of the transaction.

£90k additional costs from feasibility work to establish viable new build sites. This is a key priority for the Council going forward, and growth has been factored into the budget for 2018/19 to facilitate this vital work.

8.9 Depreciation - £642k over budget

This increased charge is due to housing stock having increased in value and as a result, capital charges have also seen an increase.

8.10 Revenue Contribution to Capital - £282k over budget

An increase revenue contribution to capital is proposed to transfer the remaining surplus on the HRA to fund capital expenditure.

9. Capital Programme

9.1 Appendix C shows the projected capital outturn in detail by scheme.

The table below summarises the overall capital outturn position by Scrutiny area.

The current budget is the original budget approved by Cabinet in February 2017, plus approved amendments, including re-phasing of the slippage identified at Quarter 1 into 2018/19.

The 'Slippage' column refers to projects where expenditure is still expected to be incurred, but it will now be in 2018/19 rather than 2017/18.

The 'Variance' column refers to projects which are now complete, but have come in under or over budget and projects which are no longer required.

	Current Budget £000	Slippage £000	Revised Budget £000	Provisional Outturn £000	Variance	
					£000	%
Finance & Resources	5,065	(2,749)	2,316	2,464	148	2.9%
Strategic Planning & Environment	3,545	(1,226)	2,319	2,208	(111)	-3.1%
Housing & Community	6,595	(1,173)	5,422	4,324	(1,098)	-16.6%
G F Total	15,205	(5,148)	10,057	8,996	(1,061)	-7.0%
HRA Total	34,028	(9,438)	24,590	24,590	0	0.0%
Grand Total	49,233	(14,586)	34,647	33,586	(1,061)	-2.2%

9.2 General Fund Major Variances

The net underspend of £1,061k includes:

- £185k expenditure on the Forum, due to additional works carried out in 2017/18, such as access controls, fixtures and fittings and internal modifications. This represents less than 1% on the total Forum budget of £20.4m.
- Underspend of £1.11m on Affordable Housing Development Fund. This budget is for the grant of Right to Buy receipts known as 1-4-1 receipts to Housing Associations. The full budget was not required in year, and there are plans to grant the remainder in 2018/19.

The slippage to future years is detailed in Appendix C. This includes:

- Slippage of £1.04m on the Demolition of the Civic Centre. Further to award of the tender for demolition of the Civic Centre in September 2017, work has been delayed due to:
 - The initial asbestos survey identifying the need to safely remove a large amount of asbestos from the site prior to demolition.
 - A requirement to comply with UK Power Networks and Affinity Water requirements for them to survey the two substations and the water plant on site prior to commencing demolition.

- Slippage of £485k on Berkhamsted Multi-Storey Car Park. Due to the complexities in the procurement, additional liaison with construction bidders was required in order for compliant bids to be submitted for this project. This led to an unavoidable delay in the awarding of the contract for the construction of the car park.
- Slippage of £217k on Future Vision of CRM. Following an unsuccessful attempt to employ a temporary developer to project manage the implementation of this project, a decision has been made to undertake the preparatory work in house and then to employ a developer for the programming element. This has had the effect of delaying the bulk of the expenditure into 2018/19.
- Slippage of £1.125m on Affordable Housing Development fund. Grant of 1-4-1 receipts which was expected in 2017/18 will now take place in 2018/19.
- Slippage of £455k on the planned refurbishment of Tring Swimming Pool. The implementation of this project has been delayed by ongoing discussions with Tring School regarding the future management arrangements for the leisure site. These discussions have now progressed and an agreement is expected to be completed shortly, with the refurbishment work expected to begin in early 2018/19.

There is an additional £1.8m of slippage across various projects as detailed in Appendix C.

9.3 There is slippage on the HRA capital programme of £9.4m.

Slippage of £3.8m on Planned Fixed Expenditure (DBC Commissioned Capital Works). This is due to the re-profiling of budget priorities in 2017/18 to have a more consistent capital workload in the medium term and to ensure a deliverable programme of works. In addition budgets have been re-prioritised in year to safeguard ongoing compliance works following the Grenfell Tower tragedy.

- Slippage of £4m on New Build General Expenditure budget which is allocated for the purchase of land in order to respond to market opportunities. This will now be required in 2018/19.
- Accelerated spend of £1.27m on Kylna Court (previously known as Wood House). As part of the re-phasing of the budget which took place at Q1, £2.38m was re-profiled into 2018/19. Due to the good progress made on site, £1.27m will in fact be required in 2017/18.
- Slippage of £2.19m on Stationers Place. Although budget of £2.7m was re-profiled into 2018/19 at Q1, a further £2.19m is now expected to be incurred later than expected. This is due to ongoing issues which are being worked through, concerning existing utilities, bore holes, culvert repairs, aquifer layers, foul drainage connections and rights of way.

10. Balances and Reserves

- 10.1 The Reserves Summary at Appendix D reflects the movements approved by Council in February 2018 and updated for the reserve movements as set out below.
- 10.2 In cases where reserves were to be drawn down in 2017/18 to fund budgeted expenditure which was not spent in full, only the amount required to fund actual expenditure was drawn down. Where the balance is now required in 2018/19, the carry forward of unspent reserve budgets is recommended.
- 10.3 Variances over £50k on recommended reserve movements compared to the original budget and additional movements approved in year are as follows:
- Capital Development Reserve - £165k reduced drawdown. A drawdown of £200k was budgeted to fund the costs associated with setting up a Development Company. This will be drawn down in 2018/19 with £100k already committed.
 - Dacorum Development Reserve - £50k reduced drawdown. A drawdown of £54k was budgeted to fund the cost of the Dacorum Ambassadors scheme in 2017/18. In total a contribution of £120k was approved over a 3 year period to fund the scheme as it works towards being self-funding. The budgeted contribution for 2017/18 was not fully required due to income from the scheme offsetting the majority of costs.
 - Dacorum Development Reserve – increased drawdown of £50k. A drawdown of £50k was approved as part of the 2018/19 budget setting process towards health and safety and improvement works at Leys Road homeless hostel. Due to the urgent nature of the works, this was spent in 2017/18 rather than in 2018/19 as originally intended. This will be offset in 2018/19 by a reduced draw down.
 - Earmarked Grants Reserve - £51k contribution to reserve. A grant of £51k was received during 2017/18 for the purposes of preventing homelessness in relation to the new Homelessness Reduction Act. This grant has been set aside to be spent in 2018/19.
- 10.4 Appendix A shows that after the above reserve movements are made there is a surplus on the 17/18 general fund outturn of £89k. As part of the production of the final 2017/18 financial statements a recommendation of the treatment of these funds will be made.



Dacorum Borough Council
General Fund Provisional Outturn 2017/18 (Cost of Services Analysis By Scrutiny Committee)

	<i>Year-to-Date</i>			<i>Full Year</i>		
	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services						
Finance and Resources	11,476	11,149	(327)	11,476	11,147	(329)
Housing and Community	1,744	1,606	(138)	1,744	1,605	(139)
Strategic Planning and Environment	8,261	8,333	72	8,261	8,326	65
Net Cost of Services	21,481	21,088	(393)	21,481	21,078	(403)
Other Items						
Investment Property	(3,736)	(3,754)	(18)	(3,736)	(3,778)	(42)
Investment Income	(236)	(395)	(159)	(236)	(135)	101
Interest Payments and MRP	956	580	(376)	956	956	0
Parish Precept Payments	739	739	0	739	739	0
Government Grants	(3,330)	(4,456)	(1,126)	(3,330)	(3,541)	(211)
Revenue Contribution to Capital	3,124	0	(3,124)	3,124	3,124	0
Taxation (Council Tax and Business Rates)	(13,937)	(10,759)	3,178	(13,937)	(13,937)	0
Surplus / Deficit on Provision of Services	(16,420)	(18,045)	(1,625)	(16,420)	(16,572)	(152)
Transfers between Reserves / Funds						
Net Recharge to the HRA	(3,967)	(1,510)	2,457	(3,967)	(3,908)	59
Contribution To / (From) Earmarked Reserves	(1,095)	(476)	619	(1,095)	(687)	408
Net Movement on General Fund Working Balance	(1)	1,057	1,058	(1)	(89)	(88)



Housing Revenue Account

Provisional Outturn Revenue Budget Monitoring Report

	Adjusted Budget £000	Provisional Outturn £000	Forecast Variance £000	Variance %
Income:				
Dwelling Rents	(53,299)	(53,654)	(355)	0.7%
Non-Dwelling Rents	(82)	(234)	(152)	185.4%
Tenants Charges	(1,628)	(1,492)	136	-8.4%
Leaseholder Charges	(487)	(495)	(8)	1.6%
Interest and Investment Income	(206)	(122)	84	-40.8%
Contribution towards Expenditure	(655)	(940)	(285)	43.5%
Total Income	(56,357)	(56,937)	(580)	1.0%
Expenditure:				
Repairs and Maintenance	11,724	11,632	(92)	-0.8%
Supervision & Management	11,803	11,474	(329)	-2.8%
Rent, Rates, Taxes & Other Charges	14	45	31	221.4%
Interest Payable	11,643	11,603	(40)	-0.3%
Provision for Bad Debts	300	299	(1)	-0.3%
Depreciation	11,640	12,282	642	5.5%
HRA Democratic Recharges	240	327	87	36.3%
Revenue Contribution to Capital	8,993	9,274	282	3.1%
Total Expenditure	56,357	56,937	580	1.0%
Transfer to / from Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0	0	0	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2017	(2,892)	(2,892)	0	
Deficit / (Surplus) for year	0	0	0	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2018	(2,892)	(2,892)	0	

Scheme	Budget Holder	Current Budget	Slippage	Revised Budget	Provisional Outturn	Projected Over / (Under)
General Fund						
Finance and Resources						
Commercial Assets and Property Development						
42 Strategic Acquisitions	Richard Rice	0	0	0	0	0
43 Service Lease Domestic Properties	Richard Rice	30,000	0	30,000	30,214	214
44 Demolition of Health Centre/Market Square	Richard Rice	45,000	0	45,000	49,221	4,221
45 Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	45,000	0	45,000	45,156	156
46 Demolition of Civic Centre	Richard Rice	1,479,934	(1,040,712)	439,222	439,222	(0)
47 Renew CCTV to Victoria Hall	Richard Rice	13,000	0	13,000	10,760	(2,240)
48 Old Town Public Convenience Refurbishment	Richard Rice	30,000	(12,908)	17,092	17,092	0
49 Bennetts End Community Centre - Replace Roof	Richard Rice	35,000	(35,000)	0	0	0
50 Highfield Community Centre - Resurface Car Park	Richard Rice	0	0	0	0	0
51 Adeyfield Community Centre - replace roof	Richard Rice	44,230	(44,230)	0	0	0
52 Tring Community Centre - new play area for Children's Nursery	Richard Rice	13,110	(13,110)	0	0	0
53 Bennetts End Community Centre Toilet Provision	Richard Rice	18,000	0	18,000	23,520	5,520
54 Rossgate Shopping Centre - Structural Works	Richard Rice	0	0	0	0	0
55 Leys Road - Roof	Richard Rice	55,000	(55,000)	0	0	0
56 High Street, Tring - Replace External Cladding & Roof	Richard Rice	59,274	0	59,274	111,592	52,318
57 The Denes Shopping Centre - Renew Walkway & Canopy Covering	Richard Rice	50,000	(50,000)	0	0	0
58 Commercial Properties - Renew Obsolete Door Entry Controls	Richard Rice	20,000	0	20,000	16,280	(3,720)
59 Silk Mill - Renew asphalt tanking to stairs	Richard Rice	16,000	(8,200)	7,800	7,800	0
60 Queen's Square Bin Store Provision	Richard Rice	13,000	0	13,000	13,209	209
61 58 High St (Old Town), Hemel - Remove and Rebuild Wall	Richard Rice	42,000	(42,000)	0	0	0
62 100 High St (Old Town), Hemel - Window Replacement	Richard Rice	14,000	(14,000)	0	0	0
63 Half Moon Yard - Replace soffit/facia & external facade	Richard Rice	18,000	(18,000)	0	0	0
64 Dacorum Athletics Track	Richard Rice	50,000	(50,000)	0	0	0
65 Kingshill Cemetery - Toilet Provision	Richard Rice	149,111	(147,124)	1,987	1,988	1
66 Heath Lane Chapel - Replace roof	Richard Rice	14,000	(14,000)	0	0	0
67 Kingshill Cemetery Infrastructure (New Burial Area)	Richard Rice	40,000	(40,000)	0	0	0
68 Bunkers Farm	Richard Rice	52,580	9,672	62,252	62,252	(0)
69 Woodwells Cemetery - Improvements to Burial Areas	Richard Rice	4,619	0	4,619	2,196	(2,423)
		2,350,858	(1,574,612)	776,246	830,502	54,256
Commissioning, Procurement and Compliance						
73 Car Park Refurbishment	Ben Hosier	195,000	(191,788)	3,212	3,212	0
74 Water Gardens Car Park - Re-Lining (Asphalt) Top Floor	Ben Hosier	0	0	0	9,059	9,059
75 Multi Storey Car Park Berkhamsted	Ben Hosier	551,106	(484,724)	66,382	66,382	0
76 Multi Functional Devices	Ben Hosier	13,565	0	13,565	0	(13,565)
		759,671	(676,512)	83,159	78,653	(4,506)
Democratic Services						
80 Election Management System Replacement	Jim Doyle	0	0	0	0	0
81 Civic Car Purchase	Jim Doyle	30,000	0	30,000	0	(30,000)
		30,000	0	30,000	0	(30,000)

Scheme	Budget Holder	Current Budget	Slippage	Revised Budget	Provisional Outturn	Projected Over / (Under)
Finance and Resources (Continued)						
Development Management and Planning						
85 Planning Software Replacement	Andrew Horner	29,964	(29,964)	0	0	0
		29,964	(29,964)	0	0	0
Housing & Regeneration Management						
89 The Forum (Public Service Quarter)	Mark Gaynor	184,674	0	184,674	369,725	185,051
90 Gade Zone	Mark Gaynor	73,261	(24,938)	48,323	48,323	(0)
		257,935	(24,938)	232,997	418,047	185,050
Information, Communication and Technology						
94 Rolling Programme - Hardware	Ben Trueman	471,366	(100,000)	371,366	365,005	(6,361)
95 Software Licences - Right of Use	Ben Trueman	50,000	0	50,000	23,695	(26,305)
96 Website Development	Ben Trueman	43,478	(41,478)	2,000	1,704	(296)
97 Future vision of CRM	Ben Trueman	237,000	(217,000)	20,000	19,667	(333)
		801,844	(358,478)	443,366	410,072	(33,294)
People						
101 EIS Replacement	Matt Rawdon	70,000	(70,000)	0	0	0
102 Telephony upgrade & virtualisation	Matt Rawdon	4,600	0	4,600	0	(4,600)
103 Self Service Kiosks	Matt Rawdon	19,067	0	19,067	0	(19,067)
		93,667	(70,000)	23,667	0	(23,667)
Property and Place						
Disabled Facilities Grants	Fiona Williamson	741,000	(14,043)	726,957	726,957	(0)
		741,000	(14,043)	726,957	726,957	(0)
Totals: Finance and Resources						
		5,064,939	(2,748,547)	2,316,392	2,464,231	147,838
Housing and Community						
Commissioning, Procurement and Compliance						
115 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	25,000	24,602	(398)
		25,000	0	25,000	24,602	(398)
People						
119 Lift Replacement to Theatre - Old Town Hall	Matt Rawdon	40,000	0	40,000	52,038	12,038
120 Verge Hardening Programme	Matt Rawdon	458,397	(34,128)	424,269	424,269	0
121 Storage Facility at Grovehill Adventure Playground	Matt Rawdon	25,000	(25,000)	0	0	0
122 Capital Grants - Community Groups	Matt Rawdon	20,000	0	20,000	20,000	0
		543,397	(59,128)	484,269	496,308	12,039
Strategic Housing						
126 Affordable Housing Development Fund	David Barrett	5,947,674	(1,125,000)	4,822,674	3,712,674	(1,110,000)
127 Westerdale (Garage Development)	David Barrett	39,161	5,385	44,546	41,520	(3,026)
128 Northend (Garage Development)	David Barrett	40,006	5,385	45,391	48,417	3,026
129 Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0
		6,026,841	(1,114,230)	4,912,611	3,802,612	(1,109,999)
Totals: Housing and Community						
		6,595,238	(1,173,358)	5,421,880	4,323,521	(1,098,359)

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Scheme	Budget Holder	Current Budget	Slippage	Revised Budget	Provisional Outturn	Projected Over / (Under)
Strategic Planning and Environment						
Commercial Assets and Property Development						
137 Hemel Sports Centre - renew heat and power system	Richard Rice	179,928	0	179,928	176,075	(3,853)
138 Berkhamsted Sports Centre - heating system upgrade	Richard Rice	15,000	0	15,000	0	(15,000)
139 Hemel Sports Centre - renew hot water & heating plant	Richard Rice	0	105,000	105,000	125,637	20,637
140 Tring Swimming Pool	Richard Rice	488,000	(454,725)	33,275	33,275	(0)
141 Demolish Gadebridge Park Green-Keeper's Shed	Richard Rice	20,000	(20,000)	0	0	0
142 Purchase of Allotments/Caravan Park Booking Software	Richard Rice	20,000	0	20,000	0	(20,000)
		722,928	(369,725)	353,203	334,987	(18,216)
Environmental Services						
146 Wheeled Bins & Boxes for New Properties	Craig Thorpe	20,000	0	20,000	10,907	(9,093)
147 Play Area Refurbishment Programme	Craig Thorpe	343,854	(278,722)	65,132	65,132	0
148 Litter Bin Upgrade	Craig Thorpe	20,239	0	20,239	20,239	0
149 Waste & Recycling Service Improvements	Craig Thorpe	75,000	(75,000)	0	0	0
150 Play Areas & Open Spaces - replace equipment	Craig Thorpe	11,081	0	11,081	2,515	(8,566)
151 Commercial Waste Collection System	Craig Thorpe	25,000	(25,000)	0	0	0
152 Air Conditioning Units at Cupid Depot	Craig Thorpe	45,000	0	45,000	34,855	(10,145)
153 Gadebridge Park - Splash Park	Craig Thorpe	900,376	(40,192)	860,184	860,184	(0)
154 Gadebridge Park - Infrastructure Improvements	Craig Thorpe	150,000	(121,783)	28,217	28,217	0
155 Fleet Replacement Programme	Craig Thorpe	288,986	(151,653)	137,333	137,333	(0)
156 Vehicle Wash Replacement	Craig Thorpe	65,000	0	65,000	64,475	(525)
		1,944,536	(692,350)	1,252,186	1,223,856	(28,330)
Strategic Planning and Regeneration						
160 Maylands Phase 1 Improvements	Chris Taylor	50,000	0	50,000	14,478	(35,522)
161 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	54,015	(54,015)	0	0	0
162 Maylands Business Centre	Chris Taylor	377,224	0	377,224	420,899	43,675
163 Water Gardens	Chris Taylor	175,929	0	175,929	175,929	0
164 Town Centre Access Improvements	Chris Taylor	66,839	(35,159)	31,680	31,680	0
165 Hemel Street Furniture	Chris Taylor	110,576	(20,000)	90,576	18,147	(72,429)
166 The Bury - Conversion into Museum and Gallery	Chris Taylor	42,727	(55,000)	(12,273)	(12,273)	0
		877,310	(164,174)	713,136	648,860	(64,276)
Totals: Strategic Planning and Environment		3,544,774	(1,226,249)	2,318,525	2,207,703	(110,822)
Totals - Fund: General Fund		15,204,951	(5,148,154)	10,056,797	8,995,454	(1,061,343)

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Scheme	Budget Holder
Housing Revenue Account	
Housing and Community	
Property & Place	
178 Planned Fixed Expenditure	Fiona Williamson
179 Pain/Gain Share (Planned Fixed Expenditure)	Fiona Williamson
180 M&E Contracted Works	Fiona Williamson
181 Communal Gas & Heating	Fiona Williamson
182 DBC Commissioned Capital Works	Fiona Williamson
183 Special Projects	Fiona Williamson
184 Housing Asset Management System	Fiona Williamson
Strategic Housing	
188 Aspen Court / London Road, Apsley	David Barrett
189 New Build - General Expenditure	David Barrett
190 Martindale	David Barrett
191 Kylna Court (Previously known as Wood House)	David Barrett
192 Stationers Place / Apsley Paper Mill	David Barrett
193 Able House	David Barrett
194 Swing Gate Lane	David Barrett
195 Swing Gate Lane Conversion	David Barrett
Totals: Housing and Community	
Totals - Fund: Housing Revenue Account	
Totals	

Current Budget	Slippage	Revised Budget	Provisional Outturn	Projected Over / (Under)
12,875,187	0	12,875,187	12,487,179	(388,010)
0	0	0	87,723	87,723
650,000	0	650,000	575,633	(74,367)
2,975,000	0	2,975,000	2,956,916	(18,084)
3,705,602	(3,801,757)	(96,155)	290,142	386,297
0	6,000	6,000	6,000	0
49,175	0	49,175	55,616	6,441
20,254,964	(3,795,757)	16,459,207	16,459,209	0
0	0	0	85,579	85,579
4,087,487	(4,001,907)	85,580	0	(85,580)
58,086	104,778	162,864	162,864	(0)
5,043,520	1,267,455	6,310,975	6,310,975	0
2,349,570	(2,193,761)	155,809	155,809	0
822,218	(268,769)	553,449	553,449	0
1,412,208	(572,921)	839,287	839,287	0
0	23,143	23,143	23,143	0
13,773,089	(5,641,982)	8,131,107	8,131,107	0
34,028,053	(9,437,739)	24,590,314	24,590,316	0
34,028,053	(9,437,739)	24,590,314	24,590,316	0
49,233,004	(14,585,893)	34,647,111	33,585,770	(1,061,343)

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General Fund Reserves Summary	Balance as at 31/03/17 £'000	Net Reserve Movement 2017/18 £'000	Balance as at 31/03/18 £'000	Slippage into 2018/19 £'000	Budgeted Movement 2018/19 £'000	Updated Movement 2018/19 £'000	Balance as at 31/03/19 £'000	Net Reserve Movement 2019/20 £'000	Balance as at 31/03/20 £'000	Net Reserve Movement 2020/21 £'000	Balance as at 31/03/21 £'000	Net Reserve Movement 2021/22 £'000	Balance as at 31/03/22 £'000
Civic Buildings Major Repairs Reserve	200		200				200		200		200		200
Capital Development Reserve	500	(35)	465	(165)		(165)	300		300		300		300
Earmarked Grants Reserve	202	(99)	103	(32)	(61)	(93)	10	(10)	0		0		0
Management of Change Reserve	1,750	(415)	1,335	(55)	(177)	(232)	1,103	304	1,407	350	1,757	350	2,107
Technology Reserve	56		56		200	200	256		256		256		256
Savings Efficiencies Reserve	0		0		604	604	604	377	981	244	1,225		1,225
On Street Car Parking Reserve	242	(30)	212	(35)	50	15	227		227		227		227
Local Development Framework Reserve	100	(34)	66				66		66		66		66
Dacorum Development Reserve	356	(192)	164		(110)	(110)	54		54		54		54
Planning Enforcement & Appeals Reserve	75	(21)	54				54		54		54		54
Planning & Regeneration Project Reserve	158	(17)	141	(28)	(42)	(70)	71		71		71		71
Litigation Reserve	148	53	201				201		201		201		201
Vehicle Replacement Reserve	700	350	1,050		350	350	1,400	350	1,750	350	2,100	(1,750)	350
Invest to Save	248		248				248		248		248		248
Tring Swimming Pool Repairs Reserve	0	8	8		8	8	16	8	24	8	32	8	40
Youth Provision Reserve	101	(40)	61		(40)	(40)	21		21		21		21
Election Reserve	60	30	90		30	30	120	(90)	30	30	60	30	90
Uninsured Loss Reserve	586		586				586		586		586		586
Training & Development Reserve	88	(32)	56		(22)	(22)	34	(23)	11		11		11
Housing Conditions Survey Reserve	81	15	96		15	15	111	(111)	0	15	15	15	30
Dacorum Partnership Reserve	58	(19)	39				39		39		39		39
Dacorum Rent Aid - Guarantee Scheme	15	0	15				15		15		15		15
Rent Guarantee Scheme Reserve	15	0	15				15		15		15		15
Funding Equalisation Reserve	2,214	(209)	2,005				2,005		2,005		2,005		2,005
Pensions Reserve	1,773	0	1,773		200	200	1,973	200	2,173	(1,300)	873	200	1,073
Maylands Plus Reserve	46	0	46		23	23	69	23	92	23	115	23	138
Total Earmarked Reserves	9,772	(687)	9,085	(315)	1,028	713	9,798	1,028	10,826	(280)	10,546	(1,124)	9,422
Working Balance	2,502		2,502		5		2,508	0	2,508	0	2,508	0	2,508
Total General Fund Reserves	12,274		11,587		1,033		12,306	1,028	13,334	(280)	13,054	(1,124)	11,930



Report for:	Cabinet
Date of meeting:	
Part:	1
If Part II, reason:	

Title of report:	Workforce Equality and Diversity Strategy
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Resident and Corporate Services</p> <p>Author/Responsible Officers;</p> <ul style="list-style-type: none"> • Robert Smyth, Assistant Director (Performance, People & Innovation)
Purpose of report:	For Cabinet to approve the new Workforce Equality and Diversity Strategy.
Recommendations	That Cabinet approve the new Workforce Equality and Diversity Strategy.
Corporate Objectives:	<p>Modern and Efficient Council – Having a diverse workforce will improve productivity and morale and ensure that we are better able to represent and support our local communities.</p> <p>It will also contribute to improve retention rates and ensure that we build and develop institutional knowledge and capability.</p>
Implications:	<p><u>Financial</u></p> <p>There are no financial implications associated with the strategy. However, an improved approach to equality and diversity is likely to have a positive impact on the cost of recruitment and retention.</p>
Value For Money Implications'	<u>Operational</u>

	<p>Having a diverse and engaged workforce will ensure that we have the right staff working in the right way and as such, it will positively contribute to the overall productivity of the organisation.</p> <p><u>Value for Money</u></p> <p>Increasing productivity and improving performance will help to deliver more within existing resources.</p>
Risk Implications	There are no risks associated with this strategy.
Community Impact	A Community Impact Assessment has been carried out and this found that the new strategy would have a positive impact on equality and diversity.
Health And Safety Implications	There are no health and safety implications.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>The strategy will help to ensure that the Council meets its statutory equality obligations and ensure that the Council does not discriminate against any person, and is therefore recommended for approval.</p> <p>Deputy S.151 Officer</p> <p>No direct financial implications.</p>
Consultees:	CMT and the entire workforce in a form of a survey.
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	

1. Introduction

- 1.1 Having a diverse and inclusive organisation is fundamental to ensuring we have the right people, working in the right way to deliver good quality services to Dacorum residents.
- 1.2 This new Workforce Equality and Diversity Strategy therefore outlines how we will continue to develop, support and promote equality and diversity across the organisation.
- 1.3 In particular, it focuses on the building of a shared understanding and equality and diversity, a commitment to innovation, good practice and insight and how we will meet the requirements set out within legislation.

2. Vision and Commitments

Vision

- 2.1 The vision for the strategy, is to “create a diverse and inclusive workforce, underpinned by a culture of fairness and mutual respect. In doing so, we will enable all staff to deliver the high quality service that residents want”.

Commitments

- 2.2 To deliver this vision, we have identified five key commitments and underpinning each of these, are a series of actions and projects:

Commitment 1: We have the right information to understand levels of diversity and how our officers can and do contribute to a culture of inclusion

- 2.3 This is about empowering staff to understand what equality, diversity and inclusion means in practice.
- 2.4 We also recognise the importance of getting the data right, so we can target our resources in a way that maximises impact.
- 2.5 Key actions will include ensuring all new starters understand our approach to equality and diversity, regular monitoring and that we improve the way we collect diversity-profiling data.

Commitment 2: We actively encourage diversity across the council

- 2.6 This is about supporting a diverse workforce and removing barriers that can discourage people from applying.
- 2.7 Key actions will include continuing to be a disability confident employer, offering flexible working arrangements and advertising using a diverse range of media.

Commitment 3: Our behaviours, policies and procedures ensure consistent support for all officers within the organisation

- 2.8 This is about ensuring that we have robust policies and procedures for equality and diversity.
- 2.9 We also recognise the importance of having the necessary support and resources in place to work with people.
- 2.10 Key actions will include proactively recognising equality groups, having mechanisms to challenge discriminatory behaviour and investing in support services for staff.

Commitment 4: Our behaviours, policies and procedures ensure consistent support for all officers within the organisation

- 2.11 This is about ensuring that we encourage, train and help officers to develop within their roles.
- 2.12 Key actions will include collecting exit interview information to help understand what we can do better and putting in place training opportunities for all staff.

Commitment 5: We will promote the Council as an employer committed to equality and diversity

- 2.13 This is about focusing on the way the Council is perceived by partners, potential recruits and other key stakeholders.
- 2.14 Key actions will include ensuring that Council contracts have a strong commitment to equality and diversity, reviewing information presented to potential employee and looking at opportunities to promote our equality and diversity commitments.

Monitoring and Delivery

Action Plan

- 2.15 A detailed Action Plan will be developed and implemented to support the delivery of the five commitments.
- 2.16 This will be reviewed and refreshed on an annual basis and achievement will be monitored by the cross-departmental scrutiny group (Communities and Wellbeing Corporate Working Group).

Governance and Management

- 2.17 This strategy will be managed and monitored by a dedicated Project Manager and using the Council's project management methodology.

- 2.18 Progress will be reported to a project board, the Corporate Working Group and an annual update will be provided to CMT.
- 2.19 Where relevant, individual projects will also be reviewed by the monthly Performance Board.

3. Recommendation

- 3.1 Cabinet are recommended to approve the new Workforce Equality and Diversity Strategy.

Community Impact Assessment

Name and description of project, policy or service	
<p>This Workforce Equality and Diversity Strategy therefore outlines how we will continue to develop, support and promote equality and diversity across the organisation.</p>	
Identifying the impact of this project, policy or service on the community and environment	
	<p>Questions to explore: What positive impact will your project, policy or service have? What negative impact will your project policy or service have? How will you ensure any negative impact is limited? What is the impact of doing nothing?</p>
<p>On the community in general e.g. social or economic benefits, negative impacts</p>	<p><u>Benefits for the Community</u></p> <ul style="list-style-type: none"> - The strategy will ensure that we develop, support and promote equality and diversity across the workforce. - It will ensure that the Council is better able to represent the community it services, improving accountability and ensuring that decisions take account of a wider range of views and experiences. - It will also improve decision making and deliver a more effective and productive approach.
<p>On the council as an organisation e.g. on staff, services or assets</p>	<ul style="list-style-type: none"> - This will improve the diversity of the organisation and have a positive impact on decision making, accountability and promoting and supportive and motivating environment. <p>https://www.forbes.com/forbesinsights/innovation_diversity/index.html</p>
<p>On the protected characteristics Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (Specify where impacts are different for different characteristics)</p>	<ul style="list-style-type: none"> - Promoting diversity will have a positive impact on all protected groups.
<p>On the environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	<ul style="list-style-type: none"> - No impact on the environment.

Community Impact Assessment

<p>On the specific target community / location e.g. if the project is based in a specific area or targeted community group</p>	<p>The strategy positively impacts across all areas.</p>	
<p>Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.</p>		
<p>The need for this strategy was identified in the People Strategy and research and consultation with staff was undertaken to help develop it.</p>		
<p>Which commitment(s) does this policy, project or service support from the Equality and Diversity CIH Charter Housing Framework? Link to PDF CIH Commitments on intranet</p>		
<p>-</p>		
<p>How will you review the impact, positive or negative once the project, policy or service is implemented?</p>		
<p>Action</p>	<p>By when</p>	<p>By who</p>
<p>An action plan will be introduced alongside the strategy.</p>		

Reviewed and signed off by relevant Group Manager:

Name: Robert Smyth

Role: Assistant Director – Performance, People & Innovation

Date: April 2018



Delivering a Diverse and Inclusive Workforce:

A strategy for promoting equality and diversity
(2018 – 2021)



Introduction

Delivering a diverse and inclusive organisation that supports staff is fundamental to who we are and what we are trying to do. It also ensures that we have the right people, working in the right way to deliver good quality services to Dacorum residents.

This strategy therefore outlines how we will continue to develop and support equality and diversity across the organisation.

In particular, it will focus on how we build a shared understanding and commitment from officers at all levels. We will also consider how our approach to recruiting and retaining staff can promote this.

The strategy will also detail how we will meet the requirements set out within legislation such as the Equality Act 2010 as well detailing we can utilise the knowledge and insight held by our organisation to continue raising our standards.

Delivering a diverse and inclusive workforce is a challenge, but it one that we need to meet if we are going to unlock everyone's potential and provide the high quality services that our residents expect.

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Our Vision

Our vision is to “create a diverse and inclusive workforce, underpinned by a culture of fairness and mutual respect. In doing so, we will enable all staff to deliver the high quality service that residents want”.

Having a diverse workforce ensures that we can take advantage of the widest pool of talent while also promoting a culture of new ideas and embracing new ways of working. It also ensures that we can better reflect the residents in our borough and create a positive and engaging relationship officers and the public.

Through an inclusive working environment, we also can draw on the skills, knowledge and passion of staff to help deliver our overarching vision of “*working in partnership to create a borough that enables Dacorum’s communities to thrive and prosper.*”

Our Commitments

To deliver our vision we have identified five key commitments that will underpin our focus over the lifetime of this strategy.

To develop the commitments, we completed a workforce profiling exercise and undertook an internal survey to explore officers’ perceptions and experiences of equality and diversity within the council.

- We have the right information to understand levels of diversity and how our officers can and do contribute to a culture of inclusion
- We actively encourage diversity across the council
- Our behaviours, policies and procedures ensure consistent support and fairness for all officers within the organisation
- Our officers are treated fairly and have the opportunity to fulfil their potential.
- We will promote the Council as an employer committed to equality and diversity



National legislation and guidance

This strategy ensures that we will meet all relevant statutory legislation and best practice guidance.

As an employer we believe everyone should work in an environment that supports them to do a job to the best of their ability regardless of; age, gender, sexual orientation, gender reassignment, pregnancy and maternity, disability, race or ethnicity, religion or belief, marriage or civil partnership (Equality Act 2010).

Using the Equalities Framework for Local Government – A Skilled and Committed Workforce, as set out by the Local Government Association, this strategy will outline five outcome-based commitments detailing how we, as an employer, intend to deliver our vision.

Local context

To underpin this strategy we have built up an internal demographic profile of the Council's existing workforce.

Based on this analysis, Dacorum's staff profile broadly reflects the borough's population but there are areas where we could go further.

Gender

In 2017, our workforce profile showed that 49% of officers are female and 51% are male which is broadly similar to the resident profile. However, there are roles within the council that are more likely to attract one particular gender. For example, more males take up refuse and recycling roles whereas the housing department is mostly staffed by females. If you look at the ratio of male to female in senior roles (pay band 11 and above), the split shows that 54% of roles are held by females and 46% by males.

Ethnicity

Some 66% of our workforce identify as White British, 2% Black or Black British and 2% Asian or Asian British compared to 86% White British, 2% Black and 6% Asian residents in the borough. This suggests that the council's workforce includes a higher proportion of other ethnicities in comparison to the borough's demographics. Just over a quarter of the workforce have not specified their ethnicity.



Disability

Around 3% of officers consider themselves to have a disability, although 29% of officers chose not to disclose this information. As a Disability Confident employer, we guarantee to interview all applicants with a disability who meet the essential criteria required for a role.

Age

The ages of officers range from 16 to over 65, with the highest proportion of staff in the 46-50 and 51-55 age groups. The lowest proportion of staff is in the 16-20 age group, which comprises just 1% of all officers. This is not likely to remain consistently low as the council seeks to create more apprentice and paid internship opportunities. In the 2016-17 financial year, the council employed 67 people under the age of 35, which equates to around 39% of new starters; and 106 people aged 35 or over, which is equivalent to around 61%.



Dacorum's Values and Behaviours

We believe getting the foundations right in any organisation's culture is essential to developing a workforce that is inclusive, fair and values mutual respect. Dacorum's approach describes the behaviours we expect of all officers. These behaviours are;

- Be positive
- Take responsibility
- Be reliable
- Work with others to deliver a great service

The behaviours that underpin Dacorum's approach play a key role in shaping our day-to-day experiences within the workplace. Officers are encouraged to be positive by celebrating the different skills, knowledge and experience held across the organisation.

By taking responsibility, all officers are equally accountable for working in a way that is fair, inclusive and respectful and supports the delivery of this strategy. Being reliable is ensuring that we are consistent in the decisions we make, how we treat people, the support we offer and the services we deliver. We also commit to working with others to deliver a great service by encouraging officers to value each other's differences, experiences and contributions.

These behaviours form a significant part in our recruitment and selection programme as well as our performance appraisals.



Commitment one – We have the right information to understand levels of diversity and how our officers can and do contribute to a culture of inclusion

Commitment one recognises the importance of getting the foundations right for building a culture of inclusion. A key factor in achieving this is empowering staff to understand what this means and recognise their role in shaping the overall culture. Investment in our officers' understanding of equality, diversity and inclusion will also mean it becomes everyone's responsibility.

We also recognise to achieve this we, as an organisation must set out our expectations for equality and diversity and make sure that the data is right so we understand the areas for improvement and can target our resources in a way that maximises impact.

To achieve this we will:

- Ensure all new starters (including Members) receive an overview of Dacorum's approach to equality and diversity as part of their induction. This information can also be accessed by existing staff and Members to ensure they keep up-to-date with key changes
- Continue to promote a positive culture and encourage officers to display these behaviours throughout their work
- Improve officers' and Members' knowledge of equality and diversity with regular training and information delivered through a range of channels
- Improve the way we collect diversity-profiling data about our officers and report this regularly in line with best practise and legislation
- Provide equality and diversity reports to the corporate management team every six months



Commitment two - We actively encourage diversity across the council

Commitment two looks to not only accept peoples' differences within our workforce but recognise how these differences positively contribute to our way of working. We understand a diverse workforce means we draw on a wide range of skills, talents and perspectives to shape the services we deliver to local people. To ensure we fully benefit from this, we must actively encourage diversity among our officers not just with our culture but also by removing any barriers.

We also recognise a diverse approach to leadership within our organisation is key to delivering this commitment.

To achieve this we will:

- Continue our commitment to being a disability confident employer and ensure any person with a disability has the same opportunities within our workforce
- Where possible, continue to support officers to practice their religion either through the acknowledgement of holidays or daily rituals
- Offer a range of flexible working options for those with families or other caring responsibilities for all roles within the organisation
- Encourage all managers of people to provide strong leadership and positively recognise diversity within their teams
- Where possible use entry level jobs to encourage young people into the workforce
- Advertise employment opportunities through a wide range of channels to attract the most diverse candidates for each opportunity
- Be proactive in making reasonable adjustments to accommodate candidates selected for interview and anyone subsequently recruited
- Ensure job descriptions and person specifications are inclusive and allow any individual with the right skills to apply for a role



Commitment three - Our behaviours, policies and procedures ensure consistent support for all officers within the organisation

Commitment three acknowledges that equality and diversity needs to be underpinned by robust policies and procedures. These policies and procedures set out how we as an employer seek to not only meet, but exceed the expected requirements as set out in the Equality Act 2010.

Our dedicated Human Resources team offer support to all officers within the council. Further support is then available through external resources such as the council's employee assistance programme. These are both vital as they ensure the right support is available to officers and can be accessed quickly, easily and discretely. To ensure all of the support already in place is in keeping with this strategy it is essential our policies and procedures reflect our commitment to equality and diversity and this is embedded.

To achieve this we will:

- Ensure that any new or updates policies, procedures or strategies reflect Dacorum's equality agenda and support the changing needs of our workforce
- Take a proactive approach to recognising groups within our workforce at risk of discrimination and ensure our behaviours, policies and procedures eliminate this
- Provide the right tools and equipment to meet our officers' needs so they can do their job effectively
- Actively challenge discriminatory behaviour and harassment which the council's policies and procedures
- Continue to invest in external support services so all officers can receive impartial advice on issues related to equality and diversity and explore whether any other support is necessary
- Ensure all officers are supported in a fair and consistent way when raising internal issues
- Equip managers with the skills to positively tackle performance issues whilst still maintaining an awareness of equality requirements



Commitment four - Our officers are treated fairly and have the opportunity to fulfil their potential

Commitment four builds on the use of our policies and procedures to create a consistent approach to managing our workforce that focuses on treating people fairly and ensuring they can fulfil their potential.

By ensuring that officers have a fair chance to access development opportunities we are enabling current officers to progress in their careers and increasing the diversity within our workforce.

To achieve this we will:

- Support officers with the right skills, experience and behaviours to develop within their roles and feel encouraged to access opportunities such as training or career development
- Ensure that we as an organisation continue to train and develop our staff in a fair and consistent way
- Utilise information collected through exit interviews to gain a better understanding of the opportunities that have been created in other organisations and what DBC could do better to retain and develop officers
- Ensure officers are aware of the processes and support available if they feel they are not treated fairly
- Ensure that our approach to appraisals enables officers of all backgrounds to access learning and development opportunities



Commitment five - We will promote the council as an employer committed to equality and diversity

Commitment five focuses on the way the council is perceived by partners, potential recruits and other similar organisations. By improving the public perception of the council as an organisation that promotes equality and diversity, we can attract and recruit a more diverse workforce and be truly representative of the residents in Dacorum.

To achieve this we will:

- Ensure that procurement and commissioning contracts include a commitment to Equality and Diversity so that current and future partners acting on behalf of the council are working to the same principles as us
- Review the information about the council as an employer that is presented in all job adverts to show a more proactive approach to Equality and Diversity
- Ensure that the website content related to Equality and Diversity is regularly monitored, reviewed and shows the council's approach
- Consider opportunities to actively promote the organisation as an organisation committed to equality and diversity



Monitoring and Delivery

We want to ensure every Dacorum Borough Council officer feels valued and supported in their work.

That is why this strategy will be governed and monitored by the Communities and Wellbeing Corporate Working Group. Once approved, the group will devise and take ownership of a programme of actions linked to the commitments in this strategy. This will ensure that the strategy is managed corporately and that all teams take responsibility for its success.

Using the actions devised by the Communities and Wellbeing Corporate Working Group and an annual delivery plan, a project board will work to deliver this strategy. The project board will report to the corporate working group regularly to monitor progress and provide an annual progress plan for CMT.

Based on the commitments in this strategy, and the programme of actions, we will continue to improve our approach to training, development, equality and diversity to ensure that Dacorum Borough Council attracts and retains high quality officers.



Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted