



Public Document Pack
**FINANCE AND RESOURCES
OVERVIEW AND SCRUTINY
AGENDA**

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

WEDNESDAY 11 SEPTEMBER 2019 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 Chapman
Councillor Guest
Councillor Tindall
Councillor Adeleke
Councillor Barrett
Councillor Arslan
Councillor Mahmood

Councillor Su Mahmood (Chairman)
Councillor Sinha
Councillor Townsend (Vice-Chairman)
Councillor Claughton
Councillor Symington
Councillor Taylor

For further information, please contact Corporate and Democratic Support

AGENDA

1. **MINUTES** (Pages 4 - 7)
To confirm the minutes from the previous meeting
2. **APOLOGIES FOR ABSENCE**
To receive any apologies for absence
3. **DECLARATIONS OF INTEREST**

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

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

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

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

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

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

6. ACTION POINTS FROM THE PREVIOUS MEETING

There are no outstanding action points from the previous meeting.

7. PARKING ENFORCEMENT CONTRACT

Report to follow.

8. QUARTER 1 BUDGET MONITORING REPORT (Pages 8 - 22)

9. QUARTER 1 FINANCE AND RESOURCES PERFORMANCE REPORT

Report to follow.

10. QUARTER 1 CORPORATE AND CONTRACTED SERVICES PERFORMANCE REPORT (Pages 23 - 31)

11. QUARTER 1 PERFORMANCE PEOPLE AND INNOVATION PERFORMANCE REPORT (Pages 32 - 39)

12. WORK PROGRAMME (Pages 40 - 42)

Agenda Item 1

MINUTES

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

9 JULY 2019

Present:

Cllr Adeleke
Cllr Beauchamp
Cllr Chapman
Cllr Cloughton
Cllr Guest

Cllr Stevens
Cllr Taylor
Cllr Tindall
Cllr Townsend (Chairman)

Officers:

J Deane
N Howcutt
T Angel

Corporate Director (Finance and Operations)
Assistant Director (Finance and Resources)
Corporate & Democratic Support Officer (Minutes)

Also Present:

Councillor Elliot – Portfolio Holder for Finance and Resources

The meeting began at 7.30 pm.

F&R/001/19 MINUTES

The Part 1 minutes of the meeting held on 11 June 2019 were agreed and then signed by the Chairman.

F&R/002/19 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Arslan, Barrett, Suqlain Mahmood, Sinha, Symington and Williams.

Councillor Beauchamp substituted for Councillor Sinha.

Councillor Stevens substituted for Councillor Symington.

F&R/003/19 DECLARATIONS OF INTEREST

There were no declarations of interest.

F&R/004/19 PUBLIC PARTICIPATION

There was no public participation.

**F&R/005/19 CONSIDERATION OF ANY MATTER REFERRED TO THE
COMMITTEE IN RELATION TO A CALL-IN**

None.

F&R/006/19 ACTION POINTS FROM THE PREVIOUS MEETING

There were no actions to be followed up from the previous meeting.

F&R/007/19 MEDIUM TERM FINANCIAL STRATEGY

J Deane provided the committee with a presentation on the Medium Term Financial Strategy. He welcomed questions during the presentation.

The Chairman asked if capital expenditure was part of expenditure or if it was separate. J Deane advised this was the revenue side, so purely the cost associated with the provision of day to day services.

Councillor Adeleke sought clarification that it was a political decision to increase Council Tax. J Deane confirmed it was a political decision and that the MTFs comes from the Portfolio Holder and represents the Cabinets views.

Councillor Tindall said he recalled that in previous years the Government has allowed an additional 1% in Council Tax for those involved in social care. He noted that within the report there was indication that we were looking at a £5 increase and asked if that was correct. J Deane said there were two separate matters there; in relation to social care, the opportunity was given to increase Council Tax by 6% by either 3 years at 2% each year or 2 years at 3% each year. For Districts without the social care responsibility, over the last two years there has been an announcement at the eleventh hour which says rather than the greater of £5 or 1.99% it's become the greater of £5 or 2.99%.

Councillor Cloughton understood that we had been making more savings than needed but asked if we were setting ourselves up for a fall. J Deane explained that in terms of the savings made in the past that have been greater than needed, we had a four year deal that allowed us to smooth the savings requirement because it is largely driven by reductions in Government funding and that doesn't tend to follow a pattern. He said you might get a drop of different amounts each year so they smoothed that over a period of time which meant instead of having big or small differences you try and achieve those targets over a four year period. Because of the way that those savings were required it meant we were finding them slightly ahead of time so we would end the four year period in the right place.

Councillor Tindall felt we were still budgeting for savings over the next four years when we should look about restoring some of the imbalances in services, particularly staffing that we previously may have cut too far. He asked if they could really see us having to make further savings through to 2024. J Deane replied there was no certainty so we've got to be prepared to absorb reductions enough that we're not going to be unprepared when they come through, but not so much that we end up making service reductions. He felt that due to the uncertainty we needed to prepare for the worst to give ourselves enough flexibility.

The Chairman asked if the savings targets assumed there will continue to be a negative Revenue Support grant. J Deane explained we had two funding streams – the business rates baseline funding and the revenue support grant and they're both legacy systems that are best seen as one single system. He said they're almost certainly going to be merged together as part of the fair funding review. The combination would be the Governments assumption of Dacorums level of need.

Councillor Tindall said he couldn't see them being able to do a fair funding review unless it was run with the three year plan, otherwise the two wont merge. J Deane agreed and said the two combined would be a good solution.

Councillor Cloughton asked what proportion of Dacorum's budget was spent purely on statutory services. J Deane said he would investigate and come back to him on that.

Action: J Deane

Councillor Chapman arrived at 8pm.

Councillor Guest referred to the information presented on business rates and asked how Hertfordshire Business Rates Retention Pilot would relate to this. J Deane advised that was something different and related to growth. He explained there would be two elements to the new system when it comes out the fair funding review; essentially there will be an assessment of need for Dacorum and then we would be likely to receive a share of any growth within the Borough.

Councillor Tindall asked if being self-financed by 2022/23 included business rates. J Deane advised that was an assumption and didn't include any business rates growth.

Councillor Tindall asked if there was an up to date asset register for Dacorum and if there was a strategy for maximising the assets. J Deane confirmed we did and asked N Howcutt to expand on that. N Howcutt advised later this year there would be an update on the Asset Management Strategy and that will look at the different asset groups and outline how best we can use those different groups. He explained the commercial asset portfolio will be there to try and maximise revenue returns and the community asset portfolio will be there to try and maximise the use of the community assets within community groups. Councillor Tindall asked if that would include a category of assets accumulated over time. N Howcutt explained the strategy would be looking at the whole asset base and will be split into groups. He said we do have a commercial assets team that work on this on a monthly and annual basis and we're working with various partners at the moment on various asset groups to maximise the use of them. He added we had good links in with various agents and organisations so that if an opportunity came up we would maximise it.

Councillor Adeleke asked what happened if we didn't meet our level of business rates, currently £60m. J Deane advised the c£60m figure was our baseline. If we collected £61m the Herts scheme would get 75% of that growth under the current pilot. If we collected £59m we would suffer a loss of funding reduction from our level of need and that loss is capped at 7.5%.

The Chairman thanked J Deane for his very comprehensive presentation. He summarised by saying essentially we do need to find savings of £600-700k each year for the foreseeable future but the reserves were pretty positive.

Councillor Guest asked if our MTFS linked in with Hertfordshire County Councils integrated plan. J Deane advised it wasn't directly linked.

Councillor Taylor queried what the Dacorum development reserve was used for. J Deane advised it looked at Capital investment at ways to improve the Borough and increase tourism. Councillor Taylor asked if there were any plans to spend that money. J Deane said there wasn't at the moment.

Councillor Taylor asked that at some point in the future the committee receive more information on the effect on our services that we provide to residents due to all the savings we're having to make. J Deane said member involvement was fundamental

as ultimately these are member decisions. He explained that the Assistant Directors are given their savings targets and have to look at ways of delivering their services as well as making the required savings, which may mean delivering the services differently. A business case is then put together and presented to the budget review group where they receive a political steer from the Leader and the Portfolio Holder and then it would be challenged by officers. He advised that every year in December the three scrutiny committees come together for a budget meeting and look at the proposals, and then they meet again in February. He said it's a process that involves members all the way.

Councillor Tindall suggested that the committee put forward to Cabinet that any increases in Council Tax should not be more than the rate of inflation. The Portfolio Holder said he would feed that back.

Councillor Guest felt that Councillor Tindall's comment was too prescriptive and reduces flexibility that could cause us issues. She felt happier if we said we had an aspiration to keep Council Tax low.

Councillor Beauchamp asked what mitigation we had if we don't meet the £60m target. J Deane said there was a trend of retail businesses being under pressure and it was a tough battle. He explained we had the Business Improvement District which brings all the businesses from the town centre together to discuss what improvements they would like to see and how to deliver them. He added that the town centre has had significant investment in the last few years to try and encourage shoppers to visit.

Councillor Stevens referred to the temporary car park in Berkhamsted. He asked if we had investigated the cost of restoring the car park now against the cost of remedial work and the loss of revenue. J Deane said he didn't have detailed knowledge of the car park but in regards to the management of the car park he was sure those things would be looked at.

The Chairman queried the reserving structure. He couldn't understand if the earmarked reserves were the total reserving portfolio or earmarked plus the general fund balance. He also questioned the profile of some of those reserves and then asked if we should be reviewing and scrutinising how those reserves are managed. J Deane advised the earmarked reserves were constantly under review. He explained the decision to create a reserve and the identification that there's going to be a future spending need tends to take place at budget time. If a significant one off requirement or project comes up they would make a recommendation to officers to create a reserve to put the money in there for the future and that would be picked up as part of the annual budget setting process.

Outcome:

The Committee considered the Medium Term Financial Strategy and recorded their comments within these minutes to be fed back to Cabinet at the meeting on 30 July 2019.

F&R/008/19 WORK PROGRAMME

There were no changes made to the work programme.

The meeting ended at 8.50 pm.



AGENDA ITEM: SUMMARY

Report for:	Finance and Resources Overview and Scrutiny Committee
Date of meeting:	11 September 2019
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 1 2019/20
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager (Financial Services)
Purpose of report:	To provide details of the projected outturn for 2019/20 as at Quarter 1 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the financial position for the Council for 2019/20 as at Quarter 1.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2019/20 and so summarises the financial implications for service decisions expected to be made for the financial year. <u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2019/20 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.

Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account MRP- Minimum Revenue Provision

1. Introduction

1.1 The purpose of this report is to present the Council's forecast outturn for 2019/20 as at the 30 June 2019. The report covers the following budgets with associated appendices:

- General Fund - Appendix A. A pressure against budget of £121k is forecast.
- Housing Revenue Account (HRA) - Appendix B. A surplus of £391k is forecast.
- Capital Programme - Appendix C. Budget re-phasing to future years of £1.5m is forecast, together with a pressure on in year capital budgets of £476k.

2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).

2.2 Appendix A provides an overview of the General Fund forecast outturn position. The forecast position includes areas of both under and overspend. There is a net overall pressure of £121k, less than 1% of the net cost of services budget.

The table below outlines the service areas with a significant financial pressure:

Scrutiny Committee	Key Financial Pressure	Description
Housing and Community	£190k	Garage Income
Finance and Resources	£130k	Fleet vehicle Maintenance
Strategic Planning and Environment	£105k	Planning
Strategic Planning and Environment	£90k	Commercial Waste Income

2.3 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	16,382	16,364	(18)	(0.1%)
Housing & Community	537	614	77	14.3%
Strategic Planning and Environment	8,467	8,850	383	4.5%
Total	25,386	25,828	442	1.7%
Investment Property	(4,317)	(4,306)	11	(0.3%)
Core Funding	(21,070)	(21,402)	(332)	1.6%
Contribution (to)/ from General Fund Working Balance	(1)	120	121	

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

3. Finance and Resources, Investment Property and Core Funding

Finance & Resources	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	10,471	10,556	85	0.8%
Premises	1,951	1,961	10	0.5%
Transport	224	226	2	0.9%
Supplies & Services	3,888	3,944	56	1.4%
Third-Parties	672	690	18	2.7%
Transfer Payments	47,144	47,144	0	0.0%
Income	(5,112)	(5,301)	(189)	3.7%
Other Income	(47,584)	(47,584)	0	0.0%
Earmarked Reserves	4,727	4,727	0	0.0%
Total	16,381	16,363	(18)	(0.1%)

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Investment Property	(4,317)	(4,306)	11	(0.3%)
Core Funding	(21,070)	(21,402)	(332)	1.6%
Total	(25,387)	(25,708)	(321)	1.3%

3.1 Employees - £85k pressure against budget

The forecast pressure against employee budgets includes:

- £45k relating to agency staff costs within the Estates team covering professional surveying roles that the service has struggled to recruit to permanently. A further permanent recruitment drive is underway and any associated financial benefit will be included in future reports.

3.2 Income - £189k over achievement of budget

The forecast overachievement of income against budget includes:

- £90k additional income relating to the Council's leisure management contract, arising from a reduction in business rates costs to the contractor.
- £70k of unbudgeted grant income in to the Revenues and Benefits service. This grant is ring-fenced to the Benefits Administration service and is being used to fund specialist resource to carry out the required work. A supplementary budget for agency staff in Benefits is requested, funded by the grant income received.

3.3 Core Funding - £332k additional funding/ reduction in expenditure

There is a combination of additional government grant income and a reduction in expenditure forecast to yield a benefit of £332k against core funding budgets. These include:

- Increased new burdens funding of £117k, including £100k relating to the Revenues and Benefits service. This funding is not ring-fenced for a specific use and has therefore been treated as core funding.
- The Minimum Revenue Provision (MRP) is a minimum amount which a Council must charge against its revenue budget each year for the financing of capital expenditure which has been initially funded by borrowing. The MRP is £165k lower than budgeted for 2019/20, resulting from below-budget capital expenditure in 2018/19.
- Additional income from the HRA of £50k. This arises from work on void garden clearances previously carried out by Osborne and now undertaken by Clean, Safe and Green. As such, there is no resulting additional cost to the HRA.

4. Strategic Planning and Environment

Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	10,234	10,558	324	3.2%
Premises	948	960	12	1.3%
Transport	1,187	1,326	139	11.7%
Supplies & Services	2,286	2,252	(34)	(1.5%)
Third-Parties	84	84	0	0.0%
Income	(6,064)	(6,122)	(58)	1.0%
Earmarked Reserves	(208)	(208)	0	0.0%
Total	8,467	8,850	383	4.5%

4.1 Employees - £324k pressure against budget

The forecast pressure against employee budgets includes:

- £180k relating to the use of agency staff within Planning. Vacant posts are being backfilled by agency at a higher rate than the cost of permanent staff. Work on the LA3 (Local Allocation 3 - West Hemel Hempstead) development is also requiring a permanent member of staff to be backfilled in order to meet required timescales. The overspend is partially mitigated by planning income, which is forecast to exceed budget by £75k due to additional pre-application advice fees.
- £100k of Development employee costs, showing as a variance in the table above, are offset by grant funding. £240k of Planning Delivery Fund grant was received from the Ministry of Housing, Communities and Local Government in previous financial years to support the South West Hertfordshire Joint Strategic Plan, of which £170k is held in reserves. A supplementary budget of £100k funded by this grant is requested to create a staffing budget to allow this work to be undertaken.

4.2 Transport - £139k pressure against budget

This pressure relates to the maintenance of ageing fleet vehicles in Waste Services, including additional short term hire costs and repair costs. The procurement of the new waste fleet has been completed and new vehicles are expected to be operational from November 2019.

4.3 Income - £58k surplus against budget

In addition to the forecast surplus on Planning fees of £75k, and the £100k of strategic planning grant income, included within this variance is a pressure of £90k relating to the Commercial Waste service. Income from Commercial Waste has been under budget due to the ongoing effect of loss of customers. A full review of the service including marketing and charging structure is currently underway. Resulting actions and financial benefits will be disclosed in future reports.

5. Housing and Community

Housing and Community	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	3,920	3,831	(89)	(2.3%)
Premises	886	696	(190)	(21.4%)
Transport	18	18	0	0.0%
Supplies & Services	1,288	1,254	(36)	(2.6%)
Transfer Payments	55	55	0	0.0%
Income	(5,575)	(5,185)	390	(7.0%)
Earmarked Reserves	(55)	(55)	0	0.0%
Total	537	614	77	14.3%

5.1 Employees - £89k underspend against budget

There are small forecast staffing underspends across Housing and Community relating to vacant posts that total £89k.

5.2 Premises - £190k underspend against budget

The forecast underspend relates to the ongoing upkeep and maintenance costs for the Garages service. A full stock condition survey has been commissioned to determine the current state of the garage stock. The results of the survey are expected in the autumn of 2019, and a revised maintenance programme will be developed and reported to members. In the interim, where the stock condition survey highlights urgent maintenance requirements these works are being commissioned.

5.3 Income - £390k pressure against budget

The forecast pressure relates to the Garage service income not being achieved and is a continuation of 2018/19 position. Void rates continue at around 30%. An ongoing garage strategy will be developed once the stock condition survey has been completed.

5.4 Supplementary budgets requested

A supplementary budget funded from earmarked reserves has been requested to fund expenditure in the Homelessness service. In financial year 2018/19, a grant of £62k was received for the purpose of preventing homelessness. This grant is to be spent in 2019/20 on a number of measures to reduce homelessness, such as an outreach worker, an education and awareness programme for young adults and support for individual residents at high risk of homelessness in the form of help towards a deposit. A supplementary budget of £62k has been requested, to be funded from the Earmarked Grants Reserve.

At a meeting of the Dacorum Strategic Network in April 2019, it was agreed that a sum of £39k would be allocated to specific projects: £18k to preventing homelessness, £14k to Community Action Dacorum Loneliness Project and £7k to Hertfordshire Constabulary for an Automatic Number Plate Recognition project. The funding for these projects is currently held within the Dacorum Partnership Reserve, and as such, supplementary budgets funded from reserve have been requested.

6. Housing Revenue Account (HRA)

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

6.2 The projected HRA balance at the end of 2019/20 is a surplus of £391k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA. This will be a decision for

Members to take once the final outturn position for 2019/20 is confirmed early in 2020/21.

6.3 Dwelling rents - £139k overachievement of income

The forecast overachievement of income includes:

- £82k overachievement of rental income due to budget expectations on new build sites being set prudently in advance of allocations and rent levels being agreed.
- £48k reduction in the contribution required to subsidise housing management at sheltered schemes.

6.4 Supervision and Management - £405k underspend against budget

The forecast underspend against budget includes:

- £330k relating to vacancies across the service. Recruitment to these vacancies is currently underway.

7. Capital Programme

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

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

The current budget is the original budget approved by Cabinet in February 2019, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2020/21 rather than 2019/20 ('slippage'), or conversely, where expenditure planned initially for 2020/21 has been incurred in 2019/20 ('accelerated spend').

The 'Variance' column refers to projects which are expected to come in under or over budget and projects which are no longer required.

	Current Budget £000	Rephasing £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Finance & Resources	9,705	(443)	9,262	9,811	549	5.7%
Strategic Planning and Environment	4,648	0	4,648	4,569	(79)	(1.7%)
Housing & Community	6,429	(245)	6,184	6,190	6	0.1%
GF Total	20,782	(688)	20,094	20,570	476	2.3%
HRA Total	43,845	(795)	43,050	43,050	0	0.0%
Grand Total	64,627	(1,483)	63,144	63,620	476	0.7%

7.2 General Fund Major Variances

There is projected rephasing on the General Fund of £688k in 2019/20 and a forecast overspend of £476k.

The projected rephasing to future years includes:

- Line 85: slippage of £383k on Car park refurbishment projects. This budget is for the refurbishment of 6 sites in the borough, 4 of which will be completed in this financial year. Works on the Water Gardens car parks will now take place in 2020/21 as this work needs to be coordinated with the Parking Access and Movement project.
- Line 131: slippage of £245k on CCTV Equipment Refresh. The tender for this work is underway, with the work expected to begin in November. It is therefore estimated that only half of the budgeted expenditure will take place in 2019/20.

The forecast additional spend of £476k is made up as follows:

- Line 67: additional spend of £400k on Bunkers Farm. Construction commenced in mid-June 2019 following completion of substantial archaeological survey work, and is expected to take approximately 24 weeks to complete. Substantial planning costs have been incurred to date, and a requirement for additional archaeological work has brought about additional expense.

7.3 Additional Capital Budgets

- Replacement of arena seating at Hemel Hempstead Sports Centre. The current seating at the sports centre is frequently used by Hemel Storm basketball club, and for community events such as dance and gymnastics competitions, and is in need of replacement. A supplementary capital budget of £112k is requested to fund the replacement seating.
- Capital budget of £36k to fund land acquired by the Council in lieu of a Community Infrastructure Levy contribution. The Council accepted land adjacent to Okeford Drive in Tring at a value of £36k from a developer, instead of a contribution of CIL. A capital budget of £36k has been requested, to be funded from CIL capital funds.

7.4 Housing Revenue Account Major Variances

There is projected rephasing on HRA of £795k and a forecast balanced outturn position.

The projected rephasing to future years includes:

- Line 192: accelerated spend of £185k on Martindale. The scheme is progressing well and further spend has been brought forward from 2020/21.

- Line 198: slippage of £749k on Bulbourne. The site is owned by the Parish Council and prior to any purchase, Secretary of State approval is required to relocate an allotment to a different location on the site. These authorisations can take from between 6 to 24 months to process. Until authorisation has been given and it is clear the scheme is truly viable, the acquisition is on hold.
- Line 203: accelerated spend of £339k on Gaddesden Row. The purchase of the land has taken place earlier than originally anticipated.
- Lines 204, 205 and 206: slippage of £520k on Randalls Ride, Garage Sites and Wilstone. These schemes have not progressed as quickly as anticipated due to resourcing issues which are due to be resolved imminently.

The forecast balanced outturn position includes:

- Line 191: underspend of £393k on the budget for New Build General Expenditure. This underspend offsets against other under and overspends across the programme.
- Line 194: underspend of £1.2m on Stationers Place. The full contingency for the scheme was not required.
- Lines 196 and 197: overspend of £577k on Swing Gate Lane. Delays to the scheme have incurred further costs that are still to be finalised. Final account negotiations are due to commence shortly.
- Line 200: overspend of £900k on Eastwick Row. The purchase of the land had not been included in the budget for this scheme and will be funded through the underspend on the New Build General line (line 191).

8. Conclusions and recommendations

- 8.1** As at Quarter 1 2019/20, there is a forecast pressure of £121k against General Fund budgets and a forecast surplus of £391k against Housing Revenue Account budgets.
- 8.2** As at Quarter 1 2019/20, against General Fund capital there is forecast budget rephasing of £688k and a forecast pressure of £476k. Against Housing Revenue Account capital schemes, budget rephasing of £795k is forecast and outturn is expected to be on budget.
- 8.3** Members are asked to note the financial position for the Council for 2019/20 as at Quarter 1.




Dacorum Borough Council

Appendix A

Revenue Budget Monitoring Report for June 2019 (Cost of Services Analysis By Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services									
Finance and Resources	2,198	852	(1,346)	4,672	2,366	(2,306)	16,382	16,364	(18)
Housing and Community	154	(408)	(562)	422	(258)	(680)	537	614	77
Strategic Planning and Environment	530	1,358	828	2,291	2,536	245	8,467	8,850	383
Net Cost of Services	2,882	1,802	(1,080)	7,385	4,644	(2,741)	25,386	25,828	442
Other Items									
Investment Property	(149)	(60)	89	(2,049)	(1,908)	141	(4,317)	(4,306)	11
Investment Income	(16)	(47)	(31)	(47)	45	92	(188)	(188)	0
Interest Payments and MRP	81	0	(81)	242	237	(5)	970	805	(165)
Parish Precept Payments	0	0	0	816	811	(5)	816	816	0
Government Grants	(182)	(549)	(367)	(545)	(1,211)	(666)	(2,179)	(2,296)	(117)
Taxation (Council Tax and Business Rates)	(1,356)	1,741	3,097	(4,069)	5,159	9,228	(16,276)	(16,276)	0
Surplus / Deficit on Provision of Services	(1,622)	1,085	2,707	(5,652)	3,133	8,785	(21,174)	(21,445)	(271)
Transfers between Reserves / Funds									
Net Recharge to the HRA	(351)	(21)	330	(1,053)	199	1,252	(4,213)	(4,263)	(50)
Net Movement on General Fund Working Balance	1,281	2,866	1,585	1,796	7,976	6,180	(1)	120	121

 Housing Revenue Account 2019/20 Outturn Revenue Budget Monitoring Report				
	Adjusted Budget £000	Outturn £000	Variance £000	%
Income:				
Dwelling Rents	(52,536)	(52,675)	(139)	0.3%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,626)	(1,644)	(18)	1.1%
Leaseholder Charges	(487)	(487)	0	0.0%
Interest and Investment Income	(435)	(435)	0	0.0%
Contribution towards Expenditure	(645)	(555)	90	-14.0%
Total Income	(55,831)	(55,898)	(67)	0.1%
Expenditure:				
Repairs & Maintenance	12,068	12,089	21	0.2%
Supervision & Management	12,783	12,378	(405)	-3.2%
Rent, Rates, Taxes & Other Charges	35	95	60	171.4%
Interest Payable	11,558	11,558	0	0.0%
Provision for Bad Debts	975	975	0	0.0%
Depreciation	12,625	12,625	0	0.0%
HRA Democratic Recharges	307	307	0	0.0%
Revenue Contribution to Capital	5,480	5,480	0	0.0%
Total Expenditure	55,831	55,507	(324)	-0.6%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0	(391)	(391)	
Housing Revenue Account Balance:				
Opening Balance at 1 April 2019	(2,892)	(2,892)	0	
Deficit / (Surplus) for year	0	(391)	(391)	
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2020	(2,892)	(3,283)	(391)	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2019

Scheme	Budget Holder	Original Budget £	Prior Year Slippage £	Adj's, Supps, Virements £	Current Budget £	Rephasing £	Revised Budget £	YTD Spend £	Projected Outturn £	Projected Over / (Under) £
General Fund										
Finance and Resources										
Commercial Assets and Property Development										
42 Service Lease Domestic Properties	Richard Rice	30,000	0	0	30,000	0	30,000	0	30,000	0
43 Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	60,000	(60,000)	0	0	0	0
44 Demolition of Civic Centre	Richard Rice	0	433,527	0	433,527	(200,000)	233,527	13,747	233,527	0
45 Victoria Hall Tring Staircase Renewal	Richard Rice	20,000	0	0	20,000	0	20,000	10,927	22,000	2,000
46 Bennetts End Community Centre - Replace Roof	Richard Rice	0	0	0	0	0	0	(1,509)	0	0
47 Adeyfield Community Centre - replace roof	Richard Rice	0	0	0	0	0	0	(4,710)	0	0
48 Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	11,144	0	11,144	0	22,000	10,856
49 Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	300,901	0	300,901	0	300,901	0
50 Leys Road - Roof	Richard Rice	0	0	0	0	0	0	(1,712)	0	0
51 The Denes Shopping Centre - Renew Walkway & Canopy Covering	Richard Rice	0	27,286	0	27,286	0	27,286	20,440	20,440	(6,846)
52 Grovehill Shopping Centre - renew car park	Richard Rice	30,000	0	0	30,000	0	30,000	0	30,000	0
53 58 High St (Old Town), Hemel - Remove and Rebuild Wall	Richard Rice	0	40,900	0	40,900	0	40,900	800	103,000	62,100
54 100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	14,000	0	14,000	0	14,000	0
55 Half Moon Yard - Replace soffit/facia & external facade	Richard Rice	0	18,000	0	18,000	0	18,000	0	18,000	0
56 Long Chaulden Roof	Richard Rice	0	55,020	0	55,020	0	55,020	0	55,020	0
57 Bellgate - Walkway Renovation	Richard Rice	0	66,000	0	66,000	0	66,000	0	66,000	0
58 Stoneycroft - Car Park Refurbishment	Richard Rice	55,000	0	0	55,000	0	55,000	0	55,000	0
59 Hobbs Hill - Window and Door Renewal	Richard Rice	15,000	0	0	15,000	0	15,000	0	15,000	0
60 Bennettsgate - Window Renewal	Richard Rice	90,000	(4,250)	0	85,750	0	85,750	0	85,750	0
61 Central Nursery Roof Replacement	Richard Rice	15,000	0	0	15,000	0	15,000	0	15,000	0
62 Northbridge Road Highway Improvements	Richard Rice	45,000	0	0	45,000	0	45,000	0	45,000	0
63 Queens Square Canopy Renewal	Richard Rice	50,000	0	0	50,000	0	50,000	0	50,000	0
64 Kingshill Cemetery - Toilet Provision	Richard Rice	0	29,502	0	29,502	0	29,502	41,632	41,632	12,130
65 Heath Lane Chapel - Replace roof	Richard Rice	0	14,000	0	14,000	0	14,000	0	14,000	0
66 Kingshill Cemetery Infrastructure (New Burial Area)	Richard Rice	0	40,000	0	40,000	0	40,000	0	40,000	0
67 Bunkers Farm	Richard Rice	200,000	548,881	0	748,881	0	748,881	6,290	1,148,881	400,000
		550,000	1,654,911	0	2,204,911	(260,000)	1,944,911	85,904	2,425,151	480,240
Procurement and Contracted Services										
71 Berkhamsted Sports Centre - Roof Replacement	Ben Hosier	0	1,100	0	1,100	0	1,100	(7,890)	1,100	0
72 Hemel Hempstead Sports Centre - Roof	Ben Hosier	100,000	0	0	100,000	0	100,000	0	100,000	0
73 Dacorum Athletics Track - Resurface Track	Ben Hosier	(350,000)	550,000	0	200,000	0	200,000	0	200,000	0
74 Hemel Hempstead Sports Centre - Astro turf renewal	Ben Hosier	0	70,000	0	70,000	0	70,000	0	70,000	0
75 Berkhamsted Sports Centre - Installation of new hot water calorifiers	Ben Hosier	0	50,000	0	50,000	0	50,000	0	50,000	0
76 Berkhamsted Sports Centre - Building Management System	Ben Hosier	0	150,000	0	150,000	0	150,000	0	150,000	0
77 Leisure Works - Berkhamsted Swimming Pool Walls Refurbishment	Ben Hosier	33,000	0	0	33,000	0	33,000	0	33,000	0
78 Leisure Works - Jarmans Athletics Track Renew Floodlights	Ben Hosier	18,000	0	0	18,000	0	18,000	20,925	20,925	2,925
79 Leisure Works - Replacement of Disability Hoists Hemel and Berkhamsted	Ben Hosier	20,000	0	0	20,000	0	20,000	0	20,000	0
80 Leisure Works - Replacement of Fire Exit Door (Hemel)	Ben Hosier	20,000	0	0	20,000	0	20,000	0	20,000	0
81 Leisure Works - Replacement of Circulation Pump (Hemel)	Ben Hosier	12,000	0	0	12,000	0	12,000	0	12,000	0
82 Leisure Works - Replace Pool Cover Structure (Hemel)	Ben Hosier	64,000	0	0	64,000	0	64,000	0	64,000	0
83 Leisure Works - Replace Air Handling Unit in the Pool (Hemel)	Ben Hosier	390,000	0	0	390,000	0	390,000	0	390,000	0
84 Tring Swimming Pool	Ben Hosier	0	284,527	0	284,527	0	284,527	351,021	351,021	66,494

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2019

Scheme	Budget Holder	Original Budget £	Prior Year Slippage £	Adj's, Supps, Virements £	Current Budget £	Rephasing £	Revised Budget £	YTD Spend £	Projected Outturn £	Projected Over / (Under) £
85 Car Park Refurbishment	Ben Hosier	260,000	303,235	0	563,235	(383,235)	180,000	(5,601)	180,000	0
86 Multi Storey Car Park Berkhamsted	Ben Hosier	1,162,093	2,456,181	0	3,618,274	0	3,618,274	569,887	3,618,274	0
87 Works to The Forum - Pigeon Proofing of Photovoltaic Panels	Ben Hosier	20,000	0	0	20,000	0	20,000	0	20,000	0
		1,749,093	3,865,043	0	5,614,136	(383,235)	5,230,901	928,343	5,300,320	69,419
Finance and Resources (continued)										
Development Management and Planning										
91 Planning Software Replacement	Sara Whelan	0	64,614	0	64,614	0	64,614	18,100	64,614	0
		0	64,614	0	64,614	0	64,614	18,100	64,614	0
Finance & Governance Management										
95 Civic Zone Regeneration Upgrade (DevCo)	James Deane	650,000	(85,129)	0	564,871	0	564,871	37,384	564,871	0
		650,000	(85,129)	0	564,871	0	564,871	37,384	564,871	0
Housing & Regeneration Management										
99 The Forum (Public Service Quarter)	Mark Gaynor	0	0	0	0	0	0	(100,000)	0	0
100 Gade Zone	Mark Gaynor	0	0	0	0	0	0	603	0	0
		0	0	0	0	0	0	(99,397)	0	0
Information, Communication and Technology										
104 Rolling Programme - Hardware	Ben Trueman	75,000	0	45,000	120,000	0	120,000	5,584	120,000	0
105 Software Licences - Right of Use	Ben Trueman	50,000	0	0	50,000	0	50,000	0	50,000	0
106 Website Development	Ben Trueman	0	26,841	0	26,841	0	26,841	55	26,841	0
107 Mobile Working	Ben Trueman	45,000	0	(45,000)	0	0	0	0	0	0
108 Future vision of CRM	Ben Trueman	(110,000)	241,344	0	131,344	0	131,344	34,522	131,344	0
109 Improvement works to The Forum	Ben Trueman	0	94,793	0	94,793	0	94,793	41,056	94,793	0
		60,000	362,978	0	422,978	0	422,978	81,217	422,978	0
People										
113 EIS Replacement	Matt Rawdon	0	70,000	0	70,000	0	70,000	0	70,000	0
		0	70,000	0	70,000	0	70,000	0	70,000	0
Property and Place										
117 Disabled Facilities Grants	Alan Mortimer	741,000	10,670	0	751,670	0	751,670	132,335	751,670	0
		741,000	10,670	0	751,670	0	751,670	132,335	751,670	0
Revenues, Benefits and Fraud										
121 Revenues and Benefits new servers	Chris Baker	0	12,000	0	12,000	0	12,000	0	12,000	0
		0	12,000	0	12,000	0	12,000	0	12,000	0
Totals: Finance and Resources		3,750,093	5,955,087	0	9,705,180	(643,235)	9,061,945	1,183,886	9,611,604	549,659

Page 2

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2019

Scheme	Budget Holder	Original Budget £	Prior Year Slippage £	Adj's, Supps, Virements £	Current Budget £	Rephasing £	Revised Budget £	YTD Spend £	Projected Outturn £	Projected Over / (Under) £
Housing and Community										
Procurement and Contracted Services										
129 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	25,000	0	25,000	0	25,000	0
130 Alarm Receiving Centre	Ben Hosier	0	33,627	0	33,627	0	33,627	0	33,627	0
131 CCTV Equipment Refresh	Ben Hosier	490,000	0	0	490,000	(245,000)	245,000	0	245,000	0
		515,000	33,627	0	548,627	(245,000)	303,627	0	303,627	0
People										
135 Verge Hardening Programme	Matt Rawdon	350,000	(106,063)	0	243,937	0	243,937	5,805	243,937	0
136 Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	25,000	0	25,000	0	25,000	0
137 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	20,000	0	20,000	0	20,000	0
		370,000	(81,063)	0	288,937	0	288,937	5,805	288,937	0
Strategic Housing										
141 Affordable Housing Development Fund	David Barrett	1,629,000	2,062,567	0	3,691,567	0	3,691,567	1,425,835	3,691,567	0
142 Northend and Westerdale (Garage Development)	David Barrett	370,000	1,407,359	0	1,777,359	0	1,777,359	275,114	1,782,975	5,616
144 Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0	0	10,372	0	0
145 Temporary Accommodation - creation of new units	David Barrett	90,000	32,711	0	122,711	0	122,711	78,617	122,711	0
		2,089,000	3,502,637	0	5,591,637	0	5,591,637	1,789,939	5,597,253	5,616
Totals: Housing and Community		2,974,000	3,455,201	0	6,429,201	(245,000)	6,184,201	1,795,744	6,189,817	5,616
Strategic Planning and Environment										
Environmental Services										
153 Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	0	10,000	0	10,000	0	10,000	0
154 Waste & Recycling Service Improvements	Craig Thorpe	36,000	11,414	0	47,414	0	47,414	25,060	41,614	(5,800)
155 Commercial Waste Collection System	Craig Thorpe	0	1,700	0	1,700	0	1,700	7,500	7,500	5,800
156 Gadebridge Park - Splash Park	Craig Thorpe	0	0	0	0	0	0	(20,590)	0	0
157 Gadebridge Park - Renovation of White Bridge	Craig Thorpe	250,000	209,426	0	459,426	0	459,426	1,945	380,000	(79,426)
158 Cupid Green Waste Site Renovation	Craig Thorpe	100,000	0	0	100,000	0	100,000	0	100,000	0
159 Cupid Green Welfare Facilities	Craig Thorpe	90,000	0	0	90,000	0	90,000	0	90,000	0
160 Fleet Replacement Programme	Craig Thorpe	1,122,328	1,715,643	0	2,837,971	0	2,837,971	60,519	2,837,971	0
161 Fleet Services Renew Plant & Equipment	Craig Thorpe	46,500	155,000	60,000	261,500	0	261,500	0	261,500	0
162 Fleet Service Management System Upgrade	Craig Thorpe	34,000	(22,000)	0	12,000	0	12,000	0	12,000	0
		1,688,828	2,071,183	60,000	3,820,011	0	3,820,011	74,434	3,740,585	(79,426)
Strategic Planning and Regeneration										
166 Maylands Phase 1 Improvements	Chris Taylor	0	0	0	0	0	0	(13,844)	0	0

Page 21

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2019

Scheme	Budget Holder	Original Budget £	Prior Year Slippage £	Adj's, Supps, Virements £	Current Budget £	Rephasing £	Revised Budget £	YTD Spend £	Projected Outturn £	Projected Over / (Under) £
167 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	80,000	54,015	0	134,015	0	134,015	0	134,015	0
168 Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	(9,645)	0	0
169 Town Centre Access Improvements	Chris Taylor	565,000	74,280	0	639,280	0	639,280	0	639,280	0
170 The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	55,000	0	55,000	0	55,000	0
		645,000	183,295	0	828,295	0	828,295	(23,489)	828,295	0
Totals: Strategic Planning and Environment		2,333,828	2,254,478	60,000	4,648,306	0	4,648,306	50,945	4,568,880	(79,426)
Totals - Fund: General Fund		9,057,921	11,664,766	60,000	20,782,687	(888,235)	19,894,452	3,030,575	20,370,301	475,849
Housing Revenue Account										
Housing and Community										
Property & Place										
182 Planned Fixed Expenditure	Alan Mortimer	12,000,000	0	0	12,000,000	0	12,000,000	800,167	12,000,000	0
183 Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	283,854	0	0
184 M&E Contracted Works	Alan Mortimer	700,000	0	0	700,000	0	700,000	164,614	700,000	0
185 Communal Gas & Heating	Alan Mortimer	3,000,000	0	0	3,000,000	0	3,000,000	342,535	3,000,000	0
186 DBC Commissioned Capital Works	Alan Mortimer	(439,505)	3,420,524	0	2,981,019	0	2,981,019	446,374	2,981,019	0
187 Special Projects	Alan Mortimer	146,000	767,853	0	913,853	0	913,853	0	913,853	0
		15,406,495	4,188,377	0	19,594,872	0	19,594,872	2,037,544	19,594,872	0
Strategic Housing										
191 New Build - General Expenditure	David Barrett	(326,953)	5,750,715	0	5,423,762	0	5,423,762	5,775	5,030,596	(393,166)
192 Martindale	David Barrett	8,221,449	2,021,510	0	10,242,959	184,516	10,427,475	1,404,688	10,427,475	0
193 Kylna Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	(17,695)	84,744	84,744
194 Stationers Place / Apsley Paper Mill	David Barrett	3,895,519	2,193,192	0	6,088,711	0	6,088,711	221,959	4,920,462	(1,168,249)
195 Able House	David Barrett	0	0	0	0	0	0	16,051	0	0
196 Swing Gate Lane	David Barrett	0	0	0	0	0	0	35,700	296,373	296,373
197 Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	0	104,972	280,298	280,298
198 Bulbourne	David Barrett	800,000	34,656	0	834,656	(748,937)	85,719	0	85,719	0
199 Coniston Road	David Barrett	60,000	39,200	0	99,200	(15,557)	83,643	10,141	83,643	0
200 Eastwick Row	David Barrett	120,000	11,529	0	131,529	0	131,529	26,143	1,031,529	900,000
201 St Margaret's Way	David Barrett	400,000	41,148	0	441,148	0	441,148	0	441,148	0
202 Paradise Fields	David Barrett	150,000	5,739	0	155,739	(34,071)	121,668	24,938	121,668	0
203 Gaddesden Row	David Barrett	100,000	(7,668)	0	92,332	339,168	431,500	13,325	431,500	0
204 Randalls Ride	David Barrett	120,000	0	0	120,000	(60,000)	60,000	0	60,000	0
205 Garage Sites - New Build Developments	David Barrett	500,000	0	0	500,000	(400,000)	100,000	0	100,000	0
206 Wilstone	David Barrett	120,000	0	0	120,000	(60,000)	60,000	0	60,000	0
		14,160,015	10,090,021	0	24,250,036	(794,881)	23,455,155	1,845,997	23,455,155	0
Totals: Housing and Community		29,566,510	14,278,398	0	43,844,908	(794,881)	43,050,027	3,883,541	43,050,027	0
Totals - Fund: Housing Revenue Account		29,566,510	14,278,398	0	43,844,908	(794,881)	43,050,027	3,883,541	43,050,027	0
Totals		38,624,431	25,943,164	60,000	64,627,595	(1,683,116)	62,944,479	6,914,116	63,420,328	475,849

Page 22



AGENDA ITEM:

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	11 th September 2019
PART:	1
If Part II, reason:	

Title of report:	Quarter 1 Performance Report – Corporate and Contracted Services
Contact:	<p>Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services</p> <p>Author/Responsible Officers:</p> <p>Mark Brookes (Assistant Director – Corporate and Contracted Services)</p> <p>Ben Hosier – Group Manager (Procurement and Contracted Services)</p> <p>Farida Hussain - Group Manager (Legal and Corporate Services)</p>
Purpose of report:	To provide Members with the performance report for quarter one in relation to Corporate and Contracted Services.
Recommendations	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	<p><u>Financial</u></p> <p>None.</p>
'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 Andrew Williams, Portfolio Holder for Corporate and Contracted Services
Background papers:	Annex: Quarter 1 Performance Report

1. Members will find attached to this report the Corvu performance data for Corporate and Contracted Services.
2. The only Operational Risk which falls within this area is CE_R01 Failure to deliver successful elections and there have been no changes to this risk during the first quarter. As noted later in this report the Local and EU referendums were successfully delivered in May/June and officers continue to monitor developments with Brexit and the potential for further elections or referenda.
3. The services included in this report are those services which fall under the Assistant Director (Corporate and Contracted Services), which are Legal, Licensing, Corporate Support (which includes the now combined teams of Members Support, Electoral Registration and Corporate Support) and Procurement and Contracted Services.

LEGAL

The Legal Team

4. The Legal team frequently represent the Council in the courts and tribunals, leading on injunctions, prosecutions and defending employment tribunal cases and judicial review proceedings. In the last quarter the Legal team presented the following cases in court:-

Matter	Client/type	Case Detail
DBC v Lang	Anti-social behaviour (ASB)	ASB injunction granted with power of arrest both valid for 12 months and costs in the sum of £1,593.55
DBC v Powell	Anti-social behaviour (ASB)	Order made by Master of Senior Courts Costs Office for costs payable to DBC in the sum of £19,070.33 by Lord Chancellor
Indigo Recruitment Solutions v DBC	Contract	Alleged breach of contract claim for not paying a termination charge. The Council successfully defended the claim for £16,000 and was awarded costs against the claimant

5. The team have been active completing a number of planning and conveyancing transactions bringing significant income into the Council. In the last quarter the team completed the following cases which may be of interest to Members:

- Successful completed the S.106 planning agreement for Spencer's Park, Cherry Trees Lane Hemel Hempstead, which is a development of approximately 700 units.
- Completed sale of garage site at Cuttsfield Terrace, HH for £302,500
- Sold three properties via Right to Buy scheme.

The Licensing Team

6. Key updates for the team are as follows:

- New fees and charges agreed by Licensing Committee for 2019/20 in line with various legislative requirements
- The recruitment of a Compliance Officer (filling an existing vacant post), has allowed us to start to step up our proactive work. A key part of the Compliance Officer's role is to investigate unlicensed activities and to ensure they either cease to operate, or obtain the required licence. This leads to increased compliance across the Borough and increased income from licensing fees.
- Two Premises licences granted via the Alcohol and Gambling Sub-Committee following objections being received; the Council's decisions have not been appealed.
- The Licensing Team lead on the co-ordination of work across Hertfordshire and Bedfordshire during National Licensing Week. The 'Better Business for All' partnership helped to produce simple guidance for off-licences at no cost to the Council, these were distributed during compliance visits conducted over

the course of that week. Around 20 off-licences were visited, with generally good standards observed, and improvements achieved where issues were identified.

- The Compliance and Enforcement officers have conducted joint visits with Immigration Enforcement team, and work is ongoing in relation to some premises involved.
- The Committee has agreed a Pre-Application advice charging policy, which is now live on the Council's website, and has also agreed a new draft Mobile Homes Sites Fees policy for consultation which is currently in process.
- Training has been provided to Members of the Licensing Committee following the local elections, and this was well received.

Corporate and Democratic Support

7. During Quarter 1, Corporate and Democratic Support carried out the following:

Committee meetings

- Published 15 agendas
- Completed 15 sets of minutes
- Processed 35 public speakers at Committee
- Published 1 Portfolio Holder Decision
- Published 5 Officer Decisions

The team have also worked alongside Electoral Registration in preparing and delivering the Local elections and the European Parliament elections.

Member Development

8. In Q1, there have been four Member Development sessions:
 - **GDPR/FOI 28 May AM.** This session was facilitated by John Worts, Information Security Team Leader. The session had 14 attendees.
 - **Licensing Committee training 28 May PM.** This session was facilitated by Nathan March, Licensing Team Leader. The session had 11 attendees.
 - **GDPR/FOI 4 June PM.** This session was facilitated by John Worts, Information Security Team Leader. This session had 24 attendees.
 - **Charing Skills 20 June PM.** This session was facilitated by Ann Reader, Frontline Consulting. This session had 14 attendees.
 - **GDPR/FOI** training is mandatory and a third session has been arranged for Tuesday 27 August to catch the remaining members.
 - 4 councillors have not attended any member development sessions in the first quarter which is a massive improvement as 23 councillors hadn't attending any training last year.

Mayoral Support

Cllr Rosie Sutton stepped down as Mayor of Dacorum following a successful term and handed over to the new Mayor for 2019/20, Cllr Terry Douris at the Annual Council and Mayor Making ceremony on Wednesday 15th May 2019. Cllr Douris is supported during his term by his Deputy Mayor, Cllr Stewart Riddick.

During Qtr 1 the annual event programme and fundraising activities have been agreed with the Mayor's chosen charity, Sunnyside Rural Trust.

In addition to this, the Mayoral Support Team continue to manage the day to day engagements of the Mayor, and were supported by Sarah Turner, PA to the Corporate Directors, who delivered a very successful RAF Halton Freedom Parade; an event very much enjoyed by the local community which culminated in a Spitfire fly over.

Electoral Services

9. Q1 was dominated by the planning and successful delivery of the Borough/Parish and European elections.

In total, this involved the following:

Postal votes issued	39,133
Postal votes returned	26,363
Polling stations booked	172
Extra staff employed	783 posts appointed too
Votes counted	92,130

Lots of additional equipment was collated and produced for the polling stations, the verifications and the counts and the teams worked tirelessly to achieve this under exceptionally tight time frames.

The Electoral Services team maintained the monthly alterations to the register as follows:

April – 430 additions
467 Deletions
49 Amendments

May – 656 additions
600 deletions
166 amendments

June - 973 additions
651 deletions
255 amendments

Procurement

10. The workload remains at a high level managing tender activities across the Council in the following areas:
- Housing New Build Programme
 - Refuse Fleet Upgrade
 - CCTV Upgrade & Maintenance
 - Temporary Agency Staff
 - Building Services Capital Works

Housing New Build contracts – A number of schemes are being prepared so that the Council can go to market later in the year.

The Refuse Fleet contract has been awarded and the new vehicles are on order. This is the fourth of six contracts to cover all fleet upgrade requirements. The focus will then turn to the maintenance contracts in the Vehicle Repair Shop. CCTV upgrade currently being drafted and should be going to tender in the next few weeks.

Temporary Agency Staff (Professional Services). Procurement have worked closely with colleagues in HR to meet all Group Managers to discuss their requirements for professional services. Procurement and HR are using the information collected at these meetings to design suitable specifications to suit all departments around the Council.

Capital Works - Procurement have been working with Building Services to identify procurement requirements for different capital projects. Discussions have taken place to see what the most suitable procurement routes are and to see what projects can be tendered together which will reduce the workload and deliver VFM.

In addition to the tender workload, the Procurement Strategy and Commissioning & Procurement Standing Orders are being reviewed and will be presented to Finance & Resources Scrutiny and Cabinet for approval by the end of 2019/20.

The Procurement Forward Plan is currently being finalised for both revenue and capital expenditure for 2019/20.

Parking Services

The parking enforcement contract continues to increase the level of compliant parking through the utilisation of ANPR CCTV technology. The performance of the contract continues to be monitored to ensure compliance with contractual KPI's.

The 2nd Year contractual KPI's are in the process of being negotiated and will be reported on at Finance & Resources Scrutiny Committee during September 2019.

CCTV

The Service is currently finalising the specification for the maintenance contract which will include a hardware refresh programme over the next 5 years.

The Service is currently working with Huber on the operational and security aspects of the MSCP (CCTV, Alarm Receiving, Door Entry, Help Point, Barriers)

Leisure Contract

A report on the performance of the Leisure Services contract was presented to Finance & Resources Scrutiny Committee on 11th June 2019. It was felt that the report and presentation from EA was well received and scrutinised.

Discussions have been held with EA concerning investment that they will be carrying out at Berkhamsted Leisure Centre during the summer, this will focus on the gym and the studio. At the request of DBC, EA will also be providing costs for some improvements on the wet-side of the leisure centre. This will include changing rooms (including disabled changing room), toilets and poolside.

EA are keen to invest in upgrading the courts at Hemel Leisure centre which will include a new 3G pitch, fencing and lighting. Unfortunately, the DUA with Hemel School expires in November 2022 and unless this is extended it will not be viable for EA to make this investment. Discussions with Hemel School are planned to take place.

A report on the Jarmans Park Athletics Track has been submitted to the Council, Officers have reviewed and have agreed to go ahead with the repairs, the works will go ahead in September

Multi-Storey Car Park

It took longer than Huber first anticipated for the utilities diversion works to be concluded, which has caused a delay to the main works. The piling commenced in June and this should result in the construction programme concluding at the end of January 2020.


The Council continues to communicate closely with Berkhamsted Town Council on MSCP matters.


Leisure Modernisation

The running of Tring Leisure Centre transferred from Everyone Active to Tring School once the refurbishment works were concluded in May. The refurbished centre was opened by the Mayor of Tring in early June and was well received by all those who attended. The School have received positive feedback from clubs and the general public since its opening and were very grateful for the Council for carrying out the improvement works.

Cabinet have given officers approval to progress to the next stage of the feasibility study to build a new leisure centre in Berkhamsted and work is ongoing with our consultants and the planning team to assess different options for the site layout.

OSC Report - Finance & Resources - Corporate and Contracted Services Jun-2019

Indicator Name	Results Jun-2019	Last Quarters Results Mar-19	Last Years Results Jun-18	RAG 	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£587253 Target: 542610	£2290149 Target: 2283120	£583571 Target: 530780	0 0 4	Updater Comments: The income is approx 8% above target. This will be regularly reviewed throughout the year. Approver Comments: The income is above target.	N/A
Dacorum Delivers - Performance excellence						
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	100% 6 / 6 Info Only	100% 7 / 7 Info Only	100% 8 / 8 Info Only		Updater Comments: N/A	No Info
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	100% 0 / 0 Info Only	100% 5 / 5 Info Only	100% 2 / 2 Info Only		No Comments	No Info
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	100% 2 / 2 Info Only	100% 1 / 1 Info Only	100% 3 / 3 Info Only		No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
DPA01 - Percentage of DPA requests met in 40 days	100% 15 / 15 Target: 100	85.71% 12 / 14 Target: 100	100% 13 / 13 Target: 100	1 0 3	No Comments	No Info

Indicator Name	Results Jun-2019	Last Quarters Results Mar-19	Last Years Results Jun-18	RAG 	Comments	Actions
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	87.5% 35 / 40 Target: 80	62.86% 22 / 35 Target: 80	96.55% 56 / 58 Target: 80	1 0 3	Updater Comments: This represents considerable improvement in complaint response time performance, which is currently at an acceptable level.	No action required at this time, performance in response times amongst Group Managers has improved this qtr. The team administering the complaint system will continue to send email prompts to alert GMs when they have a complaint nearing its completion
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	100% 1 / 1 Target: 80	20% 1 / 5 Target: 80	100% 3 / 3 Target: 80	1 0 2	Updater Comments: No comments - performance reporting at 100%	No action required at this time
FOI01 - Percentage FOI requests satisfied in 20 days	95.98% 167 / 174 Target: 100	91.15% 175 / 192 Target: 100	98.4% 185 / 188 Target: 100	1 3 0	Updater Comments: Missed Targets; 2 Revenues & Benefits 1 Property & Place 1 Strategic Planning & Regeneration 1 Financial Services 1 Environmental Services 1 Legal Governance (Dem Services)	No Info
MS01 - Average number of training opportunities taken up per Member	0.3 Opportunities 63 / 204 Info Only				No Comments	This is a good return due to new Member Induction and their mandatory training requirements



AGENDA ITEM:

SUMMARY

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

Title of report:	Performance and Risk report Quarter 1 2019/20 – Performance, People & Innovation
Contact:	Andrew Williams, Leader of the Council and Portfolio Holder Corporate & Contracted Services Author/Responsible Officer: Linda Roberts (Assistant Director – Performance , People and Innovation), Matt Rawdon (Group Manager – People) and Ben Trueman (Group Manager – Technology and Digital Transformation)
Purpose of report:	To provide the Committee with analysis of performance and risk management for the services and functions provided by the Performance, People & Innovation Division.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 1 2019/20.
Corporate objectives:	The Performance, People & Innovation division supports the delivery of all corporate objectives, although there is a particular focus on ‘modern and efficient council’.
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 work of the division supports the achievement of value for money in the pursuit of the Council’s objectives
Risk Implications	Risk Assessment regularly reviewed
Equalities	There are no equalities implications arising from this report.

Implications	
Health And Safety Implications	There are no health and safety implications arising from this report.
Consultees:	None
Background papers:	Attached: 1. Quarter 1 Operational Risk and Performance reports
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This is a regular report to the committee detailing the performance of the relevant services for this committee over the last quarter. The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> • IT – Information Technology team • FirstCare – The Council’s sickness management system • KPIs – Key performance indicators

Introduction

- 1.1 Performance reports are produced on a quarterly basis with information collated in the Council's performance management system (Rocket).
- 1.2 The performance report for the division is attached and it examines progress in relation to two key themes:
 - 1.2.1 Human Resources
 - 1.2.2 IT and Digital Services

Monitoring Performance

Human Resources

The Sickness absence outturn for Q1 has improved this quarter from last, but is slightly higher than the same quarter last year. The Council is continuing to operate a robust management process that involves a senior management team (supported by HR) reviewing every case of sickness on a monthly basis to ensure that we are taking robust and fair action. Other sickness actions include staff wellness days, stress awareness courses, mental health first aider scheme to prevent sickness as well as finding solutions to get people back to work quicker.

A contributing factor to this overall increase has been a rise in musculoskeletal injuries. In light of this the Council has commissioned our H&S team to explore accidents at work trends and practices that staff are undertaking to see what improvements can be made to avoid future musculoskeletal injuries. This is exploratory work has now concluded and there are a series of actions that are now being implemented, including: new documented safety checks to ensure correct working practices are being followed and a bespoke service training programme to support manual handling. This project has principally been at the Cupid Green Depot, but CMT has recently approved this to be expended to all other front line / manual roles.

Line managers will be put through further training on sickness absence management to equip them to effectively and proactively manage sickness absence. Currently, an HR Adviser will closely coach managers on how to effectively manage sickness cases that arise in their area, which is resource heavy and can be more reactive. The key to effective sickness absence management is the ability to act quickly as well as appropriately. Trained, confident line managers are fundamental to this approach. These sessions will commence throughout the autumn/winter period.

4.3 Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The projected annual staff turnover remains similar to the last quarter and still within recognised healthy industry standard (between 10% - 15%).

5.1 IT and Digital Services

5.2 IT Systems availability (100%) was positive within the quarter with no outages of core systems.

The number of Website Users (172,750) was a significant increase over both the previous quarter (142,588) and the same quarter in the previous year (139,702). MyDacorum, the online portal for residents, is proving a success with around 1500 registered users by the end of the quarter.

Risk Management

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

The Digital Dacorum has effectively been replaced by the New Normal programme which includes a significant strand of both customer focused and internal Technology projects. This risk will be removed from the register as New Normal is reported under PP_R018.

PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints

The majority of performance indicators and projects are in target and continue to be monitored jointly by members and senior officers.

PP_R014 Failure to achieve the service outcomes outlined in each of the new community and Leisure contracts

The community contracts are continuing to perform effectively and robust quarterly contract meetings are in place to ensure these contracts are performing at the required level, their performance is also report to the Housing and Community Overview and Scrutiny Committee.

The performance boards are set up to measure the 'Everyone Active' contract and progress on the delivery of the action plan that supports the Sports and Leisure strategy reports every six months to Housing and Community Overview and Scrutiny Committee.

PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media

There is continued growth our social media channels and is used as a primary communication tool. Our social media policy will soon be reviewed and updated. We continue to grow subscribers to Digital Digest.

PP_R016 Failure to effectively and proactively manage all aspects of employee relations

We continued to provide dedicated support and coaching for all managers engaged in employee relation issues.

PP_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development.

Human Resources continue to offer the CPD accredited management training course for middle managers and aspiring managers. Excellent feedback is regularly received.

HR continuously monitor the training need for leadership and design the corporate training offer to satisfy this need.

Leadership development is a theme within the New Normal Programme and this will be shaping the future leadership development programme.

A new learning system has been launched which can provide better management information on training needs and uptake on mandatory courses.

PP_R018 Failure to understand and respond to the current and future technology needs of the Council

Technology is a key part of the New Normal Programme (as part of the People & Technology work stream) providing an opportunity to review the Council's technology approach and to ensure it is fit for purpose for future ways of working within DBC.

Phase one of replacing desktop equipment for officers (around 420 devices) is now complete with Phase 2 (around 95 devices) well under way. As well as access to enhanced software, the new equipment provides a greater flexibility in working arrangements, such as mobile working.

The quarter also saw the final stages of work to replace equipment in DBC data centres, providing capacity for current and future requirements, and the detailed planning of procurement of a new Microsoft Enterprise Agreement. The new agreement provides the option for the Council to move much of its Microsoft application estate to their 365 (online) service.


The replacement of the Planning/Building Control application is now well under way and the new system is expected to go live in October 2019. Development of the Council's CRM solution continues and a major upgrade to the Finance system is planned to go live in September 2019. A new HR system is expected to go live in Q4.


PP_R04 Failures in ICT resilience or security leading to significant system downtime


In Q2 overall systems availability was 100%. The Council deploys a wide range of security controls and has completed delivery of resilient lines with diverse routes on the BT network to the Council's data centre.

The Council continues to review options around deployments of new or upgraded systems, whether hosted on our premises or remotely, to ensure that resilience, security and compliance are reliably assured.

OSC Report - Finance & Resources - Performance, People and Innovation Jun-2019

Indicator Name	Results Jun-2019	Last Quarters Results Mar-19	Last Years Results Jun-18	RAG 	Comments	Actions
Dacorum Delivers - Performance excellence						
ICT06 - Total number of incidents and service requests reported (ICT)	3604 Info Only	4067 Info Only	3382 Info Only		Approver Comments: Broadly in line with levels the previous year	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	91% Info Only	95% Info Only	94.48% Info Only		Approver Comments: Excellent performance from the ICT team	No Info
ICT02 - Availability of primary systems (office hours)	100% Target: 99	99.87% Target: 99	99.94% Target: 99	0 0 4	Approver Comments: Consistently excellent availability throughout the quarter	No Info

Indicator Name	Results Jun-2019	Last Quarters Results Mar-19	Last Years Results Jun-18	RAG 	Comments	Actions
HR03 - Total days lost through sickness absence	1656.5 Days Info Only	2196 Days Info Only	1481 Days Info Only		<p>Approver Comments: The sickness absence figures for the quarter have shown a reduction month on month over the quarter. The sickness scrutiny group (SSG) continues to review all monthly sickness absence to identify trends and cases that are a cause for concern. The SSG also reviews existing sickness cases to monitor progress and challenge that the Council is doing all it can to get people back to work. The other remit of the group is to identify trends / patterns of sickness that causes concern, this could be: Monday/Fridays, sickness shortly after elapsed targets, concerning trend in a particular sickness absence reason.</p> <p>There has been work undertaken within the HR team to improve the health and wellbeing of staff, which is essential in attempting to pre-empt sickness absence and improve morale within the workforce, below lists the work undertaken so far:</p> <ul style="list-style-type: none"> - Occupational Health appointments are now carried out on site for both nurse and doctor at either the Forum or Cupid Green which has made it more accessible for staff. - Wellness and health promotions: NHS health screening checks, National Walk to Work Day 5th April, Stress Awareness Month – April, Mental Health Awareness Week (Body Image) including a webinar provided by Optima Health for managing mental health issues in the workplace for managers. - Mental Health First Aider refresher training - Learning at Work Week promoted many health and wellbeing events including (not an exhaustive list): Salsa classes, Menop 	No Info

Indicator Name	Results Jun-2019	Last Quarters Results Mar-19	Last Years Results Jun-18	RAG 	Comments	Actions
HR05 - Average days lost due to sickness absence per FTE - profiled target	0.83 Days 1656.5 / 1987.44 Info Only	1.11 Days 2196 / 1981.66 Info Only	0.75 Days 1481 / 1962.73 Target: 0.64		Updater Comments: Total days lost per FTE has reduced month on month over the quarter. Approver Comments: As per my comments in HR03	No Info
HR02a - Turnover of staff	9 % Info Only	11 % Info Only	12 % Info Only		Approver Comments: Similar to last month and in line with what is considered as a healthy staff turnover rate.	No Info
Dacorum Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	172750 Info Only	142588 Info Only	139702 Info Only		Approver Comments: A significant increase in usage of the site, not only against the previous month but also against the same period last year.	No Info

Agenda Item 12

Clerk: Trudi Angel (ext. 2224)

Finance and Resources Overview & Scrutiny Committee: Work Programme 2019/20

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.

Meeting Date	Report Deadline	Items	Contact Details	Background information
22 October 2019	10 October 2019	Action Points (from previous meeting)		
		<p>Review of Commissioning Procurement Standing Orders and Commissioning Procurement Strategy</p>	<p>Group Manager, Commissioning, Procurement and Compliance Ben.Hosier@dacorum.gov.uk</p>	<p><i>The Council's Procurement Strategy was due to be reviewed and updated during 2017/18 but it became apparent that the new National Procurement Strategy for Local Government would be published in 2018 and it was decided to wait until this was published to see what impact this would have on the Council's own procurement strategy. Following the publication of the National Procurement Strategy for Local Government in Autumn 2018, there is now a need to review and update the Council's Procurement Strategy. The Procurement Standing Orders will be reviewed at the same time as the new procurement strategy to ensure that they provide robust guidance and advice to Council officers and members.</i></p>
		<p>Financial Regulations Update</p>	<p>Assistant Director Finance & Resources Nigel.howcutt@dacorum.gov.uk</p>	<p><i>The annual update and refresh of the DBC financial regulations.</i></p>

13 November 2019	1 November 2019	Action Points (from previous meeting)		
		Budget Monitoring Report Q2	Assistant Director Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Finance and Resources Q2 Performance Report	Assistant Director Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q2 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q2 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
Joint Budget 3 Dec 2019		**** Joint Budget**** ****2019-2020**** ***** <i>Ideally no further items to be added</i>	Corporate Director Finance & Operations James.deane@dacorum.gov.uk	
15 January 2020	3 January 2020	Action Points (from previous meeting)		
		Performance of the Leisure Contract	Group Manager, Commissioning, Procurement and Compliance Ben.Hosier@dacorum.gov.uk	<i>To monitor the contract</i>
Joint Budget 4 February 2020		**** Joint Budget**** ****2020-2021**** ***** <i>Ideally no further items to be added</i>	Corporate Director Finance & Operations James.deane@dacorum.gov.uk	
24 March 2020	12 March 2020	Action Points (from previous meeting)		

	Budget Monitoring Report Q3	Assistant Director Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Finance and Resources Q3 Performance Report	Assistant Director Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Corporate & Contracted Services Q3 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Performance, People & Innovation Q3 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Parking Enforcement Contract	Group Manager, Commissioning, Procurement and Compliance Ben.Hosier@dacorum.gov.uk	<i>To monitor the contract</i>