



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 13 NOVEMBER 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 Sobaan Mahmood

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

For further information, please contact Corporate and Democratic Support on 01442 228209

**AGENDA**

1. **MINUTES** (Pages 3 - 10)  
To confirm the minutes of 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**

#### **7. QUARTER 2 BUDGET MONITORING REPORT (Pages 11 - 26)**

#### **8. QUARTER 2 FINANCE AND RESOURCES PERFORMANCE REPORT (Pages 27 - 43)**

#### **9. QUARTER 2 CORPORATE AND CONTRACTED SERVICES PERFORMANCE REPORT**

Report to follow.

#### **10. QUARTER 2 PERFORMANCE, PEOPLE AND INNOVATION PERFORMANCE REPORT (Pages 44 - 48)**

#### **11. REVIEW OF ON STREET AND OFF STREET PARKING TARIFFS & CHARGES 2020/21 (Pages 49 - 62)**

#### **12. WORK PROGRAMME (Pages 63 - 64)**

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

11 SEPTEMBER 2019

#### **Present:**

Cllr Adeleke	Cllr Stevens
Cllr Barrett	Cllr Taylor
Cllr Chapman	Cllr Tindall
Cllr Sobaan Mahmood	Cllr Townsend (Vice-Chairman)
Cllr Suqlain Mahmood (Chairman)	

#### **Officers:**

M Brookes	Assistant Director – Corporate and Contracted Services
N Howcutt	Assistant Director – Finance and Resources
L Roberts	Assistant Director – Performance, People and Innovation
B Trueman	Group Manager – Technology and Digital Transformation
B Hosier	Group Manager – Procurement and Contracted Services
F Hussain	Group Manager – Legal and Corporate Services
V Coady	Commercial Contracts and Supplies Relationship Lead Officer
T Angel	Corporate and Democratic Support Officer (Minutes)

#### **Also Present:**

Councillor Williams – Leader of the Council and Portfolio Holder for Corporate and Contracted Services  
Councillor Elliot – Portfolio Holder for Finance and Resources

The meeting began at 7.32 pm.

#### **F&R/001/19 MINUTES**

The minutes of the meeting held on 9 July 2019 were agreed and then signed by the Chairman.

#### **F&R/002/19 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Claughton and 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 PARKING ENFORCEMENT CONTRACT**

B Hosier introduced the item and explained it was requested that the performance of this contract was reported to this committee every six months for the first two years of the contract. He drew member's attention to section 2 of the agenda where the ten KPI's could be found. He advised there were three KPI's that the contractor had failed on which were highlighted in red. He explained that there was a high turnover of staff in that industry due to the nature of the role and the abuse they can receive.

Councillor Tindall asked if there was a plan in place in case the staffing issue wasn't resolved. B Hosier said the contractor has held open days at the Job Centre and have attended job fairs so they're actively trying to resolve the issue. Councillor Tindall then asked what the risk was to us if the contractor continues to lose money trying to fulfil their obligations and then can't continue with the contract. B Hosier said they were in constant dialogue with the contractor to ensure that doesn't happen and they had discussed some options to consider. He added that the number of PCN's had increased recently so that could either mean that more people are parking inconsiderately or more are being caught.

Councillor Tindall said he had noticed members of the public parking in the upper deck of the Water Gardens during the working week when it is permit holders only. He asked whether we had considered increasing the signage. B Hosier advised there was a sign on the approach to the upper deck and further two signs within the upper deck. The machines have signs on them and also won't allow you to make payment during the week. B Hosier said despite that, they were considering more signage to make it clearer for the public.

Councillor Stevens asked how many civil enforcement officers they should have according to the contract. B Hosier replied it was the hour's equivalent to 6.8 people; this has decreased due to new technology.

Councillor Chapman asked how long the contract was. B Hosier advised it was a 5 + 5 year contract which included a break clause.

Councillor Chapman referred to the KPI's and asked if we could review the contractor's performance if they weren't achieving their targets. B Hosier advised that from April 2019, the second year of the contract, they have added a further 5 KPI's making it 15, and that will increase to 18 in the third year. He said all the KPI's were relevant to the service delivery and was a standard form of contract from the British Parking Association which was used all over the country.

The Chairman asked if the contractors used electric vehicles. B Hosier advised they used a very small and economic vehicle. However as part of the council's commitment to a sustainable environment they were meeting with the contractors tomorrow to discuss the potential of using electric vehicles.

The Chairman asked if we were losing money due to the contractors being understaffed. B Hosier explained that we were paid £25 per hour for each civil enforcement officer not in position, however the purpose of the service was to stop people parking inconsiderately rather than to generate income. He said ideally we

wouldn't be asking for money back from the contractors as we would rather that they were delivering the contract above our performance indicators.

Councillor Adeleke asked what would happen legally if a civil enforcement officer was assaulted. B Hosier advised that it was a criminal offence so the contractor could prosecute but fortunately there had been no incidents of violence so far in Dacorum. He added that they discussed the officer's health and safety regularly. V Coady advised that the officers do sometimes wear body cameras and M Brookes said any incidents should be reported to the police.

Councillor Tindall said he had previously raised the point of the charging bays on the upper deck of the Water Gardens no longer being accessible for DBC staff due to the way the car park was divided. He asked if there was any update on this. B Hosier advised that they were in contact with the service provider and they had looked at getting the existing charging points upgraded to make it faster to charge vehicles which is of no cost to the council. He said we had requested two more charging points on the upper deck in the white zone and two on the lower deck for members of the public to use. However, as the council is in the process of constructing a multi storey car park in Berkhamsted we are in contract to install charging points in there so that will take precedence. He advised he would have to come back to them with a date for the charging points in the Water Gardens car park.

Councillor Townsend asked if it was possible for the council to buy the charging points directly rather than go through a contract and a service provider. B Hosier said we could investigate that and produce a report but he had been advised by other local authorities that it takes roughly 6-7 years to break even on the cost of purchasing, installing and maintaining the equipment before starting to make an income. B Hosier added that technology moves at such a fast pace and he wouldn't want to incur charges for the council and take that financial risk.

Councillor Taylor asked if it was possible for the council to look at alternative providers. He said he drove a hybrid vehicle and had to pay a membership cost per month whether he uses the charging points or not. B Hosier advised we could look at alternatives which could be cheaper for the public but that may have financial implications for the council. Councillor Taylor asked that this information is shared with the committee if and when it has been investigated.

Councillor Stevens asked if the civil enforcement officers were employed by the contractors or were agency staff. B Hosier advised they were directly employed by the contractors on a full time basis. Agency staff were only used if someone has left and cover is required.

Outcome:

The Committee noted the performance of the Parking Enforcement Contract over the last 10 months and acknowledged the additional KPI's that are applicable from year 2.

**F&R/008/19 BUDGET MONITORING REPORT**

N Howcutt introduced the report and highlighted that there was a general fund pressure of £121k, the HRA has a surplus of £391k and there was a small capital slippage of £1.5m.

Councillor Tindall referred to paragraph 3.2 and noted £90k additional income for the Leisure Management Contract identified as a reduction in business rates. He asked if that meant the income from business rates will be impacted by this. N Howcutt advised as part of the contract with SLM we agreed that if they met the criteria for charitable status they would have a reduced business rates bill and if that happened we would reduce the management fee we pay to them or increase the management fee they pay to us. They met that criteria and therefore they made that payment to us. He explained that in terms of the way that business rates work, they make the payment to us and 100% of the reduction they get in business rates is beneficial for us so this is a far better way for the council to operate.

Councillor Tindall referred to paragraph 3.3 relating to the additional £50k income from the HRA. He sought clarification on whether it saved us money to use our own staff and if so how do we justify the contract. N Howcutt advised it related to small elements of work that Clean, Safe and Green carry out such as clearing gardens or storage spaces which is outside of the usual service agreement.

The Chairman referred to the previous question and asked if other areas were being neglected due to Clean, Safe and Green working elsewhere. N Howcutt replied their core business comes first and this was additional work if they had the capacity.

Councillor Townsend referred to 7.2 regarding the capital variance of £400k on Bunkers Farm and asked how that was signed off in terms of governance. N Howcutt explained that we had no option but to do the works that were required to pass the planning consent so they had a Portfolio Holder update and assessed all options. He said these things don't happen very often but they reported to Cabinet at the first available point to get the approval.

Councillor Stevens referred to 3.3 and asked if there was scope for using Sunnyside Rural Trust instead of Clean, Safe and Green. N Howcutt advised we can procure for any works and look for alternative providers but this happened to be ad-hoc and only lots of small pieces of work.

Councillor Barrett referred to 4.3 and the £90k pressure on commercial waste. He asked when the findings of the review would be reported. N Howcutt explained that Plan B had built the review of the service and fed back some initial findings and options that the service needs to take forward to the Portfolio Holder and agree some decisions on the way ahead for that service. Councillor Barrett asked what the £90k was as a percentage of the total income. N Howcutt said he would have to come back to him on that.

**Action: N Howcutt**

Councillor Barrett referred to 4.2. He asked if all the new vehicles would be coming at once or if it would be phased. N Howcutt advised it would be phased over a 2-3 year period starting in November.

The Chairman asked if the new vehicles were coming from the UK or Europe. B Hosier replied they're typically made in Europe. He said we would have entered into contract and those contracts are fixed price.

Councillor Adeleke sought clarification if it was more expensive to use agency staff. N Howcutt advised it varied significantly depending on the role but on the whole it was more expensive, particularly highly skilled roles. Councillor Adeleke said it had been discussed before about the training of graduates and paying more to attract people to work here. He asked what we were doing to resolve the issue of recruitment once and for all. L Roberts said this issue had been raised on a number

of occasions and they were making a concerted effort to look at how to improve recruitment. She said they had carried out some detailed analysis of data to understand which of the roles they found problematic, benchmarked ourselves against other authorities to see if there is an issue with pay and adjusted some of the ways of recruiting. She added that they're using agencies to help recruit some specialist roles which has proved more effective, and they were in the process of developing a micro site which gives a better view of how it feels to work for Dacorum. She summarised by saying there is a lot of activity around this and there is also a new HR system being implemented in February 2020 which will help with the collection of data and ongoing monitoring.

Councillor Tindall asked if the new fleet would be multi-purpose and could reduce cost for commercial waste. N Howcutt said the fleet would definitely be more efficient but he would need to speak to staff at Cupid Green about more detailed information.

Councillor Chapman referred to 4.3 regarding loss of customers. He asked if we had looked at the charging structures and what the charges were elsewhere so we can be more competitive. N Howcutt advised we would understand more once the final reports come back.

The Chairman asked if there was any update on garages. Councillor Elliot advised there was a report on garages coming in the autumn.

Outcome:

The Committee noted the financial position for the Council for 2019/20 as at Quarter 1.

**F&R/009/19 QUARTER 1 FINANCE AND RESOURCES PERFORMANCE REPORT**

N Howcutt introduced the report and drew attention to the KPI's. He explained that collection of debt and overdue CIL payments had caused red scores but they had reacted to the KPI's and were back on track.

Councillor Tindall referred to page 13 regarding the processing of benefit claims. He asked if there was any indication whether benefit recipients are meeting problems due to Universal Credit. N Howcutt said that Revenues and Benefits weren't seeing a huge negative impact and Housing weren't seeing an increase in arrears. He added that it was still very early days and time will tell. Councillor Tindall asked if we could keep a close eye on this.

Councillor Townsend asked where the CIL arrears were coming from. N Howcutt said it was primarily large developments and advised there is often difficulties with where the invoices go and who to chase. He said they were looking at their systems and implementing a more robust mechanism of chasing.

Councillor Barrett asked if we could introduce penalties for those that don't pay the invoices on time. N Howcutt said he wasn't sure of the specific details but generally it was down to cash flow and is often overlooked due to their programme. He added that his expectation was to get this under 40 days and hoped the better systems will help achieve that. Councillor Barrett asked if they could look into the possibility of penalties. N Howcutt said he would investigate and come back to him.

**Action: N Howcutt**

The Chairman asked N Howcutt to split the risks in the KPI. N Howcutt confirmed he would.

**Action: N Howcutt**

Outcome:

The committee noted the report.

**F&R/010/19 QUARTER 1 CORPORATE AND CONTRACTED SERVICES PERFORMANCE REPORT**

M Brookes advised that the KPI's were at an acceptable level and there were no reds to note. He drew member's attention to the successful delivery of the Local and European Elections which dominated most of the first quarter for many members of the council. He was happy to answer questions.

Councillor Tindall asked if the KPI's relating to SLM had been resolved as there were no targets to work with. B Hosier said the report had been presented in June and was very well accepted. He advised we had two aspects to the KPI's; one was the commercial and contractual performance which will be presented again in January 2020, and the other aspect sits with Linda Roberts and related to satisfaction and outcomes. Councillor Tindall felt the other aspects weren't as important as the income and funding. M Brookes said the payments were contractual and weren't performance related so we didn't need to rely on the KPI's.

The Chairman said we needed to make sure the customer satisfaction KPI was monitored as that was just as important as the financial aspect. M Brookes said that information was presented to the Housing and Community OSC so it was monitored.

Councillor Chapman asked for the timescale on completing the garage surveys. Councillor Elliot said it was due in the autumn and the report and strategy will be decided from those findings.

Councillor Tindall asked if the garage survey findings would be reported to the Housing or Finance Committee. N Howcutt advised the full report would go to the Housing Committee but some of that would fit into the budget monitoring reports. Councillor Tindall asked that if they felt that it was relevant to this committee would it be possible to discuss the financial implications. The Chairman agreed that was a reasonable ask.

Councillor Barrett asked how we marketed the sale of the garages. N Howcutt said an independent valuation was carried out and we used local agents to market them for us. Councillor Elliot added that they're marketed without planning permission.

Councillor Taylor asked what the price differences were for garages sites. N Howcutt advised that it varied so much between sites it was impossible to give him any figures. He suggested speaking to the team directly for more information.

The Chairman congratulated the legal team on winning three cases in quarter one. He asked if we had lost any cases. M Brookes advised we hadn't lost any this quarter.

The Chairman drew attention to the members training figures and asked what we were doing to increase attendance. M Brookes said training figures had increased this year compared to last year. He said it was probably due to mandatory training being introduced.



Outcome:

The committee noted the report.

**F&R/011/19 QUARTER 1 PERFORMANCE, PEOPLE AND INNOVATION PERFORMANCE REPORT**

L Roberts introduced the report and advised that they continued to monitor and manage sickness carefully. She said they had seen a rise in musculoskeletal injuries which has led the health and safety team to run some courses. Staff turnover remained the same and the ICT services were in a good position in terms of performance and the website users have significantly increased.

Councillor Tindall referred to the performance indicator ‘failure to effectively and proactively manage all aspects of employee relations’ and highlighted that the last 2 or 3 JNC meetings had been cancelled due to lack of business. He asked how the employee/employer relations were conducted if not through the JNC (Joint Negotiating Committee). L Roberts advised there were a number of employee forums for engagement and they had regular staff engagement sessions. She said she could investigate why the JNC meetings had been cancelled recently.

**Action: L Roberts**

Councillor Chapman asked for the percentage breakdown for long term and short term sickness. L Roberts said she could send them to him. Councillor Chapman added that the mentoring had been well received and congratulated them.

**Action: L Roberts**

Councillor Tindall referred to the robotics article in the local paper and asked if there would be reports coming to us on exactly what is expected to happen. L Roberts explained that it was all part of the New Normal and looking at the new ways of working, new technology and new working processes. She said they were looking at ways of taking information from one system to another to save people doing jobs that may be considered boring and allow them more time to be doing important jobs. She said once they had looked at the processes and been through tendering she would come back with an update for the committee.

Councillor Tindall asked for more detail on the new HR system. L Roberts said she could send something to all members. She summarised that it was a system used by many other authorities and it had a full suite of functionalities which links to the New Normal. Councillor Tindall asked if the system would be accessible to members. L Roberts said she would need to check and understand the definition of a user before she could confirm.

**Action: L Roberts**

Councillor Taylor asked what the process was for robotic adoption. L Roberts said she would send it procedure to the committee.

**Action: L Roberts**

Councillor Adeleke referred to his previous question about the problems with recruiting staff. He asked if they felt staff were happier and more comfortable working here. L Roberts said there would always be turnover and turnover isn't necessarily a bad thing but from the most recent staff survey people appeared to be happier and were recognising that we're continuing to try to improve their prospects which is another part of the New Normal. She added that she wasn't overly concerned about our retention figures.

The Chairman asked if we had a Dacorum App. B Trueman said they had been focusing on the website first but may look at an App in the future.

The Chairman asked if we had looked at using artificial intelligence to improve our systems. B Trueman said it was probably something we would look at in the future but one of the biggest challenges with using AI was that you have to have your data in perfect order. He said they would need to work on a data strategy first.

The Chairman referred to the musculoskeletal problems and suggested we could consider having a wellbeing board with leaflets etc.

Councillor Adeleke asked if it was easier for hackers to get into Apps. B Trueman said our network security was very resilient and they were confident they could block out any attempts of hacking.

Outcome:

The committee noted the report.

**F&R/012/19 WORK PROGRAMME**

There were no changes made to the work programme.

The meeting ended at 9.22 pm.



## AGENDA ITEM: SUMMARY

<b>Report for:</b>	<b>Finance and Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>13 November 2019</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 2 2019/20</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Caroline Souto, Team Leader Financial Planning & Analysis
Purpose of report:	To provide details of the projected outturn for 2019/20 as at Quarter 2 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
Recommendations	That Committee note the financial position for the Council for 2019/20 as at Quarter 2.
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 September 2019. The report covers the following budgets with associated appendices:

- General Fund - Appendix A. A pressure against budget of £126k is forecast.
- Housing Revenue Account (HRA) - Appendix B. A surplus of £433k is forecast.
- Capital Programme - Appendix C. Budget re-phasing to future years of £3.1m is forecast, which is less than 5% of the overall programme. £2.3m is HRA and £0.8m is General Fund. An in year pressure on capital budgets of £0.6m is forecast.

## 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 £126k, less than 1% of the net cost of services budget.

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

<b>Table 1</b>	<b>Key Financial Pressure</b>	<b>Description</b>
<b>Scrutiny Committee</b>		
Housing and Community	£195k	Garage Income
Strategic Planning and Environment	£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.

<b>Table 2</b>	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Finance & Resources	16,382	16,394	12	(0.1%)
Strategic Planning and Environment	8,467	8,979	512	6.0%
Housing & Community	537	549	12	2.2%
<b>Total Operating Cost</b>	<b>25,386</b>	<b>25,922</b>	<b>536</b>	<b>2.1%</b>
Investment Property	(4,317)	(4,357)	(40)	0.9%
Core Funding	(21,070)	(21,440)	(370)	1.8%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(1)</b>	<b>125</b>	<b>126</b>	

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

<b>Table 3 Finance &amp; Resources</b>	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Employees	10,636	10,667	41	0.4%
Premises	1,970	2,021	51	2.6%
Transport	224	227	3	1.3%
Supplies & Services	3,953	4,037	84	2.1%
Third-Parties	672	709	37	5.5%
Transfer Payments	47,144	47,144	0	0.0%
Income	(5,360)	(5,564)	(204)	3.8%
Other Income	(47,584)	(47,584)	0	0.0%
Earmarked Reserves	4,727	4,727	0	0.0%
<b>Total</b>	<b>16,382</b>	<b>16,394</b>	<b>12</b>	<b>0.1%</b>

	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Investment Property	(4,317)	(4,357)	(40)	0.9%
Core Funding	(21,070)	(21,440)	(370)	1.8%
<b>Total</b>	<b>(25,387)</b>	<b>(25,708)</b>	<b>(410)</b>	<b>1.6%</b>

#### 3.1 Income - £204k over achievement of budget

The forecast overachievement of income against budget includes:

- £120k additional income relating to the Council's leisure management contract, arising from a reduction in business rates costs to the contractor.

- £80k of additional Insurance income. This relates to Insurance costs being recovered from Housing leaseholder properties and will be passed back to the Housing Revenue Account via internal recharges.

### 3.2 Core Funding - £370k 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 £370k against core funding budgets. These include:

- Increased new burdens funding of £155k, 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. In addition £35k of Brexit funding has been received in order to prepare for withdrawal from the European Union.
- 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.
- Investment Income is forecast to exceed budget by £80k as balances of cash reserves are higher than had been anticipated due to lower than budgeted capital expenditure.
- 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.
- Insurance recharges to the HRA will be reduced by £80k due to additional income from Leaseholders' charges.

## 4. Strategic Planning and Environment

Table 4 Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	10,334	10,635	301	2.9%
Premises	948	991	43	4.5%
Transport	1,187	1,372	185	15.6%
Supplies & Services	2,286	2,270	(16)	(0.7%)
Third-Parties	84	82	(2)	(2.4%)
Income	(6,164)	(6,164)	0	0
Earmarked Reserves	(208)	(208)	0	0.0%
<b>Total</b>	<b>8,467</b>	<b>8,979</b>	<b>512</b>	<b>6.0%</b>

#### 4.1 Employees - £301k pressure against budget

The forecast pressure against employee budgets includes:

- £180k additional staff and agency backfilling within Planning. The planning service have been very successful in driving new business and planning income as shown in para 4.3, hence officers have had to be realigned to these new specific planning projects and additional short term agency staff have had to be recruited to backfill substantive posts. This has resulted in additional agency costs in backfilling these posts. The planning service are working on a short and medium term resource plan to reduce these issues going forward.
- £70k in Waste Services due to current pressures on the service. New waste vehicles are due to be operational from November, however in the meantime non-availability of current split-bodied fleet is sometimes requiring additional separate rounds for co-mingled and food with the associated crews because replacement hire vehicles with a 70:30 split are not frequently available. This is also giving rise to a pressure in fuel costs of £50k.

#### 4.2 Transport - £185k pressure against budget

A pressure of £135k relates to the maintenance of ageing fleet vehicles in Waste Services, including additional short term hire costs and repair costs. Fuel costs are also tracking above budget by £50k.

#### 4.3 Income – no overall variance against budget

This budget line includes the forecast surplus on Planning fees of £75k, however this is being offset by a pressure of £90k relating to the Commercial Waste service, where income 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

Table 5 Housing and Community	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	3,920	3,899	(21)	(0.5%)
Premises	886	665	(221)	(24.9%)
Transport	18	18	0	0.0%
Supplies & Services	1,389	1,361	(28)	(2.0%)
Transfer Payments	55	5	(50)	(90.9%)
Income	(5,575)	(5,183)	392	(7.0%)
Earmarked Reserves	(156)	(216)	(60)	38.5%
<b>Total</b>	<b>537</b>	<b>549</b>	<b>12</b>	<b>2.2%</b>

### **5.1 Premises - £221k 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, and the results of this are expected later this calendar year.

### **5.2 Income - £392k 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%. A Project Manager has been appointed to lead the formation of a consolidated garage management strategy, and progress will be reported back to Members in 2020.

### **5.3 Supplementary budgets requested**

A specialist project manager has been commissioned to lead on improvements to the garage letting process. A drawdown of £30k from the Invest to Save reserve has been requested in the Quarter 2 Cabinet report to fund this expenditure.

## **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 £433k. 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 - £234k overachievement of income**

The forecast overachievement of income includes the following:

- Additional income is being recovered through Housing Benefit of £140k. This relates to Housing Benefit subsidy for tenants in supported housing.
- £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.
- £30k surplus due to re-let properties moving to the correct rent level (known as Formula Rent).



#### 6.4 Tenants' Charges - £85k underachievement on budget

A review of tenants and leaseholder service charges has led to a forecasted deficit of £85k related to a reduction in tenants' service charges. Budgets will be realigned in the next budget setting round.

#### 6.5 Supervision and Management - £369k underspend against budget

The forecast underspend against budget includes:

- £270k relating to vacancies across the service. Recruitment to these vacancies is currently underway.
- £80k reduction in the recharge to the HRA relating to Insurance. This relates to income from Insurance charges payable by Leaseholders.

### 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	Rephasing	Revised Budget	Forecast	Variance	
	£000	£000	£000	Outturn £000	£000	%
Finance & Resources	9,410	(561)	8,849	9,439	590	6.7%
Strategic Planning and Environment	4,648	0	4,648	4,616	(32)	(0.7%)
Housing & Community	6,184	(198)	5,986	5,986	0	0.0%
<b>GF Total</b>	<b>20,242</b>	<b>(759)</b>	<b>19,483</b>	<b>20,042</b>	<b>558</b>	<b>2.9%</b>
<b>HRA Total</b>	<b>43,050</b>	<b>(2,308)</b>	<b>40,742</b>	<b>40,742</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>63,292</b>	<b>(3,067)</b>	<b>60,226</b>	<b>60,784</b>	<b>558</b>	<b>0.9%</b>

## 7.2 General Fund Major Variances

There is projected rephasing of £0.8m into 2020/21 on the General Fund, and a forecast overspend of £0.6m.

The projected rephasing to future years includes:

- Line 54: slippage of £190k on Rossgate Shopping Centre – Structural Works. Phase 1 of works comprises the replacement of windows at the rear of the residential block and is planned to be completed in this financial year. Phase 2 comprises the replacement of the curtain wall window frame system at the front of the precinct (excluding shopfronts). Phase 2 works are planned to be undertaken during spring/summer 2020 once a final design and specification has been agreed that is in keeping with the phase 1 upgrades.
- Line 80: slippage of £100k on Resurfacing of Athletics Track. Upgrade of the hammer cage will take place this year, but the main resurfacing work is now scheduled to take place early in 2020/21.
- Line 90: slippage of £270k on Hemel Hempstead pool air handling unit. This work has been deferred until spring 2020 as the temporary heating supply will require a good base level outside air temperature to reach the temperature required on poolside.
- Line 157: slippage of £198k on Garage Development Programme. Completion is now expected slightly later which will push the expenditure into 2020/21.

The forecast additional spend of £0.6m includes:

- Line 58: additional spend of £109k on 58 High St (Old Town). Following the issuance of a Dangerous Structure Notice, an independent structural engineer was commissioned to assess the structural integrity of the property. The structural report recommended essential works to the walls and shop front of the building to prevent its collapse, in the interest of public health and safety.
- Line 74: additional spend of £400k on Bunkers Farm. Construction commenced in mid-June 2019 and will be completed by the end of November. Substantial planning costs have been incurred to date, and a requirement for additional archaeological work has brought about additional expense.

A supplementary budget of £400k has been requested to fund this expenditure.

- Line 94: additional spend of £0.25m on Tring Swimming Pool. Additional works were required to complete the project, including resurfacing of the swimming pool and upgrade work to the changing room ceiling. After contributions from Tring School to fund a portion of the works, the overall variance to budget is reduced to £30k.

### 7.3 Capital Virements Proposed

**Berkhamsted Leisure Centre Improvement Works:** Working with Everyone Active, the Council has agreed a project for internal improvement works to Berkhamsted Sports Centre. This will include refurbishing the gym, main studio and circulation spaces to be paid for by Everyone Active and improvement works to the changing rooms (including disabled changing), health suite, toilets, showers, refurbishment of the pool hall, and new lights in the sports hall and swimming pool, which will be paid for by the Council. The cost to the Council will be £276k.

There are existing capital leisure budgets which can be reallocated to fund this expenditure:

- £100k budget allocated to Hemel Sports Centre roof
- £150k budget allocated to Berkhamsted Sports Centre Building Management System
- £26k budget allocated to Replace Pool Cover Structure Hemel Sports Centre.

The Hemel Sports centre roof does not require replacing, the Berkhamsted Building Management System is not required given the medium term plans to upgrade the building, and the pool cover structure has already been delivered under budget.

Budget virements to re-allocate this expenditure to Berkhamsted Leisure Centre Improvements Works have been proposed.

### 7.4 Additional Capital Budgets

**Replacement of payment kiosks in the Customer Services Unit:** The payment kiosks are due to be unsupported by the current provider from the end of March. In order to continue processing payments in an efficient manner, replacement kiosks at a cost of £25k are required. A supplementary capital budget of £25k has been requested to fund this.

### 7.5 Housing Revenue Account Major Variances

There is projected rephasing on HRA of £2.3m and a forecast balanced outturn position.

- Line 207 and 217: these lines offset each other, as the budget for land acquisition of Eastwick Row is built in to the New Build General line. Once the land has been acquired, virements will be requested to transfer the appropriate portion of the budget to the correct scheme.
- Line 208: slippage of £1.3m on Martindale. The site is progressing well and is still expected to complete mid 2020/21, however a greater part of the costs will now be in 2020/21. A proportion of the contingency is also not expected

to be required, however this will be confirmed when the project is nearer to completion.

- Line 209: Strategic Acquisitions – Housing. £161k of expenditure is required in order to buy back a leasehold property which had been sold under the Right to Buy scheme. The tenants expressed a desire to sell the property back to the Council and there is high demand for similar properties in the area. A supplementary budget has been requested in the Quarter 2 Cabinet report.
- Line 211: underspend of £0.5m on Stationers Place with slippage of £0.9m. The scheme is due to complete in Q1 of 2020/21.
- Line 213 and 214: overspend of £0.7m on Swing Gate Lane, due to a number of factors including planning requirements, some contamination on site, archaeological issues and client changes.
- Line 216: accelerated spend of £0.35m on Coniston Road. The land purchase had been budgeted in 2020/21 but is now expected to take place in 2019/20.
- Line 218: slippage of £0.4m on St. Margaret's Way. The scheme was put on hold for a number of months whilst options for the site were reviewed. This has led to slippage into 2020/21.


## **8. Conclusions and recommendations**

- 8.1** As at Quarter 2 2019/20, there is a forecast pressure of £126k against General Fund budgets and a forecast surplus of £433k against Housing Revenue Account budgets.
- 8.2** As at Quarter 2 2019/20, against General Fund capital there is forecast budget rephasing of £0.8m and a forecast pressure of £0.6m. Against Housing Revenue Account capital schemes, budget rephasing of £2.3m 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 2.



**Dacorum Borough Council**  
*Revenue Budget Monitoring Report for September 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
<b>Cost of Services</b>									
Finance and Resources	608	930	322	6,672	5,192	(1,480)	16,382	16,394	12
Housing and Community	23	(37)	(60)	463	(259)	(722)	537	549	12
Strategic Planning and Environment	403	1,172	769	4,517	4,761	244	8,467	8,979	512
<b>Operational Costs</b>	<b>1,034</b>	<b>2,065</b>	<b>1,031</b>	<b>11,652</b>	<b>9,694</b>	<b>(1,958)</b>	<b>25,386</b>	<b>25,922</b>	<b>536</b>
<b>Other Items</b>									
Investment Property	(34)	(90)	(56)	(3,163)	(3,063)	100	(4,317)	(4,357)	(40)
Investment Income	(16)	(135)	(119)	(94)	(269)	(175)	(188)	(268)	(80)
Interest Payments and MRP	81	0	(81)	485	237	(248)	970	805	(165)
Parish Precept Payments	0	0	0	816	816	0	816	816	0
Government Grants	(182)	(186)	(4)	(1,089)	(2,306)	(1,217)	(2,179)	(2,334)	(155)
Taxation (Council Tax and Business Rates)	(1,356)	23,481	24,837	(8,138)	(26,003)	(17,865)	(16,276)	(16,276)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,507)</b>	<b>23,070</b>	<b>24,577</b>	<b>(11,183)</b>	<b>(30,588)</b>	<b>(19,405)</b>	<b>(21,174)</b>	<b>(21,614)</b>	<b>(440)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(351)	(68)	283	(2,107)	(28)	2,079	(4,213)	(4,183)	30
<b>Net Movement on General Fund Working Balance</b>	<b>(460)</b>	<b>25,067</b>	<b>25,527</b>	<b>544</b>	<b>(20,922)</b>	<b>(21,466)</b>	<b>(1)</b>	<b>125</b>	<b>126</b>

 <b>Housing Revenue Account</b> <b>2019/20 Outturn Revenue Budget Monitoring Report</b>				
	<b>Adjusted Budget £000</b>	<b>Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
<b>Income:</b>				
Dwelling Rents	(52,536)	(52,770)	(234)	0.4%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,626)	(1,476)	150	-9.2%
Leaseholder Charges	(487)	(552)	(65)	13.3%
Interest and Investment Income	(435)	(435)	0	0.0%
Contribution towards Expenditure	(645)	(620)	25	-3.9%
<b>Total Income</b>	<b>(55,831)</b>	<b>(55,955)</b>	<b>(124)</b>	<b>0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,068	12,068	0	0.0%
Supervision & Management	12,783	12,414	(369)	-2.9%
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%
<b>Total Expenditure</b>	<b>55,831</b>	<b>55,522</b>	<b>(309)</b>	<b>-0.6%</b>
Transfer to / (from) Housing Reserves	0	0	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(433)</b>	<b>(433)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2019	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(433)	(433)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2020</b>	<b>(2,892)</b>	<b>(3,325)</b>	<b>(433)</b>	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>General Fund</b>												
<b>Finance and Resources</b>												
<b>Commercial Assets and Property Development</b>												
47	Service Lease Domestic Properties	Richard Rice	30,000	0	0	0	0	30,000	0	30,000	0	0
48	Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	(60,000)	(60,000)	0	0	0	0	0
49	Demolition of Civic Centre	Richard Rice	0	433,527	0	0	0	433,527	124,893	433,527	0	0
50	Victoria Hall Tring Staircase Renewal	Richard Rice	20,000	0	0	0	0	20,000	13,727	22,000	0	2,000
51	Bennetts End Community Centre - Replace Roof	Richard Rice	0	0	0	0	0	0	(1,509)	0	0	0
52	Adeyfield Community Centre - replace roof	Richard Rice	0	0	0	0	0	0	(4,710)	0	0	0
53	Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	0	11,144	0	11,144	0	0
54	Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	0	300,901	0	110,000	(190,901)	0
55	Leys Road - Roof	Richard Rice	0	0	0	0	0	0	(1,712)	0	0	0
56	The Denes Shopping Centre - Renew Walkway & Canopy Covering	Richard Rice	0	27,286	0	0	0	27,286	20,440	20,440	0	(6,847)
57	Grovehill Shopping Centre - renew car park	Richard Rice	30,000	0	0	0	0	30,000	0	30,000	0	0
58	58 High St (Old Town), Hemel - Remove and Rebuild Wall	Richard Rice	0	40,900	0	0	0	40,900	19,826	150,000	0	109,100
59	100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	0	14,000	0	14,000	0	0
60	Half Moon Yard - Replace soffit/facia & external facade	Richard Rice	0	18,000	0	0	0	18,000	0	0	0	(18,000)
61	Long Chaulden Roof	Richard Rice	0	55,020	0	0	0	55,020	0	55,020	0	0
62	Bellgate - Walkway Renovation	Richard Rice	0	66,000	0	0	0	66,000	0	66,000	0	0
63	Stoneycroft - Car Park Refurbishment	Richard Rice	55,000	0	0	0	0	55,000	0	55,000	0	0
64	Hobbs Hill - Window and Door Renewal	Richard Rice	15,000	0	0	0	0	15,000	0	0	0	(15,000)
65	Bennettsgate - Window Renewal	Richard Rice	90,000	(4,250)	0	0	0	85,750	0	85,750	0	0
67	Central Nursery Roof Replacement	Richard Rice	15,000	0	0	0	0	15,000	0	15,000	0	0
68	Northbridge Road Highway Improvements	Richard Rice	45,000	0	0	0	0	45,000	0	45,000	0	0
69	Queens Square Canopy Renewal	Richard Rice	50,000	0	0	0	0	50,000	0	50,000	0	0
70	Land Adjacent to Okeford Drive	Richard Rice	0	0	36,000	0	36,000	36,000	36,000	36,000	0	0
71	Kingshill Cemetery - Toilet Provision	Richard Rice	0	29,502	0	0	0	29,502	75,001	111,843	0	82,341
72	Heath Lane Chapel - Replace roof	Richard Rice	0	14,000	0	0	0	14,000	0	14,000	0	0
73	Kingshill Cemetery Infrastructure (New Burial Area)	Richard Rice	0	40,000	0	0	0	40,000	0	0	0	(40,000)
74	Bunkers Farm	Richard Rice	200,000	548,881	0	0	0	748,881	452,285	1,148,881	0	400,000
			<b>550,000</b>	<b>1,654,911</b>	<b>36,000</b>	<b>(60,000)</b>	<b>(24,000)</b>	<b>2,180,911</b>	<b>734,240</b>	<b>2,503,604</b>	<b>(190,901)</b>	<b>513,594</b>
<b>Procurement and Contracted Services</b>												
78	Berkhamsted Sports Centre - Roof Replacement	Ben Hosier	0	1,100	0	0	0	1,100	(4,000)	1,100	0	0
79	Hemel Hempstead Sports Centre - Roof	Ben Hosier	100,000	0	0	0	0	100,000	0	100,000	0	0
80	Dacorum Athletics Track - Resurface Track	Ben Hosier	(350,000)	550,000	0	0	0	200,000	0	30,000	(100,000)	(70,000)
81	Hemel Hempstead Sports Centre - Astrotrurf renewal	Ben Hosier	0	70,000	0	0	0	70,000	0	70,000	0	0
82	Berkhamsted Sports Centre - Installation of new hot water calorifiers	Ben Hosier	0	50,000	0	0	0	50,000	0	50,000	0	0
83	Berkhamsted Sports Centre - Building Management System	Ben Hosier	0	150,000	0	0	0	150,000	0	150,000	0	0
84	Leisure Works - Berkhamsted Swimming Pool Walls Refurbishment	Ben Hosier	33,000	0	0	0	0	33,000	0	33,000	0	0
85	Leisure Works - Jarmans Athletics Track Renew Floodlights	Ben Hosier	18,000	0	0	0	0	18,000	20,925	20,925	0	2,925
86	Leisure Works - Replacement of Disability Hoists Hemel and Berkhamsted	Ben Hosier	20,000	0	0	0	0	20,000	0	17,000	0	(3,000)
87	Leisure Works - Replacement of Fire Exit Door (Hemel)	Ben Hosier	20,000	0	0	0	0	20,000	0	27,000	0	7,000
88	Leisure Works - Replacement of Circulation Pump (Hemel)	Ben Hosier	12,000	0	0	0	0	12,000	0	12,000	0	0
89	Leisure Works - Replace Pool Cover Structure (Hemel)	Ben Hosier	64,000	0	0	0	0	64,000	0	28,000	0	(36,000)
90	Leisure Works - Replace Air Handling Unit in the Pool (Hemel)	Ben Hosier	390,000	0	0	0	0	390,000	0	0	(270,000)	(120,000)
93	Hemel Hempstead Sports Centre - Arena Seating	Ben Hosier	0	0	112,000	0	112,000	112,000	0	112,000	0	0
94	Tring Swimming Pool	Ben Hosier	0	284,527	0	0	0	284,527	533,859	533,859	0	249,332
95	Car Park Refurbishment	Ben Hosier	260,000	303,235	0	(383,235)	(383,235)	180,000	0	180,000	0	0
96	Multi Storey Car Park Berkhamsted	Ben Hosier	1,162,093	2,456,181	0	0	0	3,618,274	1,335,611	3,618,274	0	0
98	Works to The Forum - Pigeon Proofing of Photovoltaic Panels	Ben Hosier	20,000	0	0	0	0	20,000	16,571	16,571	0	(3,429)
			<b>1,749,093</b>	<b>3,865,043</b>	<b>112,000</b>	<b>(383,235)</b>	<b>(271,235)</b>	<b>5,342,901</b>	<b>1,902,966</b>	<b>4,999,729</b>	<b>(370,000)</b>	<b>26,828</b>

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CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Development Management and Planning</b>											
102 Planning Software Replacement	Sara Whelan	0	64,614	0	0	0	64,614	45,113	114,614	0	50,000
		<b>0</b>	<b>64,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,614</b>	<b>45,113</b>	<b>114,614</b>	<b>0</b>	<b>50,000</b>
<b>Finance &amp; Governance Management</b>											
106 Civic Zone Regeneration Upgrade (DevCo)	James Deane	650,000	(85,129)	0	0	0	564,871	55,048	564,871	0	0
		<b>650,000</b>	<b>(85,129)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564,871</b>	<b>55,048</b>	<b>564,871</b>	<b>0</b>	<b>0</b>
<b>Information, Communication and Technology</b>											
119 Rolling Programme - Hardware	Ben Trueman	75,000	0	45,000	0	45,000	120,000	70,257	120,000	0	0
120 Software Licences - Right of Use	Ben Trueman	50,000	0	0	0	0	50,000	1,497	50,000	0	0
121 Website Development	Ben Trueman	0	26,841	0	0	0	26,841	1,755	26,841	0	0
122 Mobile Working	Ben Trueman	45,000	0	(45,000)	0	(45,000)	0	0	0	0	0
123 Future vision of CRM	Ben Trueman	(110,000)	241,344	0	0	0	131,344	28,397	131,344	0	0
124 Improvement works to The Forum	Ben Trueman	0	94,793	0	0	0	94,793	52,989	94,793	0	0
		<b>60,000</b>	<b>362,978</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>422,978</b>	<b>154,895</b>	<b>422,978</b>	<b>0</b>	<b>0</b>
<b>People</b>											
128 EIS Replacement	Matt Rawdon	0	70,000	0	0	0	70,000	0	70,000	0	0
		<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0</b>
<b>Property and Place</b>											
132 Disabled Facilities Grants	Alan Mortimer	741,000	10,670	0	0	0	751,670	307,747	751,670	0	0
		<b>741,000</b>	<b>10,670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>751,670</b>	<b>307,747</b>	<b>751,670</b>	<b>0</b>	<b>0</b>
<b>Revenues, Benefits and Fraud</b>											
Revenues and Benefits new servers	Chris Baker	0	12,000	0	0	0	12,000	0	12,000	0	0
		<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>
<b>Totals: Finance and Resources</b>		<b>3,750,093</b>	<b>5,955,087</b>	<b>148,000</b>	<b>(443,235)</b>	<b>(295,235)</b>	<b>9,409,945</b>	<b>3,200,008</b>	<b>9,439,466</b>	<b>(560,901)</b>	<b>590,422</b>
<b>Housing and Community</b>											
<b>Procurement and Contracted Services</b>											
144 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	0	0	25,000	21,265	25,000	0	0
145 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
146 CCTV Equipment Refresh	Ben Hosier	490,000	0	0	(245,000)	(245,000)	245,000	0	245,000	0	0
		<b>515,000</b>	<b>33,627</b>	<b>0</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>303,627</b>	<b>21,265</b>	<b>303,627</b>	<b>0</b>	<b>0</b>
<b>People</b>											
150 Verge Hardening Programme	Matt Rawdon	350,000	(106,063)	0	0	0	243,937	14,382	243,937	0	0
151 Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	0	0	25,000	0	25,000	0	0
152 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	3,000	20,000	0	0
		<b>370,000</b>	<b>(81,063)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,937</b>	<b>17,382</b>	<b>288,937</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>											
156 Affordable Housing Development Fund	David Barrett	1,629,000	2,062,567	0	0	0	3,691,567	2,594,424	3,691,567	0	0
157 Northend & Westerdale (Garage Development)	David Barrett	370,000	1,407,359	0	0	0	1,777,359	515,430	1,579,159	(198,200)	0
159 Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0	0	17,668	0	0	0
160 Temporary Accommodation - creation of new units	David Barrett	90,000	32,711	0	0	0	122,711	87,257	122,711	0	0
		<b>2,089,000</b>	<b>3,502,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,591,637</b>	<b>3,214,779</b>	<b>5,393,437</b>	<b>(198,200)</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>2,974,000</b>	<b>3,455,201</b>	<b>0</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>6,184,201</b>	<b>3,253,427</b>	<b>5,986,001</b>	<b>(198,200)</b>	<b>0</b>

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**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>Strategic Planning and Environment</b>												
<b>Environmental Services</b>												
168	Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	0	0	0	10,000	1,695	10,000	0	0
169	Waste & Recycling Service Improvements	Craig Thorpe	36,000	11,414	0	0	0	47,414	53,850	57,000	0	9,586
170	Commercial Waste Collection System	Craig Thorpe	0	1,700	0	0	0	1,700	7,500	7,500	0	5,800
172	Gadebridge Park - Renovation of White Bridge	Craig Thorpe	250,000	209,426	0	0	0	459,426	4,428	380,000	0	(79,426)
173	Cupid Green Waste Site Renovation	Craig Thorpe	100,000	0	0	0	0	100,000	0	120,000	0	20,000
174	Cupid Green Welfare Facilities	Craig Thorpe	90,000	0	0	0	0	90,000	0	90,000	0	0
175	Fleet Replacement Programme	Craig Thorpe	1,122,328	1,715,643	0	0	0	2,837,971	669,507	2,837,971	0	0
176	Fleet Services Renew Plant & Equipment	Craig Thorpe	46,500	155,000	60,000	0	60,000	261,500	0	261,500	0	0
177	Fleet Service Management System Upgrade	Craig Thorpe	34,000	(22,000)	0	0	0	12,000	275	24,000	0	12,000
			<b>1,688,828</b>	<b>2,071,183</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>	<b>3,820,011</b>	<b>737,255</b>	<b>3,787,971</b>	<b>0</b>	<b>(32,040)</b>
<b>Strategic Planning and Regeneration</b>												
181	Maylands Phase 1 Improvements	Chris Taylor	0	0	0	0	0	0	(13,844)	0	0	0
182	Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	80,000	54,015	0	0	0	134,015	0	134,015	0	0
183	Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	(9,645)	0	0	0
184	Town Centre Access Improvements	Chris Taylor	565,000	74,280	0	0	0	639,280	0	639,280	0	0
185	The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	0	0	55,000	0	55,000	0	0
			<b>645,000</b>	<b>183,295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>828,295</b>	<b>(23,489)</b>	<b>828,295</b>	<b>0</b>	<b>0</b>
<b>Totals: Strategic Planning and Environment</b>			<b>2,333,828</b>	<b>2,254,478</b>	<b>60,000</b>	<b>0</b>	<b>60,000</b>	<b>4,648,306</b>	<b>713,766</b>	<b>4,616,266</b>	<b>0</b>	<b>(32,040)</b>
<b>Totals - Fund: General Fund</b>			<b>9,057,921</b>	<b>11,664,766</b>	<b>208,000</b>	<b>(688,235)</b>	<b>(480,235)</b>	<b>20,242,452</b>	<b>7,167,201</b>	<b>20,041,733</b>	<b>(759,101)</b>	<b>558,382</b>

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
198 Planned Fixed Expenditure	Alan Mortimer	12,000,000	0	0	0	0	12,000,000	4,183,384	12,000,000	0	0
199 Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	101,568	0	0	0
200 M&E Contracted Works	Alan Mortimer	700,000	0	0	0	0	700,000	386,584	700,000	0	0
201 Communal Gas & Heating	Alan Mortimer	3,000,000	0	0	0	0	3,000,000	1,178,971	3,000,000	0	0
202 DBC Commissioned Capital Works	Alan Mortimer	(439,505)	3,420,524	0	0	0	2,981,019	639,366	2,981,019	0	0
203 Special Projects	Alan Mortimer	146,000	767,853	0	0	0	913,853	0	862,000	(51,853)	0
		<b>15,406,495</b>	<b>4,188,377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,594,872</b>	<b>6,489,873</b>	<b>19,543,019</b>	<b>(51,853)</b>	<b>0</b>
<b>Strategic Housing</b>											
207 New Build - General Expenditure	David Barrett	(326,953)	5,750,715	0	0	0	5,423,762	5,775	4,098,421	0	(1,325,341)
208 Martindale	David Barrett	8,221,449	2,021,510	0	184,516	184,516	10,427,475	3,427,869	9,167,959	(1,259,516)	0
209 Strategic Acquisitions - Housing	David Barrett	0	0	0	0	0	0	272	160,660	0	160,660
210 Kylna Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	(15,990)	50,230	0	50,230
211 Stationers Place / Apsley Paper Mill	David Barrett	3,895,519	2,193,192	0	0	0	6,088,711	1,139,761	4,663,001	(930,000)	(495,710)
212 Able House	David Barrett	0	0	0	0	0	0	31,748	17,700	0	17,700
213 Swing Gate Lane	David Barrett	0	0	0	0	0	0	109,168	391,100	0	391,100
214 Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	0	172,620	312,600	0	312,600
215 Bulbourne	David Barrett	800,000	34,656	0	(748,937)	(748,937)	85,719	0	69,956	(15,763)	0
216 Coniston Road	David Barrett	60,000	39,200	0	(15,557)	(15,557)	83,643	27,620	435,000	351,357	0
217 Eastwick Row	David Barrett	120,000	11,529	0	0	0	131,529	79,424	1,135,429	103,900	900,000
218 St Margaret's Way	David Barrett	400,000	41,148	0	0	0	441,148	0	20,148	(421,000)	0
219 Paradise Fields	David Barrett	150,000	5,739	0	(34,071)	(34,071)	121,668	35,536	144,500	34,071	(11,239)
220 Gaddesden Row	David Barrett	100,000	(7,668)	0	339,168	339,168	431,500	324,056	383,002	(48,498)	0
221 Randalls Ride	David Barrett	120,000	0	0	(60,000)	(60,000)	60,000	0	40,000	(20,000)	0
222 Garage Sites - New Build Developments	David Barrett	500,000	0	0	(400,000)	(400,000)	100,000	0	100,000	0	0
223 Wilstone	David Barrett	120,000	0	0	(60,000)	(60,000)	60,000	7,582	9,600	(50,400)	0
		<b>14,160,015</b>	<b>10,090,021</b>	<b>0</b>	<b>(794,881)</b>	<b>(794,881)</b>	<b>23,455,155</b>	<b>5,345,442</b>	<b>21,199,306</b>	<b>(2,255,849)</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>0</b>	<b>(794,881)</b>	<b>(794,881)</b>	<b>43,050,027</b>	<b>11,835,315</b>	<b>40,742,325</b>	<b>(2,307,702)</b>	<b>0</b>
<b>Totals - Fund: Housing Revenue Account</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>0</b>	<b>(794,881)</b>	<b>(794,881)</b>	<b>43,050,027</b>	<b>11,835,315</b>	<b>40,742,325</b>	<b>(2,307,702)</b>	<b>0</b>
<b>Totals</b>		<b>38,624,431</b>	<b>25,943,164</b>	<b>208,000</b>	<b>(1,483,116)</b>	<b>(1,275,116)</b>	<b>63,292,479</b>	<b>19,002,516</b>	<b>60,784,059</b>	<b>(3,066,803)</b>	<b>558,383</b>

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## Agenda item:

### Summary

Report for:	<b>Finance &amp; Resources Overview and Scrutiny Committee</b>
Date of meeting:	<b>11<sup>th</sup> September 2019</b>
Part:	<b>1</b>
If Part II, reason:	

Title of report:	<b>Finance &amp; Resources Performance and Operational Risk Report Quarter 2 2019/20</b>
Contacts:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources  Nigel Howcutt, Assistant Director, Finance and Resources.
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the 2nd quarter 2019/20, July - September.
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 2 2019/20.
Corporate objectives:	The provision of effective financial services and the allocation of resources such as building assets and facilities management support all five of the Council's corporate objectives, with particular reference to <i>Delivering an efficient and modern council</i> and, through Revenues, Benefits and Fraud division, <i>Building Strong and Vibrant Communities</i> .
Implications:	<u>Financial</u> Contained within the body of the report.
'Value for money' implications	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets & Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
Background papers:	Previous performance reports to Scrutiny.

Glossary of acronyms and any other abbreviations used in this report:	F&R OSC- Finance and Resources Overview and Scrutiny Committee.
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1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.
2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 2 of 2019/20 (July – September).

Appendix 1 – Finance & Resources Qtr. 2 Operational Risk Register.

Appendix 2 – Finance and Resources Qtr. 2 Performance Report.

3. All scores as set out in the Operational Risk Register at Appendix 2 have been reviewed for 2019/20 Quarter 2, and comments added to the appendix.
4. The Performance Report, Appendix 2, highlights that 14 out of 15 KPI's have been reported as green and performance is strong. There is 1 amber rated KPI;
  - **FIN03** – The General Fund expenditure outturn forecast is reported as amber, as based on the August position. There is a timing delay between the production of this report and the financial reporting. As of September early indications are that the pressure on the general fund will be £125k, which is less than 1% of the operational budget.
5. The CIL debt is now being targeted separately and will be reported as such to members. The nature of CIL invoices is that they are often very large payments scheduled over a long period of time and hence can have a large proportional impact on the overall debt collection service. The new targets for this debtor collection will be agreed and reported for quarter 3.
6. As at quarter 1 overall operational performance is strong and the controls and mitigations in place for operational risk are deemed to be strong.



## Quarter 2 Operational Risk Report

**Sep-2019**

## Summary

The over all risk score for each or the risks highlighted within this report are arrived at by multiplying the score given for the probability of the risk happening and the severity of the consequences of this risk.

The probability and severity are scored 1-4 relating to their severity as shown in the below table

The severity of the overall risk score can also be found in the below table

Risk Score	Probability	Severity
1	Low	Low
2	Medium	Medium
3	High	High
4	Severe	Severe

Overall Score	RAG
0 - 4	Green
6 - 10	Amber
12 - 16	Red

Inherent Probability	Inherent Impact	Inherent Risk Score	Mitigated Probability	Mitigated Impact	Mitigated Risk Score
Finance & Resources					
FR_F02 Delays to Capital programme					Nigel
4	2	8	3	2	6
FR_F03 Variances in General Fund revenue budget					Nigel
3	2	6	2	2	4
FR_I02 Failure to optimise income generated by commercial assets					Nigel
3	3	9	2	3	6
FR_R01 Council Tax and Business Rates collections rates drop below budget					Nigel
3	2	6	3	2	6
FR_R02 Delays and errors in the processing of Benefits claims					Nigel
4	3	12	3	2	6



Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_F02 Delays to Capital programme

Quarterly Update

The Quarter 2 Capital report is showing a 5% slippage of the capital programme into 2020/21, and a pressure on the capital budget of less than 1%.

Inherent Impact	Inherent Probability	Inherent Risk Score
2	4	8
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
2	3	6

LabelImpactTitle

Many of the major projects within the Capital Programme are fundamental to delivery of the Council's corporate objectives. Therefore significant delays can impact on the achievement of the corporate plan.

Financial decision-making is negatively affected if the timing of projects in the Capital Programme is wrong. This can result in lost investment income or increased interest costs as the Council moves closer to the point where it will need to borrow.

The estimated delivery date is considered as part of the decision to allocate capital funds to one project over another. If estimated timings are not accurate, there is a risk that the allocation of funds is not being decided on appropriately.

If inaccurate project management is tolerated, there is a risk that the culture of financial management across the Council will be negatively affected which will have consequences for wider financial decision-making.

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



#### Controls to manage the risk

The controls that have been implemented to mitigate this risk target the robustness of capital bids both at the time they are submitted and throughout the delivery phase of the projects.

In particular, scrutiny is focussed on those elements of the capital bid that experience indicates are the primary cause of delays to capital projects. These include

- How robust are the assumptions on the estimated duration of the procurement exercise?
- How realistic is the estimated time taken for contractors to deliver the works?
- How realistic are the assumptions on officer availability to manage the project on time?

The rationale behind this approach is that an increased culture of challenge will lead to more realistic programming of future capital projects, and therefore a reduced likelihood of slippage.

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

- Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs;
- Corporate Management Team (CMT) receive a quarterly report on the progress of capital projects against anticipated timeframes;
- Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects;
- Reports go to Cabinet and all Overview and Scrutiny Committees (OSC) every quarter. These reports have been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members.

#### Evidence the risk is being managed

The majority of the current £63m capital programme, is to be delivered on time and to schedule. There is only a minor budget pressure of less than 1% and a slippage of around 5%.

FR\_F03 Variances in General Fund revenue budget

Quarterly Update

As at Qtr 2 there is a small revenue pressure of £125k on the general fund, as detailed in the Qtr 2 budget monitoring report.

This equates to less than 1% of the Net cost of services.

This pressure is in line with the quarter 1 position and budget holders are working closely with finance colleagues to deliver a balanced budget by year end.

Inherent Impact	Inherent Probability	Inherent Risk Score
2	3	6
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
2	2	4

LabelImpactTitle

Accurate, well-controlled budgeting relates directly to the achievement of the Dacorum Delivers corporate objective, and indirectly, through the financial decision-making process, to the achievement of all of the Council’s corporate objectives.

Inaccurate budgeting negatively affects the Council’s ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council.

Failure to address the causes of inaccurate budgeting could negatively impact the Council’s culture of financial management, which in turn increases the risk of poor financial decision-making.

Controls to manage the risk

The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences.

It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as incorporating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate budgets.

The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year’s budget bids from Group Managers.

This scrutiny process is augmented by the Budget Review Group (BRG), consisting of Chief Officer Group and representatives from the Portfolio Holder group, which provides early Member-level challenge.

There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and considered by Cabinet and Council.

Once approved, in-year budget performance is managed through monthly meetings between accountants and budget holders, which underpin monthly reports to CMT and quarterly reports to Cabinet and OSCs.

The Council’s Financial Regulations provide a guide to all budget-holders and are subject to annual review.

Evidence the risk is being managed

At year end 2018/19 the general fund returned a balanced budget with the ongoing mitigation plans assisting in delivering a balanced budget.

The Qtr 1 General Fund pressure reported was £121k, and the quarter 2 projection is in line with that projection.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_I02 Failure to optimise income generated by commercial assets

Quarterly Update

The Qtr 1 strong performance has continued into Qtr 2 with income budgets being achieved, occupancy above targetted levels and arrears below projected levels.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	3	9
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	2	6

LabelImpactTitle

The council has a significant portfolio of commercially let properties, which provides one of the council's largest sources of income.

Council officers must attempt to maximise income from these assets whilst avoiding the risk of vacant properties and increasing bad debts, which could arise if rents are set too high, and would jeopardise the council's achievement of its corporate objectives of Regeneration and Dacorum Delivers.

The continuing recession and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.

Controls to manage the risk

The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occurring reducing from a score of 3, which is shown in the Residual Probability (i.e. after controls implemented) being a 1.

Estates officers responsible for negotiating rent reviews hold monthly meetings with the Debtors team to track current bad debtors. This increases their understanding of the economic pressures businesses are facing, and how it can impact on council income.

There are currently Corvu performance targets to maintain the number of voids (empty properties) below 5%, and to keep the rent arrears below 10%. Failure to meet either of these targets would prompt further investigation.

Evidence the risk is being managed

In 2018/19 the commercial property service achieved occupancy of 96.2% with rent arrears of only 5%. This performance is above the targeted KPI levels and well ahead of commercial expectations.

Another strong first half yearly performance in the commercial assets team. Income is achieving budgeted levels and occupation is at 96% with only 23 out of 609 commercial properties vacant.

Marketing and refurbishment continues as the service strives to maximise occupancy levels.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_R01 Council Tax and Business Rates collections rates drop below budget

Quarterly Update

CT and Business rates are on track to achieve the expected collection rates at the half way point of the year.

Inherent Impact	Inherent Probability	Inherent Risk Score
2	3	6
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
2	3	6

LabelImpactTitle

Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year.

Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.

Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.

Controls to manage the risk

The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection.

Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible.

Direct debit payment is recommended for all customers – a pre-filled instruction is sent to all non-DD payers with their annual bill or a first bill for a new taxpayer. The direct debit method reduce the risk of under-collection because it eliminates the risk of a payer forgetting to make a monthly payment.

There is an active programme for taking formal recovery action against non payers.

Evidence the risk is being managed

At quarter 1 CT and Business rates collection has achieved expected levels, but it is still early in the financial year and careful monitoring is required.

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

Quarterly Update

A strong first half year performance supported by the fact that all benefits KPI's are being achieved.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	4	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
2	3	6

LabelImpactTitle

This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council.

Customers could suffer personal hardship resulting from delays or errors in the processing of claims.

Significant reputational risk associated with high-profile errors.

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

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

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

Controls to manage the risk

The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account.

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

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

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

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


This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly improved performance over the last 6 months.

Evidence the risk is being managed

The KPI's for the housing benefit service in Qtr 1 and Qtr 2 are all being excelled. The average time to process a change of housing benefit claims is 5.5 days for Qtr 2 a slight improvement on the last quarter.


The time taken to process housing benefit claims is 14.7 days which is the lowest level in the last 12 months and exceeds the targetted expectation.


OSC Report - Finance & Resources - Finance and Resources Sep-2019

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
Dacorum Delivers - Efficiencies						
RBF01 - Average time taken to decide a new claim for Housing Benefit	14.7 Days 3217 / 219 Target: 20	15.6 Days 3643 / 233 Target: 20	19.6 Days 11559 / 589 Target: 20	0   0   4	Updater Comments: Q2 has seen exceptional performance on new claim processing. This is a result of consistent resourcing and stable volumes of claims being received.	No Info
RBF02 - Average time taken to decide a change event for Housing Benefit	5.5 Days 27288 / 4936 Target: 6	5.7 Days 40374 / 7032 Target: 6	9.8 Days 54348 / 5574 Target: 10	0   1   3	Updater Comments: Consistency from the first quarter has continued into the second quarter. This is a much improved position on last year and demonstrates how well resources have been managed over the summer period compared to historical performance.	No Info
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	97% 9156 / 9401 Target: 89	84% 8295 / 9826 Target: 89	92% 8456 / 9143 Target: 98	0   2   2	Approver Comments: Although the team has not quite achieved its target, this is a good performance across the summer months. Due to holidays, the team resource is at its lowest level, and it was unfortunately further depleted due to unexpected sickness absence. In these circumstances, getting so near to the target is a good achievement, and it is also good to see an improvement compared to the same period last year.	No Info
FIN03 - General Fund expenditure - outturn forecast against budget	£17157000 Target: 16605000	£17058000 Target: 16605000	£17868000 Target: 17335000	0   4   0	Approver Comments: The position reported is the approved forecast outturn position as at August 2019. The approved forecast outturn position for September 2019 will be updated on the performance management system once available.	No Info



Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG	Comments	Actions
FIN04 - HRA expenditure outturn forecast against budget	£55627000 Target: 55831000	£55559000 Target: 55831000	£56151000 Target: 56070000	0   0   4	Approver Comments: The position reported is the approved forecast outturn position as at August 2019. The approved forecast outturn position for September 2019 will be updated on the performance management system once available.	No Info
FIN05 - HRA income - outturn forecast against budget	£55899000 Target: 55831000	£55898000 Target: 55831000	£56032000 Target: 56070000	0   0   4	Approver Comments: The position reported is the approved forecast outturn position as at August 2019. The approved forecast outturn position for September 2019 will be updated on the performance management system once available.	No Info
FIN06 - General Fund Capital Expenditure - outturn forecast against budget	£20310301 Target: 20722687	£20310301 Target: 20722687	£18870154 Target: 24515814	0   0   4	Approver Comments: The position reported is the approved forecast outturn position as at August 2019. The approved forecast outturn position for September 2019 will be updated on the performance management system once available.	No Info
FIN07 - HRA Capital Expenditure: outturn forecast against budget	£43050027 Target: 43844908	£43050027 Target: 43844908	£35248557 Target: 39023557	0   0   4	Approver Comments: The position reported is the approved forecast outturn position as at August 2019. The approved forecast outturn position for September 2019 will be updated on the performance management system once available.	No Info
FIN08 - Investment income: outturn forecast against budget	£751590 Target: 623000	£743030 Target: 442000	£641350 Target: 442000	0   0   4	No Comments	No Info
FIN11 - Investment Property Income ytd budget against ytd actual	£3438801 Info Only	£2233855 Target: 2185152	£3216867 Info Only	0   0   1	No Comments	No Info

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
FIN01 - Percentage of creditor trade invoices paid within 30 days	97.6% 3012 / 3087 Target: 97	98.2% 2968 / 3022 Target: 97	98.5% 2847 / 2889 Target: 97	0   0   4	No Comments	No Info
FIN02a - Time taken for debtors to pay	19.9 Days Target: 40	18.8 Days Target: 40	22.5 Days Target: 40	0   0   4	Approver Comments: Outstanding CIL debt, most of which is on longer- term repayment plans, has been removed from the calculation of performance against this indicator as at September 2019. An additional indicator for CIL is being created.	No Info
Dacorum Delivers - Value for money						
RBF05 - Council Tax collection rate	57.2% Target: 57	29.8% Target: 29.8	57.6% Info Only	0   0   2	Approver Comments: Collection remains in line with the expected profile.	No Info
RBF04 - NNDR (Business Rates) in-year collection rate	51.5% Target: 51	28.7% Target: 28.7	51.6% Target: 51.6	0   1   3	Approver Comments: Collection remains broadly in line with the expected profile.	No Info
Regeneration - Drive value from Council owned assets						
CP01 - Percentage of commercial property occupation	96.06% 585 / 609 Target: 95	96.22% 586 / 609 Target: 95	95.73% 583 / 609 Target: 95	0   0   4	Updater Comments: There are 24 Void properties in total. 6 properties (25%) are under offer and in solicitors hands which we are hoping to complete shortly. There was 1 completion in September. 14 (58%) of the void properties need refurbishment or substantial remedial works before they can be marketed. There are 4 (17%) properties which are in a marketable condition.	No Info

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
CP02 - Percentage arrears on commercial property rents	7% 401638 / 5831632 Target: 8	7% 415889 / 5831632 Target: 8.75	7% 363803 / 5006201 Target: 8.75	0   0   4	Updater Comments: The overall debt level at circa 6.89% has remained broadly consistent over the last 12 months. This is in line with the difficult trading environment for small business. A large number of the debtors are on payment plans which assists in managing the arrears whilst keeping the properties occupied in difficult trading times and has helped tenants stay in business.	No Info



## 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 2 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 Communities) 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 2 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 2 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"> <li>• IT – Information Technology team</li> <li>• FirstCare – The Council’s sickness management system</li> <li>• KPIs – Key performance indicators</li> </ul>

## **Introduction**

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

- Human Resources
- IT and Digital Services

## **Monitoring Performance**

### *Human Resources*

1.2 The Sickness absence outturn for Q2 has increased in this quarter from last, but has decreased from the position 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, to prevent sickness as well as finding solutions to get people back to work quicker. We have recently rolled out the flu jab for all front line workers in preparation for the winter months and carried out 'know your numbers' sessions, where a nurse undertakes vital health checks on staff (e.g. blood pressure, diabetes, BMI).

1.3 Musculoskeletal absence continues to have an impact on the higher levels of sickness absence. The Corporate health and safety exploratory stage of the project into accidents at work has concluded and the actions are being implemented, including: new documented safety checks and a bespoke service training programme to support manual handling.

1.4 Line managers will be put through further training on sickness absence management throughout the winter 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.

1.5 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 a recognised healthy industry standard (between 10% - 15%).

### *IT and Digital Services*

1.6 IT Systems availability (99.95%) was positive within the quarter. There were two very short-term issues: one the result of a hardware (disk) failure within the primary data centre; the other (which affected satellite offices) due to an issue with a third party telecoms provider.

1.7 Numbers of Website Users (144,681) represented a drop from the previous quarter (172,750), likely to be due to holidays, but a year-on-year increase of around 9% reflects continued development of website and commitment to make transactions available online.

## **Risk Management**

### **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.

The performance boards are set up to measure the 'Everyone Active' contract.

### **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. 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 HR 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 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 100 devices) around 50% complete. As well as access to enhanced software, the new equipment provides a greater flexibility in working arrangements, such as mobile working.

The quarter saw a major upgrade to the Council's Finance system implemented. The replacement of the Planning/Building Control application is close to completion and the new system expected to go live later in 2019. Development of the Council's CRM solution continues and a new HR system is expected to go live by the end of the financial year.

**PP\_R04 Failures in ICT resilience or security leading to significant system downtime**

In Q2 overall systems availability was 99.95%. 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.

Q3 sees the beginning of the Council's application for continued accreditation within the Cabinet Office PSN (Public Sector Network), including penetration tests designed to expose potential vulnerabilities by third party security experts.





<b>Report for:</b>	<b>Finance &amp; Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>13 November 2019</b>
<b>Part:</b>	<b>I</b>

<b>Title of report:</b>	<b>Review of On Street and Off Street Parking Tariffs &amp; Charges 2020/21</b>
<b>Contact:</b>	<p>Andrew Williams, Portfolio Holder for Corporate &amp; Contracted Services</p> <p>Mark Brookes, Assistant Director for Corporate &amp; Contracted Services</p> <p>Author/Responsible Officer Ben Hosier - Group Manager – Procurement &amp; Contracted Services</p> <p>Steve Barnes – Parking Services Team Leader</p>
<b>Purpose of report:</b>	<ol style="list-style-type: none"> <li>1. To provide committee with an overview of the findings and conclusions of the review of parking charges.</li> </ol>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That Committee acknowledge the following:             <ol style="list-style-type: none"> <li>a. The costs associated with the operation of the Council's parking service.</li> <li>b. Current DBC parking charges against other car parks within neighbouring towns</li> <li>c. The proposed changes to the on-street and off-street parking tariffs and charges for 2020/21 as set out in option 1.</li> <li>d. The proposed space allocation at Lower Kings Road MSCP</li> </ol> </li> </ol>
<b>Period for post policy/project review</b>	Parking usage will be reviewed as part of the ongoing monthly budget monitoring and quarterly budget monitoring report that is presented to this committee
<b>Corporate objectives:</b>	<p><b>A Clean , Safe and Enjoyable Environment &amp; Ensuring Economic Growth and Prosperity</b></p> <p>On-Street and Off-Street parking supports a clean, safe and enjoyable environment and supports economic growth and prosperity which are both priorities of the Council's vision.</p>

	<p><b>Delivering an Efficient and Modern Council</b></p> <p>The Council's car parks provide an income stream. Optimising income assists the General Fund to achieve a balanced budget.</p>
<p>Implications: 'Financial'</p> <p>'Value for money'</p>	<p><u>Financial</u></p> <p>Based upon the 2017/18 car park usage it is envisaged that the proposed increase in tariffs and charges will realise an additional income net of Vat of £196,000 per annum from April 2020*.</p> <p>*This figure includes the income from Lower Kings Road MSCP</p> <p>The cost of implementing these tariff increases will be approximately £30,000 which will include the cost of the legal processes, consultations, amendments to signs, etc.</p> <p><u>Value for money</u></p> <p>The background report demonstrates that the proposed increase in tariffs for off-street car parks are still relatively low when compared to car park charges in comparable towns.</p>
Risk implications	<p>The report identifies that there has been no increase in off-street car park tariffs since April 2017 and no increases in resident parking since their inception in 2003.</p> <p>Should a decision be made to not increase the parking tariffs this will incrementally lead to additional strain on the General Fund.</p>
Community Impact Assessment	A community impact assessment is shown as an annexe to this report
Health and safety Implications	There are no direct implications on Health & Safety via the implementation of these price increases. In fact the additional revenue that will be generated will help the Council to maintain the safety and security aspects of the car parks to retain the ParkMark accreditation.
Consultees:	<p>Portfolio Holder/Corporate Officers Group</p> <p>Formal consultation on the preferred option for varying charges will take place through the formal Traffic Order making process.</p>
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	<p>MSCP – Multi-Storey Car Park</p> <p>MTFS – Medium Term Financial Strategy</p> <p>PCN – Penalty Charge Notice</p>

## **1. Background**

- 1.1 Although there is not a statutory obligation on the Council to provide any public parking facilities, the Council manages both on-street and off-street parking across the borough. This includes the management and enforcement of a number of public car parks and on-street parking spaces, controlled parking zone schemes, bay suspensions and dispensations. The primary purpose of the Parking Service is to improve the local environment by improving road safety and managing the competing local demands for kerb space.
- 1.2 Local authorities need to cover their costs in relation to parking. Maintenance, management and long-term investment in the quality of the car parks are all serious considerations that must be taken into account.
- 1.3 In support of the Council's MTFS there is a need to identify budget savings or increased income to cover the cost of providing the parking service including maintaining and refurbishing car parks and transport related initiatives.
- 1.4 The Council last increased parking charges during 2017 and resident permits have not been reviewed since their inception back in 2003. It is felt that this is an ideal opportunity to review these charges for 2020/21.

## **2. Purpose**

2.1 The purpose of this paper is to:

- Provide an overview of the costs to operate the Council's parking service;
- Review the current parking charges against other public and private car parks within the neighbouring towns;
- Identify proposals for increasing parking charges in support of the Council's Medium Term Financial Strategy.
- Propose space allocation for the Lower Kings Road MSCP.

## **3. Findings**

### *3.1 Expenditure*

3.1.1 Managing and operating parking services across the borough is an increasingly expensive service and expenditure is separated in to on-street and off-street budgets. Any income surplus that is generated from on-street parking is ring-fenced and must be invested back in to parking related services whereas income from off-street can be used to support the General Fund.

3.1.2 The on-street element of parking has always operated at a deficit and the off-street at a surplus, overall the parking service operates at a surplus.

3.2 The main aspects of expenditure involved in the delivery of the service are as follows:

- Contract costs (enforcement & transactional costs)
- Staffing & support costs (operational & management)
- Maintenance & improvements (repairs and lines & signs)
- Capital works (car park resurfacing programme)
- Other (depreciation and recharges)

3.3 This is offset by the following:

- PCN income;
- Permit income;
- Pay & park income;
- Other (income from filming or bay suspensions).

	2019/20*	2018/19	2017/18	2016/17	2015/16
Expenditure	£1,911,528	£1,657,852	£1,941,038	£1,813,095	£1,683,192
Income	£2,335,440	£2,279,802	£2,278,759	£2,180,801	£2,096,178
Surplus/Deficit	£423,912	£254,397	£337,722	£367,706	£412,987

\*current forecast

### 3.4 Charges

3.4.1 The table below identifies the current parking charges of other town centre public car parks in neighbouring towns as well as private car parks in Hemel Hempstead.

3.4.2 The data clearly shows that the current charges and new proposed charges still fall well below the parking charges in relation to the surrounding areas.

- For short stay parking (up to 4 hours) DBC tariffs for option 1 are over 25% lower than the next lowest tariff (Marlowes & Riverside) and over 54% lower than Watford.
- For long stay parking (up to 10 hours) DBC tariffs for option 1 are over 43% lower than the next lowest tariff (Riverside) and over 80% lower than Watford.

Town	Up to 30 min	0.5 - 1	1 - 2	2 - 3	3 - 4	4 - 5	5 - 6	6 - 7	7 - 8	8 - 10
<b>Town Centre Public Car Parks</b>										
Milton Keynes	N/A	£0.50	£2.00	£10	£10	£10	£10	£10	£10	£10
Watford	N/A	N/A	£2.00	£3.10	£4.10	£5.10	£6.10	£10.50	£15.00	£15.00
Stevenage	£0.60	£1.70	£2.50	£3.20	£4.00	£5.00	£9.00	£9.00	£9.00	£9.00
St Albans	£0.70	£1.30	£2.90	£3.30	£4.40	£5.40	£5.40	£10.90	£10.90	£10.90
Aylesbury	N/A	£1.00	£2.00	N/A	£3.50	£5.00	£8.00	£8.00	£8.00	£8.00
Hemel average Current	£0.61	£0.69	£1.09	£1.51	£1.79	£2.74	£2.74	£2.74	£2.74	£2.74
Hemel average Option 1	£0.60	£0.78	£1.13	£1.39	£1.86	£2.83	£2.83	£2.83	£2.83	£2.83
Hemel average Option 2	N/A	£0.89	£1.27	£1.53	£1.93	£2.80	£2.80	£2.80	£2.80	£2.80
Hemel average Option 3	N/A	£0.60	£1.20	£1.80	£2.50	£4.00	£4.00	£4.00	£4.00	£4.00
<b>Private Car Parks Hemel Hempstead</b>										
NCP Hemel Hempstead	N/A	N/A	£4.00	£7.00	£7.00	£10	£10	£10	£10	£10
Marlowes	N/A	N/A	£2.00	N/A	£2.50	N/A	£5.00	N/A	N/A	N/A
Riverside	N/A	N/A	£2.00	N/A	£2.50	£5.00	£5.00	£5.00	£5.00	£5.00
Hemel Train Station	£8.50 per day peak		£4.80 per day off-peak			£102 monthly				
Berkhamsted Train Station	£8.50 per day peak		£6.00 per day off-peak			£102 monthly				
Tring Train Station	£8.50 per day peak		£6.00 per day off-peak			£102 monthly				

## 4. DBC Tariffs

### 4.1 Options for consideration

The initial review identified three options for reviewing the current parking charges, the preferred option is to implement **option 1**;

**Option 1** – focussing on areas with high demand with proportionate increases to maximise income from the asset plus an element of rounding up or done for user and administrative convenience;

**Option 2** – a standardisation of parking charges per area by taking the average hourly rate payable within the area and applying it to all car parks within the area;

**Option 3** – as per Option 2 but a standardisation of parking charges across the borough (includes removing free parking in Tring).

	Net Income inc. MSCP	Increase	Percentage	Net Income exc. MSCP	Percentage exc. MSCP
Current Tariff	£1,699,313*	-	-	£1,447,620	
Option 1	£1,895,322	£196,009	11.53%	£1,665,902	15.08%
Option 2	£2,001,949	£302,636	17.81%	£1,751,463	20.99%
Option 3	£1,974,958	£621,950	16.22%	£1,749,604	20.86%

\* Taking account of the MSCP (removes the income from Lower Kings Road surface car park and The Moor and replaces it with the proposed income from the MSCP)

Further details of each proposal can be found under “Annex A – Proposal Details”

- 4.2 The above findings have identified that the Council’s current parking tariffs are significantly lower than other public and private operated car parks. The short stay tariff is over 25% lower and the long stay tariff is over 43% lower than the next lowest tariffs. There is therefore an opportunity to consider increasing charges to ensure that the service continues to cover its costs and produce a surplus which can be used to support the council’s general fund activities.
- 4.3 The preferred proposal (option 1) enables the Council to make proportionate parking tariffs increases across the borough without having a significant impact on users of the car parks or local businesses.
- 4.4 Options 2 and 3 provide an opportunity to standardise the parking tariffs across the areas (proposal 2) and the borough (proposal 3). However, options 2 & 3 would mean that some areas would face a disproportionate increase in charges and would also mean removing free parking at the 5 car parks which currently have free parking including important sites such as Tring Town Centre and Canal Fields Berkhamsted, which is not desirable and may have a negative impact on the local economies.
- 4.5 The Council’s Medium Term Financial Strategy includes projections for car park increases. The increases proposed in Option 1 meet the projections contained with the MTFS.  
It is suggested that the preferred tariff increases are repeated again for the 2022/23 period which is in line with the assumption of the MTFS.

## 5. Berkhamsted MSCP Space Allocation

- 5.1 The Berkhamsted Town Centre location is currently home to 6 main car parks. Four of these are public car parks owned and operated by the Council, a further one is used by customers of the Waitrose supermarket and the final one is located at Berkhamsted train station.
- 5.2 The car parks vary in size and permitted duration of stay and tariff charges. Two of the car parks are free to use, although the Waitrose car park should only be used by visitors to the supermarket.  
Usage of the car parks also varies and this is dependent on the day of the week and the time of day
- 5.3 Using the most recent full year data from 2018/19 the car park usage and capacity in the local area has been analysed. It has identified the following parking habits:
- 68% of parking sessions in DBC car parks are up to 2 hours in duration
  - 27% of parking sessions in DBC car parks are up to 4 hours in duration
  - 5% of parking sessions in DBC car parks are over 4 hours in duration
  - 73% of usage falls between Mon – Friday, although Saturday is the most popular day
- 5.4 Based upon the above analysis and feedback from the Town Council and local businesses, the following space allocation is proposed.
- Levels 0-3 are allocated for short stay parking for up to 4-hours maximum stay. This will provide 145 spaces and give up to 4 hours parking for shoppers.
  - Levels 4-5 are allocated for long stay parking of 4+ hours. This will allow 75 spaces for users who would like to park for longer than 4 hours.
  - Levels 6-7 are allocated as annual season tickets primarily for local business. It is suggested that these bays will be given out for a 12-month period and will be drawn on a first come first served basis following a fair application process. This will provide an additional 78 bays for staff of local businesses and should free up parking spaces from where they are currently parking.
  - There is no space allocation for any trolley bays for users of the Waitrose supermarket, this is because it is assumed that users will opt to use the free to use short stay Waitrose car park rather than pay to use the MSCP. Should trolley bays be required, then each one will take up one of the car park spaces and it is proposed to charge Waitrose a full price.
  - There will be no extended sized bays for parents with toddlers.
- 5.5 It is proposed to set out the short stay/long stay/business permits as suggested and review them during the first 12 months of operation, should these need to be reviewed to ensure that the space allocation meets customer requirements.
- 5.6 If the Council do not sell all 78 business permits, consideration will be given to removing business permits and Levels 4-7 be re-allocated as long stay parking of 4+ hours as we would not be able to split a level as part permit and part long stay.

**6. Process**

Subject to feedback from Finance and Resources Overview and Scrutiny a Portfolio Holder Record Sheet will be produced to enable the proposed tariffs to go out to consultation, then to Joint Scrutiny as part of the Fees & Charges element of the budget on 4th February and Cabinet and Full Council later on in February ready for implementation for April 2020.

**7. Conclusions**

The review highlights that the tariffs which the Council charges are significantly less than other private car parks within the area and less than neighbouring towns. The proposed increases recommend a proportionate increase which meet the council's MTFS projection and are therefore recommended for approval.

## Annex A – Proposal Tariff Increase Options

### Overview

In addition to the proposed tariff increases, the proposal also recommends the following changes;

- The removal of all off-street parking tariffs for below 60 minutes, with the exception being Water Gardens South.
- Increase the cost of Staff permits from £25 to £40
- Increase the cost of CPZ permits from £25 to £40 1<sup>st</sup> permit, from £40 to £60 2<sup>nd</sup> permit and from £40 to £70 3<sup>rd</sup> permit.

There is an assumption in the MTFs that increasing parking tariffs will generate £70k net of VAT from parking and £36k from permits. There will be a one off cost of approximately £30k to change the tariffs, so any increase in parking charges must generate at least £136k.

### Option 1 (preferred option)

Implementing this proposal would generate a further £196,000 per annum based upon the parking usage from 2018/19 and includes proposed income from the new MSCP.

The increases are based upon reasonable proposed increases and rounding up or down the tariffs to make them easier to use for customers. The increase from permits is just an increase of £15 for the first permit, £20 for the second permit and £30 for the third permit.

Additional income generated	Cost of tariff change	MTFS Assumption	MSCP income generated	2020/21 budget assumption	Surplus
£196,000	£ 30,000	£106,000	£373,000	£371,000	<u>£62,000</u>

It is projected that this proposal would generate an annual revenue of £373k net of VAT from the new MSCP, this is against the £371k that is built in to the 2020/21 budget.

**This will result in a surplus of £62k.**



## Option 2

Implementing this proposal would generate a further £302,000 per annum based upon the parking usage from 2018/19 and includes proposed income from the new MSCP.

The increases from parking tariffs are based upon by taking the average hourly rate payable within the area rounding up or down the tariffs and applying it to all car parks within the area. The increase from permits is just an increase of £15 for the first permit, £20 for the second permit and £30 for the third permit.

Additional income generated	Cost of tariff change	MTFS Assumption	MSCP income generated	2020/21 budget assumption	Surplus
£302,000	£ 30,000	£106,000	£394,000	£371,000	<u>£189,000</u>

It is projected that this proposal would generate an annual revenue of £394k net of VAT from the new MSCP, this is against the £371k that is built in to the 2020/21 budget.

**This will result in a surplus of £189k.**

## Option 3

Implementing this proposal would generate a further £275,000 per annum based upon the parking usage from 2018/19 and includes proposed income from the new MSCP.

The increases from parking tariffs are as per Option 2 but a standardisation of parking charges across the borough. There is an introduction of a charge for the first hours parking in Tring (which is currently free), all tariffs across the borough are standardised and rounded up or down which results in some tariffs reducing and some increasing. The increase from permits is just an increase of £15 for the first permit, £20 for the second permit and £30 for the third permit.

Additional income generated	Cost of tariff change	MTFS Assumption	MSCP income generated	2020/21 budget assumption	Surplus
£275,000	£ 30,000	£106,000	£336,000	£371,000	<u>£104,000</u>

It is projected that this proposal would generate an annual revenue of £336k net of VAT from the new MSCP, this is against the £371k that is built in to the 2020/21 budget.

**This will result in a surplus of £104k.**

There is a financial risk with this option – there is no guarantee that the volume of people that currently park for free in Tring for 1 hour will pay to park in a DBC car park.

## Annex B – Option 1 Proposal Tariff % Increase

Location	Unit Measurement	2019/20 Charge	2020/21 Proposed	% Change
Wood Lane End (Previously Duxons Turn)	Up to 30 minutes	0.10	Remove	n/a
Wood Lane End (Previously Duxons Turn)	Up to 2 Hours	0.40	0.50	25.0%
Wood Lane End (Previously Duxons Turn)	Up to 3 Hours	0.70	0.80	14.3%
Wood Lane End (Previously Duxons Turn)	Up to 4 Hours	1.00	1.20	20.0%
Wood Lane End (Previously Duxons Turn)	Up to 10 Hours	1.60	2.00	25.0%
Wood Lane End (Previously Duxons Turn)	annual season ticket (limited to 30)	250.00	250.00	0.0%
The Gables	Up to 1 Hour	0.50	0.60	20.0%
The Gables	Up to 2 Hours	0.70	0.80	14.3%
The Gables	Up to 3 Hours	0.90	1.00	11.1%
The Gables	Up to 4 Hours	1.10	1.20	9.1%
The Gables	Up to 10 Hours	1.60	1.70	6.2%
High Street	Up to 1 Hour	0.50	0.50	0.0%
High Street	Up to 2 Hours	0.70	0.80	14.3%
High Street	Up to 3 Hours	0.90	1.00	11.1%
High Street	Up to 4 Hours	1.10	1.20	9.1%
High Street	Up to 10 Hours	1.60	1.70	6.2%
High Street	Annual resident permit	50.00	80.00	60.0%
Queensway	Up to 1 Hour	0.60	0.60	0.0%
Queensway	Up to 2 Hours	1.00	1.10	10.0%
Queensway	Up to 3 Hours	1.30	1.40	7.7%
Queensway	Up to 4 Hours	1.60	1.80	12.5%
Queensway	Up to 10 Hours	2.50	2.70	8.0%
Alexandra Road	Up to 1 Hour	0.60	0.60	0.0%
Alexandra Road	Up to 2 Hours	1.00	1.10	10.0%
Alexandra Road	Up to 3 Hours	1.30	1.40	7.7%
Alexandra Road	Up to 4 Hours	1.60	1.80	12.5%
Alexandra Road	Up to 10 Hours	2.50	2.70	8.0%
Water Gardens (North) upper deck	Up to 1 Hour	0.80	1.00	25.0%
Water Gardens (North) upper deck	Up to 2 Hours	1.40	1.60	14.3%
Water Gardens (North) upper deck	Up to 3 Hours	2.00	2.20	10.0%
Water Gardens (North) upper deck	Up to 4 Hours	2.50	2.70	8.0%
Water Gardens (North) upper deck	Up to 10 Hours	3.50	4.00	14.3%
Water Gardens (North) upper deck	Staff Permits	25.00	40.00	60.0%
Water Gardens (North) lower deck	Up to 1 Hour	0.80	1.00	25.0%
Water Gardens (North) lower deck	Up to 2 Hours	1.40	1.60	14.3%
Water Gardens (North) lower deck	Up to 3 Hours	2.00	2.20	10.0%
Water Gardens (North) lower deck	Up to 4 Hours	2.50	2.70	8.0%
Water Gardens (North) lower deck	Up to 10 Hours	3.50	4.00	14.3%
Water Gardens (South)	Up to 30 minutes	0.50	0.60	20.0%
Water Gardens (South)	Up to 1 Hour	1.00	1.20	20.0%
Water Gardens (South)	Up to 2 Hours	1.60	1.80	12.5%
Moor End Road	Up to 4 Hours	2.50	2.70	8.0%
Moor End Road	Up to 10 Hours	4.00	4.00	0.0%
Park Road	Up to 1 Hour	0.60	0.70	16.7%
Park Road	Up to 2 Hours	0.80	0.90	12.5%
Park Road	Up to 3 Hours	1.00	1.10	10.0%
Park Road	Up to 4 Hours	1.20	1.40	16.7%
Park Road	Up to 10 Hours	2.50	2.70	8.0%
Cowper Road	Up to 2 Hours	0.50	0.60	20.0%
Cowper Road	Up to 3 Hours	0.60	0.70	16.7%
Cowper Road	Up to 4 Hours	0.70	0.80	14.3%
Durrants Hill	Up to 30 minutes	0.10	Remove	n/a
Durrants Hill	Up to 2 Hours	0.40	0.40	0.0%
Durrants Hill	Up to 3 Hours	0.70	0.80	14.3%
Durrants Hill	Up to 4 Hours	1.00	1.20	20.0%
Durrants Hill	Up to 10 Hours	1.60	1.70	6.2%

Location	Unit Measurement	2019/20 Charge	2020/21 Proposed	% Change
Durrants Hill	annual season ticket	524.16	330.00	-37.0%
Water Lane	Up to 1 Hour	0.70	0.90	28.6%
Water Lane	Up to 2 Hours	1.30	1.60	23.1%
Water Lane	Up to 3 Hours	2.00	2.20	10.0%
Water Lane	Up to 4 Hours	2.60	2.80	7.7%
Lower Kings Road	Up to 1 Hour	0.70	Car park no longer available	n/a
Lower Kings Road	Up to 2 Hours	1.30		
Lower Kings Road	Up to 3 Hours	2.00		
Lower Kings Road	Up to 4 Hours	2.60		
Lower Kings Road multi-storey	Up to 1 Hour	0.70	0.80	14.3%
Lower Kings Road multi-storey	Up to 2 Hours	1.30	1.50	15.4%
Lower Kings Road multi-storey	Up to 3 Hours	2.00	2.20	10.0%
Lower Kings Road multi-storey	Up to 4 Hours	2.60	3.00	15.4%
Lower Kings Road multi-storey	Up to 10 Hours	0.00	4.00	0.0%
Lower Kings Road multi-storey	Business Permits	0.00	TBC	0.0%
The Moor temporary car park	Up to 1 Hour	0.70	Car Park will close in early 2020	n/a
The Moor temporary car park	Up to 2 Hours	1.30		
The Moor temporary car park	Up to 3 Hours	2.00		
The Moor temporary car park	Up to 4 Hours	2.60		
Canal Fields	10 day season (limited to 20)	10.00	15.00	50%
St John's Well Lane	Up to 1 Hour	0.70	0.80	14.3%
St John's Well Lane	Up to 2 Hours	1.30	1.50	15.4%
St John's Well Lane	Up to 3 Hours	2.00	2.20	10.0%
St John's Well Lane	Up to 4 Hours	2.60	3.00	15.4%
St John's Well Lane	Up to 10 Hours	3.80	4.00	5.3%
The Forge	Up to 1 Hour	Free	Free	0.0%
The Forge	Up to 2 Hours	1.00	1.10	10.0%
The Forge	Up to 3 Hours	1.20	1.30	8.3%
The Forge	Up to 4 Hours	1.50	1.60	6.7%
The Forge	Up to 10 Hours	2.20	2.40	9.1%
The Forge	Annual Season ticket	416.00	450.00	8.2%
The Forge	Annual resident permit	50.00	80.00	60.0%
Church Yard (Previously Frogmore Street East long stay)	Up to 10 Hours	2.20	2.40	9.1%
Frogmore Street (East)	Up to 1 Hour	Free	Free	0.0%
Frogmore Street (East)	Up to 2 Hours	1.00	1.10	10.0%
Frogmore Street (East)	Up to 3 Hours	1.20	1.30	8.3%
Frogmore Street (East)	Up to 4 Hours	1.50	1.60	6.7%
Frogmore Street (West)	Up to 10 Hours	2.20	2.40	9.1%
Frogmore Street (West)	Annual resident permit	50.00	80.00	60.0%
Victoria Hall	Up to 1 Hour	Free	Free	0.0%
Victoria Hall	Up to 2 Hours	1.00	1.10	10.0%
Victoria Hall	Up to 3 Hours	1.20	1.30	8.3%
Victoria Hall	Up to 4 Hours	1.50	1.60	6.7%
Old School Yard (Tring Town Council car park)	Up to 1 Hour	Free	Free	0.0%
Old School Yard (Tring Town Council car park)	Up to 2 Hours	1.00	1.10	10.0%
Old School Yard (Tring Town Council car park)	Up to 3 Hours	1.20	1.30	8.3%
Old School Yard (Tring Town Council car park)	Up to 4 Hours	1.50	1.60	6.7%
Season Ticket Changes	2nd and more in any year	7.00	Remove	n/a
Annual resident car park permit changes	2nd and more in any year	7.00	7.00	0.0%
Bay suspension or dispensation	Per half day	10.00	Remove	n/a
Bay suspension or dispensation	Per day	20.00	25.00	25.0%
Filming administration charge		50.00	Remove	n/a
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 15 minutes	0.50	Remove	n/a

Location	Unit Measurement	2019/20 Charge	2020/21 Proposed	% Change
Waterhouse Street (certain lengths between Bank Court and bus station)	Up to 30 minutes	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 1 Hour	0.50	0.50	0.0%
Shared use St John's Road cul-de-sac	Up to 2 Hours	1.00	1.00	0.0%
Shared use St John's Road cul-de-sac	Up to 3 Hours	2.00	2.00	0.0%
Shared use St John's Road cul-de-sac	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (East side opposite numbers 182-236)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cotterells (West side adjacent to school field)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Cemetery Hill (Opposite South Hill Church)	Up to 4 Hours	4.00	4.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 1 Hour	0.50	0.50	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 2 Hours	1.00	1.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 3 Hours	2.00	2.00	0.0%
Shared use Alexandra Road (adjacent to Christchurch)	Up to 4 Hours	4.00	4.00	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 12 minutes	0.20	0.20	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 24 minutes	0.40	0.40	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 36 minutes	0.60	0.60	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 48 minutes	0.80	0.80	0.0%
High Street Berkhamsted (20mph zone) - maximum of 60 minutes	Up to 60 minutes	1.00	1.00	0.0%
CPZ resident permit 1st	Annual	25.00	40.00	60.0%
CPZ resident permit 2nd	Annual	40.00	60.00	50.0%
CPZ resident permit 3rd	Annual	40.00	70.00	75.0%
CPZ resident permit 2nd vehicle owner blue badge holder	Annual	10.00	Remove	n/a
CPZ resident permit motorcycle	Annual	10.00	20.00	100.0%
CPZ business permit	Annual	300.00	300.00	0.0%
CPZ resident permit changes	2nd and more in any year	7.00	Remove	n/a
CPZ visitor permit	5 Hour x 20	12.00	13.00	8.3%
CPZ visitor permit	1 week	3.00	4.00	33.3%
CPZ visitor permit	1 Hour x 25	4.00	5.00	25.0%
CPZ visitor permit applicant Dacorum card holder	5 Hour x 20	6.00	6.50	8.3%

Location	Unit Measurement	2019/20 Charge	2020/21 Proposed	% Change
CPZ visitor permit applicant Dacorum card holder	1 Hour x 25	2.00	2.50	25.0%
CPZ visitor permit applicant 60 years old or over	5 Hour x 20	6.00	6.50	8.3%
CPZ visitor permit applicant 60 years old or over	1 week	1.50	2.00	33.3%
CPZ visitor permit postage and handling	1 to 4 books	3.00	3.00	0.0%
CPZ visitor permit postage and handling	5 to 10 books	5.00	5.00	0.0%
CPZ special permit 1st	Annual	25.00	40.00	60.0%
CPZ special permit 2nd	Annual	40.00	60.00	50.0%
CPZ special permit 3rd	Annual	40.00	70.00	75.0%
CPZ special permit changes	2nd and more in any year	7.00	Remove	n/a
CPZ doctor health visitor (DHV) permit	Annual	20.00	40.00	100.0%
CPZ doctor health visitor (DHV) permit changes	2nd and more in any year	7.00	Remove	n/a
Bay suspension or dispensation	Per half day	10.00	Remove	n/a
Bay suspension or dispensation	Per day	20.00	25.00	25.0%

**Annex C – Option 1 Proposed Tariff**

Dacorum Borough Council Parking Service off-street car parks		Tariff: <b>Monday to Sunday 8am to 6pm (incl public holidays)</b> Except Old School Yard Monday to Saturday 8am to 6pm (free Sundays & public holidays) No return: all car parks 2 hours Type: Pay & park and Ring Go where a tariff is charged						Permit		Season ticket			
		Town/Village	Car park name	0-30m	0-1h	1h-2h	2h-3h	3h-4h	Long stay (10 hours)	Resident	Staff	Annual	Business
Markyate	Hicks Road							Free					
	Wood Lane End			£0.50		£0.80	£1.20	£2.00			£250.00		
Hemel Hempstead	The Gables		£0.60		£0.80	£1.00	£1.20	£1.70					
	High Street		£0.50		£0.80	£1.00	£1.20	£1.70	£80.00				
	Gadebridge Lane							Free					
	Queensway		£0.60		£1.10	£1.40	£1.80	£2.70					
	Alexandra Road		£0.60		£1.10	£1.40	£1.80	£2.70					
	Dacorum Way (CLOSED)		CLOSED										
	Water Gardens (North) MSCP Lower deck												
	Water Gardens (North) MSCP Upper deck (Staff permits Mon-Fri Public Sat & Sun)		£1.00		£1.60	£2.20	£2.70	£4.00		£40.00			
	Water Gardens (South)		£0.60	£1.20	£1.80								
	Moor End					£2.70		£4.00					
Boxmoor	Park Road		£0.70		£0.90	£1.10	£1.40	£2.70					
	Cowper Road		Free		£0.60	£0.70	£0.80						
Apsley	Durrants Hill			£0.40		£0.80	£1.20	£1.70			£330.00		
Kings Langley	The Nap							Free					
	Langley Hill							Free					
Berkhamsted	Water Lane		£0.90		£1.60								
	Lower Kings Road MSCP		£0.80		£1.50	£2.20	£3.00	£4.00			TBC		
	Bournside (Blue Badge)		Free for blue badge holders										
	Canal Fields							Free					£15.00
Tring	St Johns Well Lane		£0.80		£1.50	£2.20	£3.00	£4.00					
	The Forge		Free		£1.10	£1.30	£1.60	£2.40	£80.00		£450.00		
	Church Yard							£2.40					
	Frogmore Street (East)		Free		£1.10	£1.30	£1.60						
	Frogmore Street (West)							£2.40	£80.00				
	Old School Yard (Tring Town Council owned) Enforcement managed by DBC		Free		£1.10	£1.30	£1.60						
	Victoria Hall		Free		£1.10	£1.30	£1.60						

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
<b>Joint Budget</b>  3 Dec 2019		**** Joint Budget**** ****2019-2020****  *****	Corporate Director Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
		<b>Corporate Plan</b>	Chief Executive <a href="mailto:Sally.marshall@dacorum.gov.uk">Sally.marshall@dacorum.gov.uk</a>	
<b>15 January 2020</b>	<b>3 January 2020</b>	Action Points (from previous meeting)		
		Performance of the Leisure Contract	Group Manager, Commissioning, Procurement and Compliance <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>	<i>To monitor the contract</i>
<b>Joint Budget</b> <b>4 February 2020</b>		**** Joint Budget**** ****2020-2021****  *****  <i>Ideally no further items to be added</i>	Corporate Director Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
<b>24 March 2020</b>	<b>12 March 2020</b>	Action Points (from previous meeting)		
		<b>Budget Monitoring Report Q3</b>	Assistant Director Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Finance and Resources Q3 Performance Report</b>	Assistant Director Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Corporate &amp; Contracted Services</b>	Assistant Director, Corporate & Contracted Services	<i>To review and scrutinise quarterly performance</i>

	<b>Q3 Performance Report</b>	<a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	
	<b>Performance, People &amp; Innovation Q3 Performance Report</b>	Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
	<b>Parking Enforcement Contract</b>	Group Manager, Commissioning, Procurement and Compliance <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>	<i>To monitor the contract</i>