



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

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

**TUESDAY 9 JUNE 2020 AT 6.30 PM**

**MICROSOFT TEAMS - MICROSOFT TEAMS\***

**\*This meeting of the Finance and Resources Overview and Scrutiny Committee will be held remotely via the Microsoft Teams application.  
Should any members of the public wish to join this meeting, please contact the Assistant Director (Corporate & Contracted Services) by 5pm on Friday 5 June.**

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Chapman  
Councillor Guest  
Councillor Tindall  
Councillor Adeleke  
Councillor Barrett  
Councillor Arslan  
Councillor Mahmood

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

For further information, please contact Corporate and Democratic Support 01442 228224

**AGENDA**

1. **MINUTES** (Pages 3 - 9)  
To confirm the minutes from the previous meeting
2. **APOLOGIES FOR ABSENCE**  
To receive any apologies for absence

### **3. DECLARATIONS OF INTEREST**

To receive any declarations of interest

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

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

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

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

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

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

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

### **4. PUBLIC PARTICIPATION**

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

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

### **6. ACTION POINTS FROM THE PREVIOUS MEETING**

None.

### **7. PROVISIONAL FINANCIAL OUTTURN 2019-20 (Pages 10 - 29)**

### **8. QUARTER 4 PERFORMANCE REPORT - CORPORATE AND CONTRACTED SERVICES (Pages 30 - 42)**

### **9. QUARTER 4 PERFORMANCE REPORT - PERFORMANCE, PEOPLE & INNOVATION (Pages 43 - 47)**

### **10. WORK PROGRAMME (Pages 48 - 51)**

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

4 FEBRUARY 2020

**Present:**

Cllr Barrett	Cllr Suqlain Mahmood (Chairman)
Cllr Chapman	Cllr Symington
Cllr Cloughton	Cllr Taylor
Cllr Douris	Cllr Tindall
Cllr Guest	

**Also Present:**

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

**Officers:**

M Brookes	Assistant Director – Corporate and Contracted Services
B Hosier	Group Manager – Procurement and Contracted Services
N Howcutt	Assistant Director – Finance and Resources
S Marshall	Chief Executive
V Coady	Commercial Contracts and Supplier Relationship Lead Officer
T Angel	Corporate and Democratic Support Officer (minutes)

Following a Joint meeting of the OSC's where a presentation on the budget was given, the Finance & Resources OSC meeting began at 8.34 pm.

**OS/001/19 MINUTES**

The minutes of the meeting held on 3 December 2019 were agreed and then signed by the Chairman.

**OS/002/19 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Adeleke, Sobaan Mahmood and Townsend.

**OS/003/19 DECLARATIONS OF INTEREST**

Councillor Douris declared an interest as a company he has an interest in rents two commercial garages from DBC.

**OS/004/19 PUBLIC PARTICIPATION**

None.

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

None.

## OS/006/19 BUDGET 2020/21

Councillor Elliot introduced the item and read the following statement:

“2019/20 has been another productive year in the finance and resources division. The Service is set to deliver on key KPI’s but special note should be made to:

- The Revenues and Benefits service on achieving the targeted collection rates on council tax and business rates to ensure the major funding streams achieve the expected returns.
  
- The Commercial Assets team for ensuring uncharacteristically high occupancy in the council’s commercial portfolio of over 600 assets, and hence providing much needed income to support the good quality front line services DBC aspires to deliver.
  
- The Finance support team have provided good quality, timely financial support to ensure members supported by officers have the tools to enable decisive decision making and good fiscal management.

**Looking Forward to 2020/21**, the year ahead in the finance and resources division is set to be yet another challenging year but one that the service is very well prepared for.

The Budget papers on the agenda tonight show very few changes to that presented to Scrutiny in December. A combination of good early budget decision making by members and accurate financial modelling have resulted in very little requirement to make changes to the previously presented budget proposals. These proposals are in line with the approved Medium Term Financial strategy and detail a stretching yet achievable budget for 2020/21.

There are many challenges ahead in the Finance and Resources Portfolio in 20/21 that the services are planned and prepared to tackle.

The **Financial Services** team are expecting the conclusion of the fair funding review in year, this will be the single biggest change to local authority funding in a generation. The completion of the fair funding review is expected to provide a more definitive understanding of medium term Local Authority funding, and specifically provide the clear future funding streams available. The outcome of the Fair funding review is expected to make changes to business rates retention and central government grants.

The current DBC Medium Term Financial Strategy, outlines the council’s prudent approach to central government funding with an expectation of DBC being self-sufficient by 2022/23. The finance service will continue to work closely with MHCLG and lobbying partners to update members as and when new information and guidance is produced.

In 20/21 the **Revenues and Benefits Service** will continue to evolve the services to residents and will be developing more web based services in regards to council tax and revenues that will improve the overall customer experience.

At present 1/3<sup>rd</sup> of resident contacts in regards to council tax are via the internet and the aim is to increase the volume of service contact via the internet, through improved functionality and customer experience.

The benefits service will continue to react and evolve during 20/21 as central government policy changes are announced, with close attention in particular to Brexit and the ongoing roll out of Universal Credit by September 2024.

The **Commercial Assets and Property Development** service will continue to work hard with tenants to strike the challenging balance between the commercial and social implications of its commercial assets.

The very real contribution the Estates team makes to supporting our local communities and shopping parades through a difficult retail environment is demonstrated by its continued ongoing occupancy rate in excess of 95% for the council's commercial units, whilst at the same time exceeding a challenging income target in excess of £5m in 20/21 – this is the Council's largest income stream.

In 20/21 this service will continue to invest in this portfolio by implementing over 25 capital improvement projects that are aimed at improving council services and assets, ranging from Civic centres to leisure centres and allotments.

At the same time the commercial assets service will oversee the generation of a projected £4m from the disposal of surplus assets, these funds are essential to allow the council to continue to invest in the wider assets portfolio and to fund the wider capital programme detailed in the budget report.”

Councillor Tindall referred to page 28 regarding past service costs. He noted that this year's budget was £1.5m and next years was £4.6m and queried the increase. N Howcutt explained that the Council made the decision to pay the 3 year lump sum payment for secondary contribution to pensions upfront to reduce the charge. He said this seemed like the sensible approach.

Councillor Symington referred to page 36 and sought clarification on the car parking charges and length of stay at Water Lane. N Howcutt advised that the charges were currently out for consultation so these were the draft proposals. Councillor Williams said nothing could be confirmed and the decision for the length of stay at Water Lane car park was currently a Portfolio Holder Decision. He said the maximum stay would be two hours as that was the most convenient car park for shoppers, and Lower Kings Road would be for longer term stay.

Councillor Symington drew attention to the £4 charge for up to ten hours stay at the multi-storey car park. She felt this would attract commuters and asked how we proposed to address that. Councillor Williams explained they were charging that figure because it was comparable to other parking charges in the Borough. He said they didn't want to discourage use of the car park. Councillor Symington said that shoppers could have difficulty finding space in the car park as it would be full of commuter's vehicles. Councillor Williams felt it was unlikely that shoppers would need to park in a 4+ hours car park. Councillor Symington asked if there was a certain number of spaces for up to 10 hours. Councillor Williams explained that the car park had 8 half decks; 2 floors for business permits, 2 floors for long stay and the 4 lower for a maximum of 4 hours. B Hosier added that the business permit spaces become long stay parking on weekends.

The Chairman referred to page 16 regarding savings within the Revenues and Benefits Team. He asked if that compromised the service. N Howcutt advised it was a rationalisation of the service and there would be no negative impact.

The Chairman suggested a report on allotments this year as it had been a long while since we had an update. N Howcutt agreed.

Councillor Douris referred to page 25 on property management and asked for more information on the income line. B Hosier advised it was the rental income from tenants in The Forum.

Councillor Douris sought clarification on the investment income line on page 30. N Howcutt advised it was the income from our commercial portfolio of assets within Dacorum.

The Chairman referred to page 20 and queried the increase in income for temporary accommodation. N Howcutt explained we had taken a proactive approach to ensure we have enough facilities to put those in unfortunate circumstances in to our own properties. As part of that, the properties in Northend and Westerdale were a significant counter investment for additional temporary accommodation so there is a reasonable amount of capital investment as part of that healthy revenue stream. The Chairman said this was a welcome development.

Outcome:

The Finance and Resources Overview and Scrutiny Committee reviewed and noted the draft budget proposals, fees, and charges for 2020/21.

**OS/007/19 BUDGET MONITORING QUARTER 3 2019/20**

N Howcutt introduced the item and highlighted the key points within the budget monitoring report.

The Chairman said he found the executive summary really useful and asked for it to be continued. N Howcutt agreed.

There were no questions.

Outcome:

The report was noted.

**OS/008/19 GARAGE PROGRAMME UPDATE**

Councillor Tindall referred to paragraph 4 on page 102 and suggested the word 'cosmetic' wasn't a good word to use. He then referred to paragraph 6 regarding the disposal of a further 7 sites and asked where the sites were. N Howcutt said he would circulate that information to members. **Action: N Howcutt**

Councillor Guest asked if it would be made clear in the market strategy that you do not need to be a DBC tenant to rent a garage. N Howcutt confirmed it would be made clear.

Councillor Tindall felt that we needed to stress that garages were not for commercial use. N Howcutt said he would feed that comment back.

Councillor Tindall asked for reassurance that all garages that are offered to tenants as alternatives would be fit for purpose. N Howcutt said the process had changed

significantly in recent months; the specification and pictures of the garage would be provided in advance and also a one month rent free would be given.

Councillor Barrett asked if the 7 sites being disposed of were generally marketed or if discussions had taken place with one purchaser. N Howcutt advised they were being sold to one single Housing Association and the value they're paying was in excess of the evaluation. They will also be providing affordable housing to the Borough.

Councillor Douris said he knew DBC had designated commercial garages and asked if the marketing material represented all garages or just the domestic garages. N Howcutt confirmed it referred to domestic garages only.

Outcome:

The report was noted.

**OS/009/19 WORK PROGRAMME**

There were no changes to the current work programme.

A report on allotments to be added to the work programme in the summer.

**OS/010/19 PERFORMANCE OF THE LEISURE CONTRACT**

Full details can be found in the Part 2 Minutes.

The meeting ended at 9.28 pm.

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

Document is Restricted





## AGENDA ITEM: SUMMARY

<b>Report for:</b>	<b>Finance and Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9 June 2020</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Provisional Financial Outturn 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 financial outturn position 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.
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
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 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 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. Executive Summary

- 1.1 The provisional year-end financial outturn is showing a balanced budget on the General Fund. There are variances across service areas as highlighted in section 4-6, but the overall budget is showing a balanced position. It should be noted that the recharge to the HRA and Collection Fund adjustments are yet to be finalised, and the outturn position may be subject to change as a result of these.
- 1.2 This year's outturn position has been analysed as part of the normal year-end review, to ensure that any one-off items have been challenged and any new savings have been identified and will be captured in the base budgets going forward. In addition, ongoing pressures have been reviewed to ensure the budget for 2020/21 has been realigned to a suitable level.
- 1.3 The HRA has seen an operating surplus of £357k. After technical adjustments to the bad debt provision of £527k, this surplus is increased to £884k. This position does not include the final movements on depreciation or corporate recharges which are yet to be finalised.
- 1.4 General Fund Capital budgets have seen slippage of £0.4m with overspend of £2.4m. More detail is provided in Section 8 of this report.
- 1.5 The HRA Capital programme is showing slippage of £0.8m and overspend of £0.6m.

## 2. Introduction

- 2.1 The purpose of this report is to present the Council's Provisional Outturn for 2019/20, prior to the production of the Statement of Accounts. Outturn is reported for the following:
- General Fund
  - Housing Revenue Account (HRA)
  - Capital Programme
- 2.2 The Council's outturn position is a primary source of information for the production of the Statement of Accounts. The outturn position detailed in this report will be subject to further amendment as work continues on the preparation of the Accounts. The Final Outturn position, along with movements in reserves, will be reported to Audit Committee for sign off on 17 September 2020, subject to confirmation of this date at Full Council.

### 3. General Fund Revenue Account

- 3.1 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).
- 3.2 Appendix A provides an overview of the General Fund provisional outturn position.
- 3.3 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

Table 1	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Finance & Resources	13,761	14,111	350	2.5%
Strategic Planning and Environment	10,005	10,877	872	8.7%
Housing & Community	1,620	1,700	80	4.9%
<b>Total</b>	<b>25,386</b>	<b>26,688</b>	<b>1,302</b>	<b>5.1%</b>
Investment Property	(4,317)	(4,325)	(8)	0.2%
Core Funding	(21,070)	(22,364)	(1,294)	6.1%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>	

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

### 4. Finance and Resources, Investment Property and Core Funding

Table 2 Finance & Resources	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	10,770	10,745	(25)	(0.2%)
Premises	1,997	2,223	226	11.3%
Transport	224	235	11	4.9%
Supplies & Services	4,013	4,264	251	6.3%
Third-Parties	672	678	6	0.9%
Transfer Payments	47,144	39,595	(7,549)	(16.0%)
Income	(5,512)	(5,682)	(170)	3.1%
Other Income	(50,237)	(42,613)	7,624	(15.2%)
Earmarked Reserves	4,690	4,666	(24)	(0.5%)
<b>Total</b>	<b>13,761</b>	<b>14,111</b>	<b>350</b>	<b>2.6%</b>

	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Investment Property	(4,317)	(4,325)	(8)	0.2%
Core Funding	(21,070)	(22,364)	(1,294)	6.1%
<b>Total</b>	(25,387)	(26,689)	(1,302)	5.1%

#### 4.1 Employees - £25k underspend against budget

Although this is a minor variance overall, it includes some larger movements in the following areas:

- £92k agency cost within the Estates service. Agency staff have been required to fill professional property roles in the short term while recruitment to vacant posts takes place. The recruitment campaign was underway by the end of the financial year and was expected to conclude in early 2020/21.
- £125k underspend in the budget for Apprentices. The budget allowed for a full financial year, but the majority of apprentices joined in November 2019 after conclusion of the recruitment process. This budget was approved to be funded through reserves, which will not now need to be drawn down (see section 9).

#### 4.2 Premises - £226k pressure against budget

- £115k additional Insurance costs relating to Uninsured Losses claims. This is due to the unpredictable nature of uninsured losses claims, which can only be fully validated at year end. As such, we maintain an earmarked insurance reserve that has funded the majority of these costs, but a residual £75k impacts on the budget bottom line (see section 9).
- £55k pressure on Leisure budgets for repairs of sports centres due to essential maintenance works required to ensure the upkeep of the buildings.

#### 4.3 Supplies and Services - £251k pressure against budget

The outturn includes a number of relatively small pressures including:

- £35k of one-off additional car parking transaction fees related to the previous financial year.
- £45k related to an ongoing contract within Hertfordshire to provide professional services to assist the Revenues service to identify properties that are either missing from the rating list or are under-valued, which will lead to a higher future returns in business rates.

In addition £93k variance in the Performance and Projects service from the costs of the New Normal Technology Pilot Projects. This expenditure was approved at

Council on 27 November 2019 and is be funded from a reserve drawdown from the Management of Change Reserve (see section 9).

#### **4.4 Income - £170k over achievement of budget**

The forecast overachievement of income against budget includes:

- £115k additional income relating to the Council's leisure management contract, arising from a reduction in business rates costs to the contractor.

#### **4.5 Transfer Payments and Other Income**

These lines broadly offset each other as they contain the budgets for Housing Benefits subsidy. Overall the net Benefits Subsidy position is in line with budgeted expectations.

#### **4.6 Core Funding - £1,294k 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 £1,294k against core funding budgets. These include:

- £491k expected surplus relating to retained growth in business rates. The final retained growth will be confirmed in the final outturn position.
- Increased new burdens funding of £258k across services. This funding is not ring-fenced for a specific use and has therefore been treated as core funding. The material items are £100k relating to the Revenues and Benefits service to support the implementation of welfare reform changes such as the migration from Housing Benefit to Universal Credit, and £69k relating to Private Sector Housing.
- £165k surplus relating to the Minimum Revenue Provision. 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.
- £279k surplus on Investment Income - General Fund Investment Income has exceeded budget as balances of cash reserves are higher than had been anticipated due to lower than budgeted capital expenditure in 2018/19 and the early part of 2019/20.
- £75k additional income from the HRA for work carried out such as void garden clearances.

## 5. Strategic Planning and Environment

Table 3 Strategic Planning and Environment	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	10,437	10,965	528	5.1%
Premises	948	981	33	3.5%
Transport	1,187	1,361	174	14.7%
Supplies & Services	2,484	2,656	172	6.9%
Third-Parties	84	295	211	251.2%
Income	(6,164)	(6,035)	129	(2.1%)
Capital Charges	1,571	1,580	9	0.6%
Earmarked Reserves	(542)	(926)	(384)	70.8%
<b>Total</b>	<b>10,005</b>	<b>10,877</b>	<b>872</b>	<b>8.7%</b>

### 5.1 Employees - £528k pressure against budget

Material pressures against employee budgets include:

- £130k in Waste Services. The aging waste fleet has led to increasing maintenance requirements, which in turn has necessitated the hiring of additional vehicles in order to maintain the service. Replacement split-bodied vehicles are not always available for hire, in which case separate rounds have been put on for the collection of co-mingled and food waste. This pressure should reduce over the next 12 months as new vehicles are on order and have started to arrive.
- £140k pressure in Clean, Safe and Green. The service has not overspent on staffing, rather efficient recruitment has enabled vacancies to be filled quickly leading to a pressure on the vacancy provision. Across the council as a whole a vacancy factor of 5% is set against employee budgets for all but those front-line services which must replace leavers immediately in order to maintain compliant services, i.e. Waste and Adventure Playgrounds. The vacancy provision of 5% reflects the savings made from the time taken to recruit to vacant posts.
- £60k additional staff and agency backfilling within Planning. The planning service have been successful in driving new business, particularly in the previous financial year, and this income was essentially funding in advance for specific key projects. Officers have had to be realigned to these key projects and additional short term agency staff have been recruited to backfill substantive posts. In addition the Planning software has been ungraded to provide a more efficient and effective service. Agency costs have been incurred to backfill staff involved in the project team.

- £75k of expenditure on the Hemel Garden Communities project. This will be funded from a drawdown from the Local Development Framework reserve as approved by Council on 18 September 2019 (see section 9).

## **5.2 Transport - £174k pressure against budget**

- A pressure of £190k relates to the maintenance of ageing fleet vehicles in Waste Services, including additional short term hire costs and repair costs. At Council 17 July 2019, approval was granted to bring the repair and maintenance of vehicles and equipment back in house. This will mitigate the financial pressure in this area going forward.
- Waste Services fuel costs are above budget by £50k due to the need for some additional hire vehicles, as detailed in point 5.1.

## **5.3 Supplies and Services - £172k pressure against budget**

- A pressure of £130k has arisen in the Planning service for professional fees, such as statutory advertising fees, legal fees and specific consultancy services to support planning applications. £80k of this relates to legal fees relating to the defense of appealed decisions. £54k of these costs can be funded from the Planning and Enforcement Appeals reserve (see section 9).

## **5.4 Third Parties - £211k pressure against budget**

- Set up costs of £220k have arisen in Building Control to facilitate the transfer of the service to Hertfordshire Building Control. £200k of this will be met from the Invest to Save reserve, as approved by Council on 18 September 2019 (see section 9).

## **5.5 Income - £129k pressure against budget**

- Pressure of £200k in the Commercial Waste service. Despite Commercial Waste making a contribution overall towards corporate recharges, income for the service has not met the budgeted target due to the ongoing effect of loss of customers. A full review of the service including marketing and charging structure has been carried out, and service improvements are underway. A reduction to the income budget of £200k has been built in to the 2020/21 budget. It should be noted that budget performance in 2020/21 will be affected by the impact of coronavirus.
- Pressure of £100k in the Planning service. A number of large one-off fees which had been anticipated for 2019/20 will now be incurred in 2020/21.
- £130k of S106 income has been applied where applicable expenditure has taken place which meets the criteria of S106 agreements.
- There are a number of other areas where income has exceeded the budget, but this is offset by additional expenditure, as per paragraph 5.1.

## 6. Housing and Community

Table 4 Housing and Community	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	3,964	3,966	2	0.0%
Premises	946	645	(301)	(31.8%)
Transport	18	9	(9)	(50.0%)
Supplies & Services	1,455	1,516	61	4.2%
Transfer Payments	55	1	(54)	(98.2%)
Income	(5,575)	(5,223)	352	(6.3%)
Capital Charges	1,083	1,083	0	0.0%
Earmarked Reserves	(326)	(297)	29	(8.9%)
<b>Total</b>	<b>1,620</b>	<b>1,700</b>	<b>80</b>	<b>4.9%</b>

### 6.1 Premises - £301k underspend against budget

The underspend relates to the ongoing upkeep and maintenance costs for the Garages service. A full stock condition survey has been commissioned which will drive a targeted long-term investment strategy for investment in the garage stock. The results of this are expected in 2020/21 and will be reported back to Members.

### 6.2 Income - £352k pressure against budget

The pressure relates to the Garage service income not being achieved and is a continuation of 2018/19 position. Void rates continue at around 31%. A consolidated garage management strategy is being developed to improve occupancy levels, and progress will be reported back to Members in 2020/21. During budget setting the income budget for garages was reviewed and reduced by £200k for 2020/21.

## 7. Housing Revenue Account (HRA)

7.1 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.

7.2 The projected HRA balance at the end of 2019/20 is a surplus of £884k. This position does not include the final movements on depreciation or corporate recharges which are yet to be finalised. A balanced outturn position for the HRA can be achieved by either increasing or decreasing the final revenue contribution to capital for the HRA. Alternatively an additional contribution to HRA reserves could be made, to ensure any surplus can be used flexibly in the future. This will



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

### **7.3 Dwelling rents - £357k overachievement of income**

The forecast overachievement of income includes the following:

- £160k of additional income is being recovered through Housing Benefit. 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).
- £65k reduction in rental income being passed back to the General Fund from General Fund properties being used by the HRA. This figure can only be validated at year end.

### **7.4 Tenants' and Leaseholder Charges**

These lines broadly offset each other and budget have been realigned for Budget 2020/21 to reflect an increase in Leaseholder Charges following an increase number of Right to Buy sales.

### **7.5 Contribution towards Expenditure – underachievement in income of £171k**

The budget for minor capital receipts has not met its target by £100k, and income from tenants' recharges has also been below target by £100k. In contrast additional income of £50k has been received in Feed In Tariffs from renewable energy sources.

### **7.6 Repairs and Maintenance - £514k underspend against budget**

This underspend against budget has arisen as a result of the gain share on Osborne budgets from the open book arrangement of the contract. The gain share is the element of savings made in relation to maintenance works undertaken, and is verified by an independent advisor commissioned by the Council. In the last financial year, this saving has increased by £470k. This demonstrates that the contract is achieving value for money whilst still delivering a high quality housing maintenance service.

### **7.7 Supervision and Management - £274k underspend against budget**

The forecast underspend against budget includes:

- £160k relating to vacancies across the service. Recruitment to these vacancies is currently underway.

- There are also a number of small surpluses across minor budgets in this area, such as £60k in Lifeline equipment expenditure and £35k in Under Occupation Incentive Scheme.

## 7.8 Provision for Bad Debts - £527k underspend against budget

The full budget for the bad debt provision increase has not been required this financial year, as the level of arrears currently held is sufficiently provided for. Since the introduction of Universal Credit in 2018/19, the HRA business plan has increased bad debt provision by £675k, to account for expected increases in bad debt related to the delayed and late payments of rent by UC. The actual increase in bad debt provision realised over this period has only being £150k.

## 7.9 Transfer to Housing Reserves - £460k

A contribution of £433k has been made to HRA reserves in order to fund a one-off secondary pension contribution in 2020/21. This is as per the Budget Preparation 2020/21 report to Cabinet of 11 February 2020. £27k of Leaseholder Contributions have also been transferred to the Lift Sinking Fund reserve in line with the terms of the lease, in order to fund major lift replacement works as and when these become necessary.

## 8. Capital Programme

### 8.1 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.

Table 5	Current Budget	Rephasing	Revised Budget	Provisional Outturn	Variance	
	£0	£0	£0	£0	£0	%
Finance & Resources	8,154	(667)	7,487	9,027	1,540	18.89%
Strategic Planning & Environment	3,671	200	3,871	4,063	191	5.21%
Housing & Communities	6,762	26	6,788	7,419	632	9.34%
<b>GF Total</b>	<b>18,587</b>	<b>(441)</b>	<b>18,146</b>	<b>20,509</b>	<b>2,363</b>	<b>12.71%</b>
<b>HRA Total</b>	<b>37,987</b>	<b>(841)</b>	<b>37,146</b>	<b>37,722</b>	<b>576</b>	<b>1.52%</b>
<b>Grand Total</b>	<b>56,574</b>	<b>(1,282)</b>	<b>55,292</b>	<b>58,231</b>	<b>2,939</b>	<b>5.19%</b>

## 8.2 General Fund Major Variances

There is projected rephasing of £0.4m into 2020/21 on the General Fund, with an overspend of £2.4m.

The projected rephasing to future years includes:

- Line 54: slippage of £0.1m on Rossgate Shopping Centre – structural works. Due diligence around building regulations has taken longer than expected and towards the end of March issues arose around access to the interior of the building due to Covid-19.
- Line 107: slippage of £0.25m on Civic Zone Regeneration project (DevCo). Designs have been finalised and the project is ongoing. It is expected that this budget will be fully utilised in 2020/21
- Line 178: accelerated spend of £0.1m on Vehicle Replacement Programme – 3 vehicles for grounds maintenance and one refuse vehicle which had been planned for 2020/21 were sourced earlier than anticipated. This will improve service delivery and help to minimise hire costs.

The additional spend of £2.4m is made up as follows:

- Line 74: additional spend of £0.3m on Bunkers Farm. This will be offset by a contribution from Watford Borough Council to be received on completion of the project.
- Line 95: 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.
- Line 97: additional expenditure of £1.15m on Berkhamsted Multi-Storey car park. The project has exceeded the original estimates due to 3 main reasons:
  - a) increase in construction costs of £0.7m - construction costs have increased from the tender price that was submitted in 2017. This is a result of contract variations required during the mobilisation and build programme, such as utility diversion works, new electrical substation and additional mechanical and engineering costs.
  - b) increase in project management costs of £0.3m – the original budget estimates were set before the constraints of the site were known. The process to achieve planning permission was significantly protracted and the detailed design stage complicated by site and planning restrictions. The mobilisation and build period has been extended from 9 months to 18 months and project management services have been required throughout this period.
  - c) Temporary car park c. £0.2m – this was an unknown cost at project commencement as it was a condition imposed through planning permission.

It should be noted that an additional £0.3m of expenditure is expected to be required in 2020/21 to complete the project. Cabinet has recommended to request to Council a supplementary budget of £300k in 2020/21 to fund the remaining expenditure required to complete the project.

- Line 155: expenditure £0.2m over budget on Disabled Facilities Grants. This expenditure is fully funded from grant income received from Herts County Council.
- Line 158: Affordable Housing Development Fund: grant expenditure to Housing Associations is £0.4m over budget. This is expenditure on approved schemes to fund the creation of new affordable housing in the borough, and is fully funded from receipts from disposal of properties under Right to Buy (1-4-1 receipts).
- Line 170: additional expenditure of £0.1m on Waste Services wheeled bins. New bins have an estimated useful life of greater than a year and have therefore been treated as capital expenditure.

### **8.3 Housing Revenue Account Major Variances**

The HRA capital programme is broadly on budget overall, with £0.8m of slippage and overspend of £0.6m.

- Line 201 and 205: slippage of £0.1m on Property and Place Planned Fixed Expenditure. This budget will be utilised in 2020/21 to fund compliance work.
- Line 211: £0.3m of slippage on Martindale. The site has been affected by the Covid-19 outbreak and social distancing requirements which have halted the construction during the latter part of March. Completion is now expected during Quarter 3 of 2020/21.
- Line 214: £0.3m of slippage on Stationer's Place/Magenta Court. As per the Martindale site, this scheme has also been affected by the Covid-19 situation, which has resulted in lower than expected expenditure in March 2020. The site is expected to complete towards the end of Quarter 2 2020/21.
- Line 210 and 222: These lines offset each other, as the budgets for land acquisition of Paradise Fields are built in to the New Build General line.
- Line 216 and 217: overspend of £0.5m on Swing Gate Lane, due to a number of factors including planning requirements, some contamination on site, archaeological issues and client changes.

## **9. Balances and Reserves**

- 9.1** The Reserves Summary at Appendix D reflects the movements approved by Council in February 2020 and updated for the reserve movements as set out below.
- 9.2** In cases where reserves were to be drawn down in 2019/20 to fund budgeted expenditure which was not spent in full, only the amount required to fund actual

expenditure was drawn down. Where the balance is now required in 2020/21, the carry forward of unspent reserve budgets is recommended.

**9.3** Variances over £50k on recommended reserve movements compared to the original budget and additional movements approved in year are as follows. This section includes approved reserve drawdowns where the amount was not finalised until the end of the financial year.

- Drawdown of £94k from Local Development Framework reserve to fund work on Hemel Garden Communities. Council approved use of the reserve on 18 September 2019 but the amount of expenditure was not known until year end.
- Drawdown of £194k from Invest to Save reserve to fund costs of transfer to Herts Building Control. Council approved use of the reserve on 18 September 2019, but the amount of expenditure was not finalised until year end.
- Drawdown of £54k from Planning Enforcement and Appeals reserve to fund legal costs in Planning, in line with approved use of the reserve.
- Drawdown of £75k from Uninsured Losses reserve to fund Insurance costs.
- Drawdown of £93k from Management of Change reserve to fund New Normal projects. Council approved use of the reserve on 27 November 2019, but the timing of expenditure was not fully known until year end.
- Reduced drawdown of £125k from the Management of Change reserve relating to the cost of the Apprentice scheme. A full year of cost was budgeted, but costs were only incurred from November after conclusion of the recruitment process.

**9.4** It has been recommended that Cabinet recommend to Council these additional reserves movements arising from the provisional year-end position, and delegate approval to the Audit Committee for any changes to these movements as a result of the final outturn position following completion of the external audit.

## **10. Conclusions and recommendations**

**10.1** General Fund budgets are showing a balanced position at outturn, prior to completion of the HRA recharge and Collection Fund adjustments. The HRA is showing a surplus of £884k, prior to accounting adjustments for depreciation and the recharge from the General Fund.

**10.2** At outturn, against General Fund capital budgets there is slippage of £0.4m and a pressure of £2.4m. Against Housing Revenue Account capital schemes, budget rephasing of £0.8m is reported with an overspend of £0.6m.


**10.3** Members are asked to note the financial position for the Council for 2019/20 as at outturn.



## Dacorum Borough Council

### Revenue Budget Monitoring Report for March 2020 (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	Provisional Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	2,581	2,988	407	13,761	5,658	(8,103)	13,761	14,111	350
Housing and Community	1,214	684	(530)	1,620	595	(1,025)	1,620	1,700	80
Strategic Planning and Environment	1,830	606	(1,224)	10,005	10,032	27	10,005	10,877	872
<b>Net Cost of Services</b>	<b>5,625</b>	<b>4,278</b>	<b>(1,347)</b>	<b>25,386</b>	<b>16,285</b>	<b>(9,101)</b>	<b>25,386</b>	<b>26,688</b>	<b>1,302</b>
<b>Other Items</b>									
Investment Property	(36)	(92)	(56)	(4,317)	(4,325)	(8)	(4,317)	(4,325)	(8)
Investment Income	(16)	79	95	(188)	(467)	(279)	(188)	(467)	(279)
Interest Payments and MRP	81	304	223	970	825	(145)	970	825	(145)
Parish Precept Payments	0	0	0	816	816	0	816	816	0
Government Grants	(182)	(2,476)	(2,294)	(2,179)	(6,780)	(4,601)	(2,179)	(2,973)	(794)
Taxation (Council Tax and Business Rates)	(1,356)	2,551	3,907	(16,276)	(14,237)	2,039	(16,276)	(16,276)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,363)</b>	<b>366</b>	<b>1,729</b>	<b>(21,174)</b>	<b>(24,168)</b>	<b>(4,752)</b>	<b>(21,174)</b>	<b>(22,400)</b>	<b>(1,226)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(351)	(715)	(364)	(4,213)	(1,866)	2,347	(4,213)	(4,289)	(76)
<b>Net Movement on General Fund Working Balance</b>	<b>4,104</b>	<b>3,929</b>	<b>(175)</b>	<b>2,063</b>	<b>(9,749)</b>	<b>(13,570)</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>

 <b>Housing Revenue Account</b> <b>2019/20 Outturn Revenue Budget Monitoring Report</b>				
	Adjusted Budget £000	Provisional Outturn £000	Variance £000	%
<b>Income:</b>				
Dwelling Rents	(52,536)	(52,893)	(357)	0.7%
Non-Dwelling Rents	(102)	(101)	1	-1.0%
Tenants Charges	(1,626)	(1,477)	149	-9.2%
Leaseholder Charges	(487)	(611)	(124)	25.5%
Interest and Investment Income	(435)	(372)	63	-14.5%
Contribution towards Expenditure	(645)	(474)	171	-26.5%
<b>Total Income</b>	<b>(55,831)</b>	<b>(55,928)</b>	<b>(97)</b>	<b>0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,068	11,554	(514)	-4.3%
Supervision & Management	12,783	12,509	(274)	-2.1%
Rent, Rates, Taxes & Other Charges	35	103	68	194.3%
Interest Payable	11,558	11,558	0	0.0%
Provision for Bad Debts	975	448	(527)	-54.1%
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>54,584</b>	<b>(1,247)</b>	<b>-2.2%</b>
Transfer to / (from) Housing Reserves	0	460	460	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(884)</b>	<b>(884)</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	(884)	(884)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2020</b>	<b>(2,892)</b>	<b>(3,776)</b>	<b>(884)</b>	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2020

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Outturn	Slippage	Over / (Under)
<b>General Fund</b>											
<b>Finance and Resources</b>											
<b>Commercial Assets and Property Development</b>											
47	Richard Rice	30,000	0	0	0	0	30,000	25,539	25,539	0	(4,461)
48	Richard Rice	0	60,000	0	(60,000)	(60,000)	0	0	0	0	0
49	Richard Rice	0	433,527	0	0	0	433,527	355,319	355,319	(78,208)	(0)
50	Richard Rice	20,000	0	0	0	0	20,000	24,654	24,654	0	4,654
51	Richard Rice	0	0	0	0	0	0	0	0	0	0
52	Richard Rice	0	0	0	0	0	0	0	0	0	0
53	Richard Rice	0	11,144	0	0	0	11,144	0	0	(11,144)	0
54	Richard Rice	0	300,901	0	(190,901)	(190,901)	110,000	0	0	(110,000)	0
55	Richard Rice	0	0	0	0	0	0	0	0	0	0
56	Richard Rice	0	27,286	0	0	0	27,286	16,490	16,490	0	(10,797)
57	Richard Rice	30,000	0	0	0	0	30,000	21,984	21,984	0	(8,016)
58	Richard Rice	0	40,900	0	0	0	40,900	75,699	75,699	0	34,799
59	Richard Rice	0	14,000	0	0	0	14,000	0	0	(14,000)	0
60	Richard Rice	0	18,000	0	0	0	18,000	0	0	0	(18,000)
61	Richard Rice	0	55,020	0	(55,020)	(55,020)	0	0	0	0	0
62	Richard Rice	0	66,000	0	0	0	66,000	23,000	23,000	(43,000)	0
63	Richard Rice	55,000	0	0	0	0	55,000	56,510	56,510	0	1,510
64	Richard Rice	15,000	0	0	0	0	15,000	0	0	0	(15,000)
65	Richard Rice	90,000	(4,250)	0	(85,750)	(85,750)	0	0	0	0	0
66	Richard Rice	15,000	0	0	0	0	15,000	13,450	13,450	0	(1,550)
67	Richard Rice	45,000	0	0	0	0	45,000	0	0	(45,000)	0
68	Richard Rice	50,000	0	0	0	0	50,000	18,564	18,564	(31,436)	0
69	Richard Rice	0	0	36,000	0	36,000	36,000	36,000	36,000	0	0
70	Richard Rice	0	29,502	0	0	0	29,502	75,001	75,001	0	45,499
71	Richard Rice	0	14,000	0	0	0	14,000	0	0	0	(14,000)
72	Richard Rice	0	40,000	0	0	0	40,000	0	0	0	(40,000)
73	Richard Rice	200,000	548,881	400,000	0	400,000	1,148,881	1,434,558	1,434,558	0	285,677
74	Richard Rice	550,000	1,654,911	436,000	(391,671)	44,329	2,249,240	2,176,767	2,176,767	(332,788)	260,315
<b>Procurement and Contracted Services</b>											
77	Ben Hosier	0	1,100	0	0	0	1,100	0	0	0	(1,100)
78	Ben Hosier	100,000	0	(100,000)	0	(100,000)	0	0	0	0	0
79	Ben Hosier	(350,000)	550,000	0	(133,645)	(133,645)	66,355	66,288	66,288	(67)	0
80	Ben Hosier	0	0	66,000	0	66,000	66,000	65,939	65,939	0	(61)
81	Ben Hosier	0	70,000	0	(70,000)	(70,000)	0	0	0	0	0
82	Ben Hosier	0	50,000	0	0	0	50,000	28,332	28,332	0	(21,668)
83	Ben Hosier	0	150,000	(150,000)	0	(150,000)	0	0	0	0	0
84	Ben Hosier	33,000	0	0	0	0	33,000	32,950	32,950	0	(50)
85	Ben Hosier	18,000	0	0	0	0	18,000	20,925	20,925	0	2,925
86	Ben Hosier	20,000	0	0	0	0	20,000	14,061	14,061	0	(5,939)
87	Ben Hosier	20,000	0	0	0	0	20,000	33,095	33,095	0	13,095
88	Ben Hosier	12,000	0	0	0	0	12,000	11,668	11,668	0	(332)
89	Ben Hosier	64,000	0	(26,000)	0	(26,000)	38,000	28,801	28,801	0	(9,199)
90	Ben Hosier	390,000	0	0	(270,000)	(270,000)	120,000	1,660	1,660	0	(118,340)
93	Ben Hosier	0	0	112,000	0	112,000	112,000	103,843	103,843	0	(8,157)
94	Ben Hosier	0	0	331,000	0	331,000	331,000	279,000	279,000	(52,000)	0
95	Ben Hosier	0	284,527	0	0	0	284,527	539,203	539,203	0	254,676
96	Ben Hosier	260,000	303,235	0	(553,235)	(553,235)	10,000	16,340	16,340	6,340	0
97	Ben Hosier	1,162,093	2,456,181	0	0	0	3,618,274	4,776,349	4,776,349	0	1,158,075
99	Ben Hosier	20,000	0	0	0	0	20,000	16,571	16,571	0	(3,429)
		1,749,093	3,865,043	233,000	(1,026,880)	(793,880)	4,820,256	6,035,025	6,035,025	(45,727)	1,260,496



**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2020**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Outturn	Slippage	Over / (Under)
<b>Finance and Resources (continued)</b>											
<b>Development Management and Planning</b>											
103 Planning Software Replacement	Sara Whelan	0	64,614	0	0	0	64,614	97,976	97,976	0	33,362
		<b>0</b>	<b>64,614</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>64,614</b>	<b>97,976</b>	<b>97,976</b>	<b>0</b>	<b>33,362</b>
<b>Finance &amp; Governance Management</b>											
107 Civic Zone Regeneration Upgrade (DevCo)	James Deane	650,000	(85,129)	0	0	0	564,871	311,225	311,225	(253,646)	(0)
		<b>650,000</b>	<b>(85,129)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564,871</b>	<b>311,225</b>	<b>311,225</b>	<b>(253,646)</b>	<b>(0)</b>
<b>Housing &amp; Regeneration Management</b>											
115 The Forum (Public Service Quarter)	Mark Gaynor	0	0	0	0	0	0	46,142	46,142	0	46,142
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,142</b>	<b>46,142</b>	<b>0</b>	<b>46,142</b>
<b>Information, Communication and Technology</b>											
120 Rolling Programme - Hardware	Ben Trueman	75,000	0	45,000	0	45,000	120,000	88,344	88,344	0	(31,656)
121 Software Licences - Right of Use	Ben Trueman	50,000	0	0	0	0	50,000	24,678	24,678	0	(25,322)
122 Website Development	Ben Trueman	0	26,841	0	0	0	26,841	22,566	22,566	0	(4,275)
123 Mobile Working	Ben Trueman	45,000	0	(45,000)	0	(45,000)	0	0	0	0	0
124 Future vision of CRM	Ben Trueman	(110,000)	241,344	0	(75,000)	(75,000)	56,344	33,470	33,470	0	(22,874)
125 Improvement works to The Forum	Ben Trueman	0	94,793	0	0	0	94,793	115,354	115,354	0	20,561
		<b>60,000</b>	<b>362,978</b>	<b>0</b>	<b>(75,000)</b>	<b>(75,000)</b>	<b>347,978</b>	<b>284,412</b>	<b>284,412</b>	<b>0</b>	<b>(63,566)</b>
<b>People</b>											
129 EIS Replacement	Matt Rawdon	0	70,000	0	0	0	70,000	59,849	59,849	(10,151)	0
130 Self Service Kiosks	Matt Rawdon	0	0	25,000	0	25,000	25,000	0	0	(25,000)	0
		<b>0</b>	<b>70,000</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>	<b>95,000</b>	<b>59,849</b>	<b>59,849</b>	<b>(35,151)</b>	<b>0</b>
<b>Revenues, Benefits and Fraud</b>											
138 Revenues and Benefits new servers	Chris Baker	0	12,000	0	0	0	12,000	15,178	15,178	0	3,178
		<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>15,178</b>	<b>15,178</b>	<b>0</b>	<b>3,178</b>
<b>Totals: Finance and Resources</b>		<b>3,009,093</b>	<b>5,944,417</b>	<b>694,000</b>	<b>(1,493,551)</b>	<b>(799,551)</b>	<b>8,153,959</b>	<b>9,026,574</b>	<b>9,026,574</b>	<b>(667,312)</b>	<b>1,539,927</b>

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2020**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Outturn	Slippage	Over / (Under)
<b>Housing and Community</b>											
<b>Procurement and Contracted Services</b>											
146 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	0	0	25,000	23,255	23,255	(1,745)	0
147 Alarm Receiving Centre	Ben Hosier	0	33,627	0	(33,627)	(33,627)	0	0	0	0	0
148 CCTV Equipment Refresh	Ben Hosier	490,000	0	0	(490,000)	(490,000)	0	0	0	0	0
		<b>515,000</b>	<b>33,627</b>	<b>0</b>	<b>(523,627)</b>	<b>(523,627)</b>	<b>25,000</b>	<b>23,255</b>	<b>23,255</b>	<b>(1,745)</b>	<b>0</b>
<b>People</b>											
152 Verge Hardening Programme	Matt Rawdon	350,000	(106,063)	0	0	0	243,937	166,516	166,516	(79,884)	2,463
153 Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	0	0	25,000	25,025	25,025	0	25
154 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	18,825	18,825	0	(1,175)
		<b>370,000</b>	<b>(81,063)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,937</b>	<b>210,366</b>	<b>210,366</b>	<b>(79,884)</b>	<b>1,313</b>
<b>Property and Place</b>											
155 Disabled Facilities Grants	Alan Mortimer	741,000	10,670	0	0	0	751,670	942,006	942,006	0	190,336
		<b>741,000</b>	<b>10,670</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>751,670</b>	<b>942,006</b>	<b>942,006</b>	<b>0</b>	<b>190,336</b>
<b>Strategic Housing</b>											
158 Affordable Housing Development Fund	David Barrett	1,629,000	2,062,567	598,000	0	598,000	4,289,567	4,736,915	4,736,915	0	447,348
159 Northend & Westerdale (Garage Development)	David Barrett	370,000	1,407,359	0	(493,330)	(493,330)	1,284,029	1,391,474	1,391,474	107,445	0
161 Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0	0	17,318	17,318	0	17,318
162 Temporary Accommodation - creation of new units	David Barrett	90,000	32,711	0	0	0	122,711	98,147	98,147	0	(24,564)
		<b>2,089,000</b>	<b>3,502,637</b>	<b>598,000</b>	<b>(493,330)</b>	<b>104,670</b>	<b>5,696,307</b>	<b>6,243,855</b>	<b>6,243,855</b>	<b>107,445</b>	<b>440,103</b>
<b>Totals: Housing and Community</b>		<b>3,715,000</b>	<b>3,465,871</b>	<b>598,000</b>	<b>(1,016,957)</b>	<b>(418,957)</b>	<b>6,761,914</b>	<b>7,419,482</b>	<b>7,419,482</b>	<b>25,816</b>	<b>631,752</b>
<b>Strategic Planning and Environment</b>											
<b>Environmental Services</b>											
170 Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	0	0	0	10,000	131,562	131,562	0	121,562
171 Play Area Refurbishment Programme	Craig Thorpe	0	0	0	0	0	0	48,144	48,144	0	48,144
172 Waste & Recycling Service Improvements	Craig Thorpe	36,000	11,414	0	0	0	47,414	73,306	73,306	0	25,892
173 Commercial Waste Collection System	Craig Thorpe	0	1,700	0	0	0	1,700	0	0	0	(1,700)
174 Gadebridge Park - Splash Park	Craig Thorpe	0	0	0	0	0	0	0	0	0	0
175 Gadebridge Park - Renovation of White Bridge	Craig Thorpe	250,000	209,426	0	(370,000)	(370,000)	89,426	12,349	12,349	0	(77,078)
176 Cupid Green Waste Site Renovation	Craig Thorpe	100,000	0	0	0	0	100,000	128,702	128,702	0	28,702
177 Cupid Green Welfare Facilities	Craig Thorpe	90,000	0	0	0	0	90,000	122,687	122,687	0	32,687
138 Upgrade of Hand Arm Vibration Monitoring System	Craig Thorpe	0	0	0	0	0	0	20,052	20,052	20,052	0
178 Fleet Replacement Programme	Craig Thorpe	1,122,328	1,715,643	0	162,000	162,000	2,999,971	3,138,369	3,138,369	138,398	0
179 Fleet Services Renew Plant & Equipment	Craig Thorpe	46,500	155,000	60,000	0	60,000	261,500	273,204	273,204	0	11,704
180 Fleet Service Management System Upgrade	Craig Thorpe	34,000	(22,000)	0	0	0	12,000	13,475	13,475	0	1,475
		<b>1,688,828</b>	<b>2,071,183</b>	<b>60,000</b>	<b>(208,000)</b>	<b>(148,000)</b>	<b>3,612,011</b>	<b>3,961,850</b>	<b>3,961,850</b>	<b>158,450</b>	<b>191,389</b>
<b>Strategic Planning and Regeneration</b>											
185 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	80,000	54,015	0	(134,015)	(134,015)	0	0	0	0	0
186 Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	0	0	0	0
187 Town Centre Access Improvements	Chris Taylor	565,000	74,280	0	(600,000)	(600,000)	39,280	100,841	100,841	61,561	0
188 The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	(35,000)	(35,000)	20,000	0	0	(20,000)	0
		<b>645,000</b>	<b>183,295</b>	<b>0</b>	<b>(769,015)</b>	<b>(769,015)</b>	<b>59,280</b>	<b>100,841</b>	<b>100,841</b>	<b>41,561</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>(977,015)</b>	<b>(917,015)</b>	<b>3,671,291</b>	<b>4,062,691</b>	<b>4,062,691</b>	<b>200,011</b>	<b>191,389</b>
<b>Totals - Fund: General Fund</b>		<b>9,057,921</b>	<b>11,664,766</b>	<b>1,352,000</b>	<b>(3,487,523)</b>	<b>(2,135,523)</b>	<b>18,587,164</b>	<b>20,508,747</b>	<b>20,508,747</b>	<b>(441,484)</b>	<b>2,363,068</b>

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2020

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Outturn	Slippage	Over / (Under)	
<b>Housing Revenue Account</b>												
<b>Housing and Community</b>												
<b>Property &amp; Place</b>												
201	Planned Fixed Expenditure	Alan Mortimer	12,000,000	0	0	(167,682)	(167,682)	11,832,318	11,929,003	11,929,003	167,682	0
202	Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	(188,503)	(188,503)	0	0
203	M&E Contracted Works	Alan Mortimer	700,000	0	0	0	0	700,000	792,285	792,285	0	0
204	Communal Gas & Heating	Alan Mortimer	3,000,000	0	0	0	0	3,000,000	2,671,693	2,671,693	0	0
205	DBC Commissioned Capital Works	Alan Mortimer	(439,505)	3,420,524	0	(616,446)	(616,446)	2,364,573	2,575,472	2,575,472	(284,622)	0
206	Special Projects	Alan Mortimer	146,000	767,853	0	(853,800)	(853,800)	60,053	4,200	4,200	(55,853)	0
			<b>15,406,495</b>	<b>4,188,377</b>	<b>0</b>	<b>(1,637,928)</b>	<b>(1,637,928)</b>	<b>17,956,944</b>	<b>17,784,151</b>	<b>17,784,151</b>	<b>(172,793)</b>	<b>0</b>
<b>Strategic Housing</b>												
210	New Build - General Expenditure	David Barrett	(326,953)	5,750,715	(900,000)	(318,608)	(1,218,608)	4,205,154	0	0	0	(4,205,154)
211	Martindale	David Barrett	8,221,449	2,021,510	0	(1,767,461)	(1,767,461)	8,475,498	8,211,259	8,211,259	(264,239)	(0)
212	Strategic Acquisitions - Housing	David Barrett	0	0	161,000	0	161,000	161,000	217,272	217,272	0	56,272
213	Kylina Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	61,259	61,259	0	61,259
214	Stationers Place / Apsley Paper Mill	David Barrett	3,895,519	2,193,192	0	(1,130,000)	(1,130,000)	4,958,711	4,637,926	4,637,926	(320,785)	0
215	Able House	David Barrett	0	0	0	0	0	0	0	0	0	0
216	Swing Gate Lane	David Barrett	0	0	0	0	0	0	372,127	372,127	0	372,127
217	Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	0	153,720	153,720	0	153,720
218	Bulbourne	David Barrett	800,000	34,656	0	(764,700)	(764,700)	69,956	6,265	6,265	(63,691)	0
219	Coniston Road	David Barrett	60,000	39,200	0	355,800	355,800	455,000	441,908	441,908	(13,092)	0
220	Eastwick Row	David Barrett	120,000	11,529	900,000	84,951	984,951	1,116,480	1,098,254	1,098,254	(18,226)	(0)
221	St Margaret's Way	David Barrett	400,000	41,148	0	(424,148)	(424,148)	17,000	500	500	(16,500)	0
222	Paradise Fields	David Barrett	150,000	5,739	0	0	0	155,739	4,289,566	4,289,566	0	4,133,827
223	Gaddesden Row	David Barrett	100,000	(7,668)	0	284,974	284,974	377,306	411,983	411,983	34,677	0
224	Randalls Ride	David Barrett	120,000	0	0	(120,000)	(120,000)	0	7,549	7,549	7,549	(0)
225	Garage Sites - New Build Developments	David Barrett	500,000	0	0	(475,000)	(475,000)	25,000	9,730	9,730	(15,270)	0
226	Wilstone	David Barrett	120,000	0	0	(106,562)	(106,562)	13,438	14,988	14,988	1,550	(1)
227	Marchmont Fields	David Barrett						0	2,365	2,365	0	2,365
228	Paradise Depot	David Barrett						0	1,490	1,490	0	1,490
			<b>14,160,015</b>	<b>10,090,021</b>	<b>161,000</b>	<b>(4,380,754)</b>	<b>(4,219,754)</b>	<b>20,030,282</b>	<b>19,934,305</b>	<b>19,934,305</b>	<b>(668,027)</b>	<b>572,051</b>
	<b>Totals: Housing and Community</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>161,000</b>	<b>(6,018,682)</b>	<b>(5,857,682)</b>	<b>37,987,226</b>	<b>37,722,311</b>	<b>37,722,312</b>	<b>(840,821)</b>	<b>575,906</b>
	<b>Totals - Fund: Housing Revenue Account</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>161,000</b>	<b>(6,018,682)</b>	<b>(5,857,682)</b>	<b>37,987,226</b>	<b>37,722,311</b>	<b>37,722,312</b>	<b>(840,821)</b>	<b>575,906</b>
	<b>Totals</b>		<b>38,624,431</b>	<b>25,943,164</b>	<b>1,513,000</b>	<b>(9,506,206)</b>	<b>(7,993,206)</b>	<b>56,574,389</b>	<b>58,231,059</b>	<b>58,231,059</b>	<b>(1,282,305)</b>	<b>2,938,973</b>

<b>General Fund Reserves Summary</b>	<b>Balance as at 31/03/2019 £'000</b>	<b>Adjusted Budget 2019/20 £'000s</b>	<b>Net Reserve Movement 2019/20 £'000</b>	<b>Balance as at 31/03/2020 £'000</b>
Civic Buildings Major Repairs Reserve	200			200
Capital Development Reserve	300			300
Earmarked Grants Reserve	106	(72)	(18)	88
Management of Change Reserve	1,113	(34)	9	1,122
Technology Reserve	256			256
Savings Efficiencies Reserve	604	317	317	921
On Street Car Parking Reserve	202	(56)	(82)	120
Local Development Framework Reserve	419	254	197	616
Dacorum Development Reserve	36	3,134	3,107	3,143
Planning Enforcement & Appeals Reserve	54		(54)	0
Planning & Regeneration Project Reserve	103	(103)	(103)	0
Litigation Reserve	287	30	30	317
Vehicle Replacement Reserve	1,400	(1,400)	(1,400)	0
Invest to Save Reserve	198	(4)	(198)	0
Tring Swimming Pool Repairs Reserve	8	(8)	(8)	0
Youth Provision Reserve	44			44
Election Reserve	120	(120)	(120)	0
Uninsured Loss Reserve	500		(80)	420
Training & Development Reserve	23	(23)	(23)	0
Housing Conditions Survey Reserve	96	(35)	(50)	46
Dacorum Partnership Reserve	39	(39)	(39)	0
Dacorum Rent Aid - Guarantee Scheme	15			15
Rent Guarantee Scheme Reserve	15			15
Funding Equalisation Reserve	5,297			5,297
Pensions Reserve	1,973	200	200	2,173
Maylands Plus Reserve	46	23		46
<b>Total Earmarked Reserves</b>	<b>13,454</b>	<b>2,064</b>	<b>1,685</b>	<b>15,139</b>
<b>Working Balance</b>	<b>2,502</b>	<b>0</b>	<b>0</b>	<b>2,502</b>
<b>Total General Fund Reserves</b>	<b>15,956</b>	<b>2,064</b>	<b>1,685</b>	<b>17,641</b>

# Agenda Item 8



## AGENDA ITEM: 8

### SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	9 <sup>th</sup> June 2020
PART:	1
If Part II, reason:	

Title of report:	<b>Quarter 4 Performance Report – Corporate and Contracted Services</b>
Contact:	Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services  Author/Responsible Officers:  Mark Brookes (Assistant Director – Corporate and Contracted Services)  Ben Hosier – Group Manager (Procurement and Contracted Services)  Farida Hussain - Group Manager (Legal and Corporate Services)
Purpose of report:	To provide Members with the performance report for quarter four in relation to Corporate and Contracted Services.
Recommendations	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	<u>Financial</u>  None.
'Value For Money Implications'	<u>Value for Money</u>

	Monitoring Performance supports the Council in achieving Value for Money for its citizens.
Risk Implications	Risk Assessment completed for each service area as part of service planning and reviewed quarterly.
Equalities Implications	Equality Impact Assessment completed for each service area as part of service planning and reviewed quarterly.
Health And Safety Implications	None
Consultees:	Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services
Background papers:	Annex: Quarter 4 Performance Report

1. Members will find attached to this report the Corvu performance data for Corporate and Contracted Services.
2. The only Operational Risk which falls within this area is CE\_R01 Failure to deliver successful elections and there have been no changes to this risk during the first and second quarters. Work had commenced on the Police and Crime Commissioner Election that was due to take place on 7<sup>th</sup> May 2020, however the election was cancelled and therefore work discontinued on this.
3. The services included in this report are those services which fall under the Assistant Director (Corporate and Contracted Services), which are Legal, Licensing, Corporate Support (which includes the now combined teams of Members Support, Electoral Registration and Corporate Support) and Procurement and Contracted Services.

## **LEGAL**

### **The Legal Team**

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

<b>Matter</b>	<b>Client/type</b>	<b>Case Detail</b>
DBC v Hemel Foods  DBC v Israt Nasar	Environmental Health – Breach of Food Hygiene Regulations (06/03/20)	Prosecution brought against a company and an individual.  Following a trial at the St Albans Magistrates Court the Defendants were found guilty on all 14 charges (two of which were Animal Welfare charges). The Defendants were fined £7,400 each and were ordered to pay the full cost of the prosecution of £17,131.58, and a victim surcharge of £170 each. This calculates to a total of £16,135.79 each (£32,271.58 collectively).
DBC v Tesco	Environmental Health – Health and Safety at Work Act (24/01/20)	This case involved a man slipping on surface water at Tesco, Jarmans Park. Tesco was fined £733,333 and were ordered to pay the Council £400,000 in legal costs.
Bradley Knight v DBC	Homelessness suitability decision appeal	Appellant's appeal is dismissed and Appellant to pay Respondent's costs, to be assessed
DBC v Talactac	Environmental Health Prosecution - Flytipping (Between Livingstone Walk and Harlow Court)	Conditional discharge for 12 months, victim surcharge of £21, DBC costs of £1,039.96
DBC v Witney	Environmental Health Prosecution - Flytipping (Coles Lane, St Albans)	Fine: £640. Victim surcharge: £64. Costs: £848.28
DBC v Ogundipe (64 Loxley Road)	ASB Possession	Mandatory possession by 7 February 2020 and payment of Council's costs in the sum of £7,500
Money Claim (Housing)	David Brewin v DBC 26 Betty Patterson House	Claim struck out and payment of Council's costs in the sum of £1,053 by 5 February 2020

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

- Completed the sale of Paradise Fields.
- Completed the sale of 8 properties via Right to Buy scheme totalling £1,711,400.

### **The Licensing Team**

6. Key updates for the team are as follows:

- 16 Strikes issued to Taxi drivers for breach of conditions and other misconduct. 3 Strikes were to drivers already with one strike in the last 12 months, meaning those drivers are 1 strike away from being required to attend a Licensing and Health and Safety Enforcement Sub-Committee.
  - Many of the strikes were issued for failure to display required signage on vehicles, or failure to report incidents to the Council.

However, a light touch approach has been adopted in terms of this sort of enforcement whilst the Covid-19 Crisis is occurring, and we have also seen a significant reduction in the number of taxis working as a result, meaning less issues.

Restrictions started to come in in regards to businesses as a result of Covid-19 towards the end of this quarter, and this has led to a large amount of Licensing's work being providing advice to our licensees in various different trades, regarding the impact on their operations. In addition to that, the enforcement officers have been working with the Environmental Health Team to ensure that reported breaches are investigated and resolved.

### **Corporate and Democratic Support**

7. Quarter 4, Corporate and Democratic Support carried out the following:

#### *Corporate meetings*

- Supported & attended 13 corporate meetings (including minutes)

#### *Committee meetings*

- Published 21 agendas
- Completed 21 sets of minutes
- Processed 42 public speakers at Committee
- Published 4 Portfolio Holder Decisions



- Published 13 Officer Decisions

The end of the quarter saw the beginning of the Covid-19 crisis and with social distancing measures in place and people urged to work from home, the team began preparations for holding committee meetings virtually via Microsoft Teams. All councillors were contacted individually and offered a short virtual face to face on Microsoft Teams with a member of the team to check they were able to get connected and know where to find the microphone, camera and chat box to indicate the wish to speak. Each committee has had a test meeting to ensure all councillors could get connected and the virtual committees have gone smoothly.

### **Member Development**

In Quarter 4, there have been two Member Development sessions:

- Community Leadership Training. This session was facilitated by Alison Edwards, LGA. This session had 4 attendees.
- Strategy, Improvement & Engagement Team Briefing. This session was facilitated by Ada Terry, Strategy, Improvement & Engagement Team Leader. This session had 10 attendees.

Number of Councillors that did not attend any training in this quarter: 38

### **Mayoral Support**

Quarter 4 has been impacted by COVID-19 which has seen the Mayoralty unable to run traditional fundraising events. We have explored a number of ways to keep people actively involved in the Mayors Department through the following:

- **Online Easter Raffle:** Whilst traditionally the raffle tickets have been sold face-to-face, this situation proved that we are able to deliver these events electronically. We were able to sell raffle tickets online and get prizes delivered to winners (observing social distancing). It was hugely successful and raised £200 for the Mayors charity through our new platform TicketSource.
- **Social Media Updates:** Social media posts giving people a simple task to do at home whilst in lockdown. Sadly we did not get much positive feedback from this so decided that it was no longer worth exploring. The Mayor has been involved in a number of interviews on Radio Dacorum which has proved really successful in interacting with residents. We have just renewed our contract with them for another year.
- **Personalised Seed Packets:** We have been exploring new ways to raise money whilst the majority of us are staying at home. We have decided to begin selling small envelopes of seeds with personalised messages which will be available for online purchase by the public, distributed by Central Admin in the Forum. All purchases will again be made via TicketSource with proceeds being donated to the Mayors Charity.
- **School Interaction:** With large events such as VE Day and Armed Forces Day, we have designed simple packs which have been sent to the Primary

Schools within Dacorum for their students. We have asked them to distribute it to their students who are at home as well as in schools. This pack will also be available to download on the HYOC2020 website.

- **Fly a Flag:** Despite social distancing still being in place, we are currently exploring a safe way to hold the annual Fly a Flag for Armed Forces Day ceremony with a minimal number of people. This will have approx. 5 essential attendees and we hopefully be filmed live to be posted on social media for residents to witness.
- **Sponsorship Packages:** The Mayors department has drafted a number of different Sponsorship packages that are appropriate for local business' within Dacorum for the 2020/21 Mayoral Year. All of the Sponsorship money will help towards funding events and raising money for the chosen Charity.

### **Digital Print & Post Room (Central Administration)**

The Digital Print & Post Room staff have been working within The Forum throughout the COVID-19 response, to ensure essential services are delivered to back offices, existing processes have been refined to respond to the current working climate and ensure the safety of staff is adhered to in line with social distancing rules.

- **Incoming Post:** collection, processing and scanning of incoming post for electronic distribution
- **Outgoing Post:** receiving files electronically from officers (via email and bulk import), printing, enveloping and franking post for daily Royal Mail collection.
- **Processing income:** daily receipt and processing of cheques to ensure all income banked promptly
- **Courier service:** maintaining minimum level courier service to our open satellite offices, as well as ad hoc deliveries to officers working from home where essential items have been required

### **Electoral Services**

8. During Q4 the Absent Vote refresh was carried out. This is a statutory requirement by which all absent voters need to refresh their signature every 5 years. 1863 electors were contacted, with 426 receiving a reminder. Of those, 122 did not reply at all and therefore received notice that their postal vote would be cancelled. Those electors were given details on how to apply again but their existing one was no longer valid.

Rolling registration continued and the following was processed:

Additions: 1066  
Amendments: 2268  
Deletions: 1001

In addition work commenced on the project plan for the scheduled PCC elections in May 2020. All polling stations were booked and confirmed and all staffing availability letters had been issued. Various equipment audits, staff roles, count procedure and

training were also underway. Due to Corona Virus restrictions, the election was cancelled, so cancellation letters were issued to all staff and polling stations.

The two Political support staff have maintained business as usual and supported councillors at the start of the lockdown. Additional resources were given to training on remote working and remote meetings.

## **Procurement**

9. During Q4 the team continued to work on the service plan for 2020/21 to deliver the new Procurement Strategy. The team also meet with Group Managers to develop the Forward Plan for the team in 2020/21.

A number of procurement exercises and projects have been ongoing:

- Housing New Build Programme
- Consultancy Services for New Build Programme
- CCTV Upgrade & Maintenance
- Temporary Agency Staff
- Building Services Capital Works
- Forum Café
- Installation of new 3G pitches at APG's

Due to Covid-19 the Government issued out Procurement Policy Note 02/20 Supplier Relief due to Covid-19 and the team began to work on the impacts of this on the Council during the latter stages of Q4.

## **Parking Services**

10. The 3<sup>rd</sup> year contractual KPI's have now been agreed and will be monitored on a monthly basis.

A report on the performance of the parking enforcement contract that was due to be presented to F&R OSC on 24 March was cancelled due to the Covid-19 lockdown.

The Covid-19 lockdown had serious implications on the capability and capacity of both the Council's parking service team in relation to Traffic Regulation Orders and the Saba parking enforcement service.

### TRO's

- Off-street 2020  
The Order came into effect on 6 April; however, the associated price changes were not applied due to covid-19.
- Lower Kings Road MSCP charging structure  
The Order came into effect on 6 April, MSCP and Bournside car parks not open to date.
- CPZ charges 2020

The Order came into effect on 6 April; however, the associated price changes were not applied due to covid-19.

- Marlowes introduction of disabled bays, loading bay, loading restrictions, taxi rank.  
Decision made to undertake Statutory consultation – On hold to after covid-19 lockdown
- Lockers Park Lane junction protection  
Decision made to advertise and install - On hold to after covid-19 lockdown
- CPZ- O and D zones, Apsley  
The Order came into effect on 6 April; however, the zones have not been introduced due to covid-19.
- CPZ – Wood Crescent (South zone extension)  
PH decision to consult received – Consultancy appointed – Consultation on hold until after covid-19 lockdown
- CPZ – Ebbens Road  
PH decision to consult received – Consultancy appointed – Consultation on hold until after covid-19 lockdown
- Wolsey Road amendment to 2003 consolidation Order  
Consultation report submitted – Advertising and installation on hold until after covid-19 lockdown
- Berkhamsted High Street adjacent to junction Manor Road  
PH decision to consult received – Consultation on hold until after covid-19 lockdown

#### Council team

- While taking account of the Traffic Penalty's advice to hold all cases, the team continued to respond to customers where the decision is to cancel the Penalty Charge and holding those where it is likely that the PCN will be upheld.
- The team have stopped all processes at Charge Certificate and Warrant. Enforcement Agencies (bailiffs) are not making personal visits
- As the team is unable to take card payments through the usual channels, the team have suspended all instalment plans. The team has written to all of the customers concerned to inform them and will advise customers when instalment payments are to start again.
- Where residents do not have their own off-street parking or if they are not eligible to purchase a CPZ resident permit and they live in a heavily parked street close to a DBC car park, the team are offering free temporary dispensations to use that car park.

#### Saba management & Notice Processing

- Civil enforcement Officers were put on furlough
- Notice Processing staff worked from home and are responding to calls and e-mails from customers.

## CCTV

11. The Covid-19 pandemic caused some delays with regards to new installation on construction sites; however, the CCTV control room continued to operate as normal with all systems operational.
  - Berkhamsted Multi Story car park is almost completed. Just waiting on power to commission all the systems and bring it online. Still ongoing
  - New flats Martindale school site have been designed, waiting on orders from developers to cable ready for new camera systems. Still ongoing
  - Eastwick Row new block, marking up drawings for new system as part of new build. This has been completed.
  - Three Cherry Trees new camera. Install of pole 16th March, camera should be live by 18th. still ongoing

Stationers place (Apsley)  
 New flats at Northend  
 New Flats Westerdale } cabling completed, next phase install cameras.

The CCTV contract has been awarded and the new contractor Access Integrated Systems will start to maintain the CCTV system and network from the 1st April. Over the next few weeks we will be looking at the project plan for the refresh and implementing the parts we can whilst maintaining social distancing.

## Leisure Contract

12. The leisure contract has continued to run smoothly during Q4, the year 3 KPI's are being worked on for approval in March and will be taken to the leisure board for ratification.

The Berkhamsted refurbishment work have been well received from members, the works have also led to an increase in memberships.

We have also commissioned plant and building surveys to plan in future repair and maintenance works at both Hemel and Berkhamsted leisure centres.

Jarman Park is currently undergoing a Track Mark certification that is required for events to be held at athletic track.

The leisure facilities were closed during the latter part of March due to Covid-19, however staff continue to visit the centres to complete repairs, general maintenance and for security purposes. The majority of staff are furloughed at the moment, however the main contract leads are still working full time and are contactable.

There are a number of planned maintenance works such as the AHU's and Jarman Park track repairs that can be undertaken throughout this period of closure.

### **Leisure Modernisation – Berkhamsted Leisure Centre**

13. Work was ongoing during Q4 to progress the site options, facility mix and business plan in order to report back to Members. This takes account of the stakeholder consultation carried out Jan/Feb/March and amendments have been made to reflect comments from stakeholders.

### **Multi-Storey Car Park**

14. The Principal contractor pulled off-site on Friday 28th February and have arranged security to be on-site in the interim period, the only works that remain concern the commissioning of equipment that is reliant on permanent power being installed on site.

Due to the recent storms which have struck the UK during Q4, the dates that were planned for the energisation of the site were cancelled as UKPN were pulled from all planned work to deal with the aftermath of the storms. A new date of 16th – 20th April is programmed in for the site to be energised.

The S.278 highway works have been signed-off by HCC and the S278 Agreement signed by the Council. The works will hopefully start immediately after UKPN have energised the site.

Due to Covid-19 pandemic risk to health and Government guidance, UKPN have postponed works to energise the site planned for 19th April 20.

The date to undertake and complete this work is currently unknown. However, this directly impacts the associated works related to completing the few remaining installations, testing and commissioning of operational systems, and will further delay Practical Completion and Handover of the MSCP.

Due to covid-19 risk to health, Affinity Water have also postponed the planned water connection of the MSCP.

The date for the installation of the Living Wall will also subsequently be delayed until a permanent water supply has been established. The Living Wall will therefore remain at the supplier's nursery until a date for installation can be determined.

Ringway have not been able to carry out the S278 works due to the delay with the energisation of the site.

The matting and the parking machines have been removed from the temporary car park at the Moor. Works to planting and seeding have been impacted by the Covid-19 lockdown and it is looking like the works will be completed by Clean Safe & Green team by the autumn.


## **Parking & Access Movement Project**

15. The current programme shows the following key stages, although these will be impacted by the Covid-19 lockdown:
- Trees on Leighton Buzzard Road have been removed.
  - Informal TRO consultation was completed in March 2020
  - A tentative date of the Planning Pre-Application Meeting of 04 April has been arranged.
  - The Traffic Survey that was planned for June 2020 has been delayed due to the decrease in traffic during the Covid-19 lockdown
  - An indicative period for the BT diversionary works of: 01 Jun. to 28 Sep is likely to be delayed due to the lockdown
  - Assumed that a Term Contractor will be appointed to undertake the works and therefore no tender period is allowed.
  - Assumed that there will be no Planning Conditions following the statutory 8-week Period of Determination and therefore the Term Contractor can immediately commence with the works.
  - Subject to the above – the result of the Planning Application is scheduled as 23 Nov, although this will be delayed due to the Covid-19 lockdown
  - Assumed that said Term Contractor will already be mobilised in the vicinity of the works, undertaking resurfacing work of the North Car Park who will then immediately switch to undertake the works for the South car park.
  - Subject to planning consent a construction period of 04 Nov. 2020 to 15 Feb. 2021 (3 months), likely to be delayed as other stages will not be complete due to the Covid-19 lockdown

# OSC Report - Finance & Resources - Corporate and Contracted Services Mar-2020

Indicator Name	Results Mar-2020	Last Months Results Dec-19	Last Years Results Mar-19	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£2267451 Target: £2356440	£1749227 Target: £1720830	£2290149 Target: £2283120	0   1   3	No Comments	No Info
Dacorum Delivers - Performance excellence						
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	100% 12 / 12 Info Only	100% 10 / 10 Info Only	100% 7 / 7 Info Only		No Comments	No Info
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	100% 1 / 1 Info Only	100% 2 / 2 Info Only	100% 5 / 5 Info Only		No Comments	No Info
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	100% 2 / 2 Info Only	100% 5 / 5 Info Only	100% 1 / 1 Info Only		No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
DPA01 - Percentage of DPA requests met in 40 days	100% 28 / 28 Target: 100%	96.88% 31 / 32 Target: 100%	85.71% 12 / 14 Target: 100%	0   2   2	No Comments	No Info
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	62.16% 46 / 74 Target: 80%	85.48% 53 / 62 Target: 80%	62.86% 22 / 35 Target: 80%	2   0   2	Updater Comments: Qtr 4 performance is below the expected level, this has been heavily impacted by March data and the impact across the organisation as the Council responds to the COVID-19 crisis.	There have been some issues identified within the Property & Place service. A new GM is due to commence in June 2020 who will pick up complaints, in the interim
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	80% 4 / 5 Target: 80%	100% 1 / 1 Target: 80%	20% 1 / 5 Target: 80%	0   0   4	Updater Comments: Performance against Stage 2 reviews meets target.	No actions required at this time, performance meeting target expectations.



Indicator Name	Results Mar-2020	Last Months Results Dec-19	Last Years Results Mar-19	RAG 	Comments	Actions
FOI01 - Percentage FOI requests satisfied in 20 days	94.29% 198 / 210 Target: 100%	87.57% 148 / 169 Target: 100%	91.15% 175 / 192 Target: 100%	3   1   0	Updater Comments: Development Management missed 3 Regulatory Services missed 3	No Info
MS01 - Average number of training opportunities taken up per Member	0.1 Opportunities 14 / 102 Info Only	0.3 Opportunities 65 / 255 Info Only			No Comments	No actions - this data is reported to MDSG.  Compliance with madatory training is being monitored and



## AGENDA ITEM: 9

### SUMMARY

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

<b>Title of report:</b>	<b>Performance and Risk report Quarter 4 2019/20 – Performance, People &amp; Innovation</b>
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 4 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 4 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).
- 1.2 The performance report for the division is attached and it examines progress in relation to two key themes:
  - 1.2.1 Human Resources
  - 1.2.2 IT and Digital Services

## **Monitoring Performance**

### *Human Resources*

The total sickness absence outturn for Q4 has increased in this quarter from last, but is similar to the Q4 last year. In March we saw a rise in sickness absence due to Covid-19 which has affected the outturn. 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, timely and fair action. These sickness cases will commence again when the corporate freeze of employment hearings is lifted (anticipated in June). The HR team has been arranging wellness courses and resilience courses to help staff who have been working from home to assist with the transition. The focus of supporting staff mental health will be key in the coming months and it will be an area of focus for the HR team. An item on staff wellness has been placed on the next Head of HR meeting so we can shared good practice in this vital area.

Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The projected annual staff turnover remains in line within a recognised healthy industry standard.

### *IT and Digital Services*

IT Systems availability (100%) was positive within the quarter. This was essential in the final weeks as DBC teams depended on resilient systems to continue to provide services remotely. We saw home working increase to more than 450 users daily. Roll out of Microsoft Teams increased in both urgency and speed with a more than fourfold increase in its use in the final two weeks of the quarter.

Numbers of Website Users (172,080) were broadly in line with the previous quarter (179,321) maintaining the majority of the increase made in Q3.

## **Risk Management**

### **PP\_R011 Failure to deliver Digital Dacorum leads to poor customer experiences and increased costs from calls and face-to-face visits**

Take-up of the MyDacorum portal for residents grew through the quarter (3,570 at the end of Q4) and development of the portal as a platform for customer interactions will continue. Q4 saw development of a new repairs reporting tool for Council tenants, due for live release later in 2020.

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

Replacement of desktop equipment for officers is now complete allowing access to enhanced software and greater flexibility in working arrangements, such as mobile working.

Two pilot projects, one looking at Robotic Process Automation (RPA) and one trialling the use of detailed Business Process Re-engineering (BPR) through a partner organisation, continued through the quarter. The BPR project ran to conclusion and work is now in hand to deliver process enhancements identified. The RPA project was delayed by COVID-19 but will resume in Q4.

Development of the Council's CRM solution continued through the quarter as did work on the new HR system, replacing a long-term legacy system.

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

In Q4 overall systems availability was 100%. The Council deploys a wide range of security controls and has completed delivery of resilient lines with diverse routes on the BT network to the Council's data centre.

DBC has once again been certified compliant for use of the Government's Public Services Network (PSN) by the Cabinet Office following independent penetration testing.

# Agenda Item 10

Clerk: Trudi Angel (x2224)

## Finance and Resources Overview & Scrutiny Committee: Work Programme 2020/21

*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
9 June 2020	1 June 2020	Action Points (from previous meeting)		
		<b>Provisional Financial Outturn 2019/20</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 Q4 Performance Report</b>	Assistant Director, Corporate & Contracted Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Performance, People &amp; Innovation Q4 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>
7 July 2020	26 June 2020	Action Points (from previous meeting)		
		<b>Garages Update</b>	Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	
8 Sept 2020	27 August 2020	Action Points (from previous meeting)		

		<b>Budget Monitoring 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>Finance &amp; Resources Q1 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 Q1 Performance Report</b>	Assistant Director, Corporate & Contracted Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Performance, People &amp; Innovation Q1 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>13 October 2020</b>	<b>2 October 2020</b>	<b>Action Points (from previous meeting)</b>		
<b>3 November 2020</b>	<b>23 October 2020</b>	<b>Action Points (from previous meeting)</b>		
		<b>Budget Monitoring 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>Finance &amp; Resources Q2 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 <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise</i>



		<b>Q2 Performance Report</b>		<i>quarterly performance</i>
		<b>Performance, People &amp; Innovation Q2 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>Joint Budget</b> <b>1 December 2020</b>		<b>***Joint Budget***</b> <b>*****</b> <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>6 January 2021</b>	<b>29 December 2020</b>	<b>Action Points (from previous meeting)</b>		
<b>Joint Budget</b> <b>2 February 2021</b>		<b>***Joint Budget***</b> <b>*****</b> <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>9 March 2021</b>	<b>26 February 2021</b>	<b>Action Points (from previous meeting)</b>		
		<b>Budget Monitoring 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>Finance &amp; 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>

Clerk: Trudi Angel (x2224)

	<b>Corporate &amp; Contracted Services Q3 Performance Report</b>	Assistant Director, Corporate & Contracted Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
	<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>

**Items to be scheduled:**

- **New Normal (L Roberts)**
- **Garages (L Roberts)**
- **Berkhamsted Sports Centre (M Brookes)**
- **Medium Term Financial Strategy (J Deane)**