



# Public Document Pack

## FINANCE AND RESOURCES OVERVIEW AND SCRUTINY AGENDA

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

**TUESDAY 8 SEPTEMBER 2020 AT 6.30 PM**

### **MICROSOFT TEAMS\***

\*This meeting will be held remotely via the Microsoft Teams application. Should any members of the public wish to join this meeting, please contact [member.support@dacorum.gov.uk](mailto:member.support@dacorum.gov.uk) by 5pm on Monday 7 September.

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 Mahmood (Chairman)  
Councillor Sinha  
Councillor Townsend (Vice-Chairman)  
Councillor Claughton  
Councillor Symington  
Councillor Allen

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

### **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**

All action points from the previous meeting have been completed.

#### **7. QUARTER 1 BUDGET MONITORING (Pages 10 - 25)**

#### **8. QUARTER 1 PERFORMANCE REPORT - FINANCE AND RESOURCES (Pages 26 - 40)**

#### **9. QUARTER 1 PERFORMANCE REPORT - CORPORATE AND CONTRACTED SERVICES (Pages 41 - 52)**

#### **10. QUARTER 1 PERFORMANCE REPORT - PERFORMANCE PEOPLE AND INNOVATION (Pages 53 - 59)**

#### **11. ALLOTMENTS (Pages 60 - 64)**

#### **12. WORK PROGRAMME (Pages 65 - 67)**

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

7 JULY 2020

**Present:**

Cllr Adeleke	
Cllr Barrett	Cllr Sinha
Cllr Chapman	Cllr Symington
Cllr Cloughton	Cllr Taylor
Cllr Guest	Cllr Tindall
Cllr Suqlain Mahmood (Chairman)	Cllr Townsend (Vice Chairman)

**Also Present:**

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

**Officers:**

S Marshall	Chief Executive
J Deane	Corporate Director – Finance and Operations
M Gaynor	Corporate Director – Housing and Regeneration
M Brookes	Assistant Director – Corporate and Contracted Services
L Roberts	Assistant Director – Performance, People and Innovation
N Howcutt	Assistant Director – Finance and Resources
T Angel	Corporate and Democratic Support Officer (Minutes)

The meeting started at 6.30 pm.

### OS/001/20 MINUTES

The minutes of the meeting held on 9 June 2020 were agreed by the members present and will be signed by the Chairman at the next available opportunity.

Councillor Tindall referred to page 4 regarding the delay in recruiting apprentices and asked if we were able to start recruitment for this financial year so that the apprentices can start as soon as possible. L Roberts said she would provide all members with the programme of the plans for recruitment. **Action: L Roberts**

Councillor Cloughton referred to page 5 relating to the cost of the Berkhamsted multi-storey car park. He said he couldn't understand how the cost had gone up but the payback period remained the same. He asked for the actual financial workings behind these figures for clarification. M Brookes said he would arrange for this to be sent to members. **Action: M Brookes**

Councillor Symington advised that her queries relating to Water Lane car park were still ongoing.

### OS/002/20 APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Sobaan Mahmood.

### **OS/003/20 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **OS/004/20 PUBLIC PARTICIPATION**

None.

### **OS/005/20 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN**

None.

### **OS/006/20 GARAGES PROGRAMME REVIEW**

L Roberts introduced the report and advised this was a brief progress update from when they had last discussed garages in February this year. She advised that the plan had been impacted by Covid-19 and the programme had to be paused as one of the key suppliers (Orchard) had been furloughed. We re-engaged with them once their surveyors started to return and some work had been completed over the weekend. She said the mobile surveys start tomorrow with a local firm we had appointed called Aitchison Rafferty.

She highlighted that the garages team had continued to work through all the garage applications during the lockdown period and had worked really hard to achieve 263 e-form enquiries, 93 offers made, 60 commencements and 56 terminations. Also the DBC surveyors who have been unable to go into tenant buildings due to Covid-19 have carried out 756 inspections. She explained that once the surveys have been completed they will be able to map the data against the demand. This information will be reported to this committee at the meeting in November.

Councillor Chapman asked if they would consider new roofs for the garages where asbestos had been found and cleared and were in disrepair. L Roberts advised that would need to be decided when the data comes back so they can understand the life span of the garages and whether it would be cost effective.

Councillor Tindall asked if we held a record of how many garages were occupied or vacant. L Roberts advised that the current void rate was 31% and the stock was approximately 7,500. She added that the performance from this quarter was significantly better than it was this time last year despite the pandemic.

Councillor Tindall asked if there was any scope for levelling the garages and just using the area as off street parking spaces to get some cars off the roads. He added that most garages were too small for modern cars so most people end up using them for other purposes. L Roberts suggested that could be considered as an option but it would depend on the condition of the garages. She said there was a range of options to consider once they had the data.

Councillor Guest asked if we had the information on a ward basis for where the enquiries and offers were. L Roberts said she didn't think they had that information on a ward basis. Councillor Guest asked if it was possible to produce that information for members. L Roberts said she wasn't sure how much work would be involved to produce that information so she would need to look in to it.

**Action: L Roberts**

The Chairman said it would be interesting to know how many garages in total were in each ward and asked if L Roberts could take that on board. **Action: L Roberts**

Councillor Symington queried the cost for the surveys to be completed. L Roberts advised just under £20k.

Councillor Symington said she was curious how a company that was a supplier to the Council was able to furlough their staff if they had an ongoing work programme with us. L Roberts felt she couldn't answer that on behalf of Orchard but suggested they would have needed to look at their level of resourcing and some of their other work may have stopped.

Councillor Symington asked if we were still on track for completion at the end of August despite the delays caused by the pandemic. L Roberts confirmed we were and having the mobile app was the key.

The Chairman asked if the report in November would include the survey results and the recommendations on how to move forward. L Roberts replied that was the plan.

Outcome:

The report was noted.

**OS/007/20 COVID 19 IMPACT REPORT**

S Marshall thanked members and staff for adapting to new ways of working so quickly as it was a massive task. She said the first three months had been hectic with Incident Management Team meetings on a daily basis and working alongside our colleagues across the County and the Region, she felt it was a testament to our staff to have been able to achieve what we have.

She felt working from home had worked well for us, which had been helped by the fact we have been preparing for more home working since 2016/17. Despite that making it easier to transition, working from home still has its challenges and we will be looking at the feedback from staff to see what has worked well and what could be done differently moving forward.

We are now moving from the pandemic crisis in to recovery, and the work we are doing links in to the wider Hertfordshire Local Resilience Forum and also across the County. She highlighted that section 2.11 addressed the roles of members. She explained that the structures within the report related to officer working groups as officers were responsible for the day to day operational issues and then referring matters on as recommendations to Cabinet and Council if required. There is also a role for Overview and Scrutiny across the board.

With regards to key actions, Cabinet has approved the support to the voluntary sector and we have also extended core contracts with Citizens Advice Bureau, Age UK, Community Action Dacorum and Relate, and a one year extension for The Elms. That gives those partners stability and a platform to seek other funding from partners across the board. Cabinet has agreed to extend the criteria for the Community Grant scheme. She said there has been tremendous work done between the Finance team and Economic Development team to ensure we could rapidly get grants out to our local businesses with the local authority discretionary grant funding.

In terms of support for individuals, we managed to house all rough sleepers overnight which required support from the Police and other sectors. She advised that we usually had approximately 95 people in temporary accommodation but that had risen to 185 and we are averaging at 160. We have been delivering food parcels to very vulnerable individuals in partnership with Herts Health and the County Council which is something we set up from scratch.

Section three of the report detailed the return to work at The Forum. She said we needed to ensure it was safe for the public to access the building but also that it was safe for staff to return to work. She advised there was a webinar this week to run through the arrangements with staff but she had also discussed running a webinar for members with the Leader so that everyone is made aware of the changes. Extensive safety measures have been put in place such as Perspex screens, contactless temperature screening, automatic doors and carpet tiles showing directions. Public can only enter the building if they have made an appointment but that would be reviewed at the end of August and then we need to look at ways to open the building more broadly including our partners returning to work at The Forum.

Parks and play areas have now opened and detailed risk assessments and reviews have been carried out. Adventure playgrounds opened yesterday for equipment use only but not as a day care centre. Some public conveniences were able to reopen in the park and town centre but unfortunately some vandalism occurred on the opening day so they had to be closed again.

The economic impact is ongoing. 19,800 people have been furloughed in the Borough and the number of unemployed has increased from 1.9% to 5.2%. It has been agreed with the Cabinet that this item will be included within the strategic risk register and will be reported through the audit committee in the usual way.

The Chairman thanked S Marshall and her team for an impressive report which was easy to follow and full of information.

J Deane advised he would be covering the sections for the financial impacts of Covid-19 over the short to medium term as well as the medium financial pressures we're facing in the current year. He highlighted that within the current year and current forecast we're expecting a net pressure of £5million which is a significant amount and approaching a third of our net cost of services. This is broadly made up of £5.6million forecast loss on income together with £1million increase in expenditure partly offset by £1.6million of government grants.

He advised that we had suffered an extreme loss in car parking due to the lockdown period but hoped that would improve slowly once the restrictions were lifted more. He said he was content with the rationale behind the current forecasts at the moment but we had to continue to monitor the situation and wait and see what happens.

In terms of the overall package for additional government funding, we were still waiting for the detail but is split in to two parts. He said there was £500million of additional grants yet to be allocated to cover expenditure pressures but he didn't expect a significant amount through that. The second element was around income guarantee and the Government have suggested that the first 5% of any losses of income will need to be met by the Council and beyond that point the Government will underwrite 75% of the remaining losses. He said there was a huge caveat to that; the biggest driver of forecast income losses for us comes from investment

property and garages income but the Government have stated that they're not going to provide support for anticipated rental losses. . He suggested we could potentially see £1.8million of additional funding.

He welcomed questions from the committee.

Councillor Claughton asked if he was correct that our best hope was more money from the Government and lower losses than anticipated but as a last resort we could use reserves if there was no other option. J Deane felt it had to be a wait and see approach as we don't know enough information to take immediate action. He advised that if a worst case scenario occurred we could look at one-off reserve funding but we really didn't want to do that.

Councillor Guest noted that we were working with the LEP Economic Resilience Cell and the £3.6b that the Government were giving for infrastructure across the country is being given through the LEPs. She asked how much of the money was coming to the Hertfordshire LEP coming to Dacorum, and is DBC going to be involved with it. S Marshall advised there was a call for each authority to submit schemes that were ready to run and various schemes were submitted. The LEP will be considering schemes that were predominantly submitted in to the growth fund. M Gaynor provided some details of a couple of schemes that they had submitted. Councillor Guest asked for members to be informed if there were any further updates.

Councillor Tindall asked if the signage in the town centre and the old town high street could be increased to make it more prominent. M Gaynor said we had been working with the County Council and we had produced some of our own signage so it had been a joint exercise. He advised we had been liaising with the County Council on potential interventions but their approach has been that they will respond when a problem emerges.

Councillor Tindall referred to the increase in Universal Credit claims and asked if we were ensuring our staff weren't under too much pressure with all the extra work. M Gaynor advised that Universal Credit claims weren't processed by DBC staff. The increase in claims was reported due to a 5 week delay in processing applications and getting funds to individuals causing rent arrears. Councillor Tindall said he was concerned for the welfare of our staff with all the extra pressures and he wanted to make sure everyone was coping. J Deane felt that the staff were coping well and had a desire to get the job done and help those that are struggling. He said the team went above and beyond to get the grant money out and everyone has been supporting each other and communicating well. Councillor Tindall asked if the officers could thank the staff on behalf of the members for the efforts they're putting in and to let them know they are appreciated.

Councillor Symington referred to paragraph 1.6 and sought clarification on whether the HRA expenditure had been reduced or deferred. J Deane advised that it was a consequence of the lockdown restrictions as non-urgent repairs were unable to happen but that work would need to be picked up at some point in the future.

Councillor Symington asked if the supplier relief to Everyone Active was effectively an interest free loan and would only be considered a risk if the company became insolvent. J Deane said there were two elements to it but in relation to Everyone Active the only supplier relief they have received at this stage was the management fee being waived for the first five months of the financial year.

Councillor Symington asked how many businesses received the grant monies and how much will they be topped up by in the second phase. J Deane said the figures were still being finalised so he was unable to give an accurate answer at this stage.

Councillor Adeleke asked how we would make sure that the reopening of the library and public entering the building was a safe process. S Marshall advised that Ben Hosier had been liaising with all our partners to ensure a plan is agreed that keeps everyone safe. The library will use the side doors of the building for access and would be using a click and collect type service called ready reads. There will also be a time limit for browsing.

Councillor Adeleke referred to the £1.6m from the Government. He asked if we had been given a fair share compared to other authorities and if we could ask for any more if required. J Deane advised that the money wouldn't cover all our additional costs but it would cover a high proportion. That is the Governments allocation method and we couldn't individually ask for any more.

Councillor Chapman asked if the Perspex screens in The Forum would be permanent or temporary. S Marshall said we would review that as we move forward but the current arrangements would be in place for the foreseeable future as a vaccine for Covid-19 was quite a way off yet.

Councillor Cloughton asked what plans were in place should we experience a second wave of Covid-19 as in the information in the lessons learnt section of the report didn't provide much detail. S Marshall advised that the lessons learnt section related to working practices and different arrangements as part of our New Normal programme. She said we were still continuing with Incident Management Team meetings 3 times a week and reviewing the implications of Covid-19 whilst also preparing for the possibility of a second peak.

Councillor Tindall referred to core principles on page 23 of the agenda. He proposed a fifth bullet point to say *recovery to be guided by and be compatible with the Councils Green Strategy and Action Plan*. He said Cabinet recently approved both and he wanted to see everyone taking those on board moving forward. S Marshall felt it was already well covered within the Corporate Plan. M Gaynor added that reports to Cabinet and Overview and Scrutiny will now include a climate emergency impact assessment so members can be reassured that it is always considered.

The Chairman advised that M Gaynor was the climate emergency champion. He also advised that the initiative was being taken on by the Strategic Planning and Environment Overview and Scrutiny Committee so members should direct their concerns and queries to them.

Councillor Townsend referred to the figures for unemployment and furloughed individuals in the Borough. He said according to his rough calculations we were looking at 10-15% unemployment in the Borough and asked for clarity. S Marshall said that the LEP had provided the figure of 19,800 furloughed individuals in the Borough and the figures were similar for the whole of Hertfordshire. As at the end of May, unemployment was at approximately 5%. She explained we were working with our colleagues at the LEP across the board and the business ambassadors to understand the potential impact. The Economic Development Team have carried out a survey of our local businesses. She said clearly we were at the start position but we are working with our partners to see how we can move forward and look at the economic impacts for us as a local authority. Councillor Townsend replied that she wasn't disagreeing with his worrying calculations. S Marshall advised that it



depended on how the furlough scheme continued and also that some individuals who had lost their jobs may have found new ones. She felt it was something we would need to monitor closely and work with our partners on.

Councillor Symington referred to the vandalism and closures of public toilets. She said she understood it was a complicated issue but it would be helpful to get the toilets open again. S Marshall reassured Members it was a high priority to get public conveniences open safely again and it was a focus in the IMT meetings.

Councillor Symington referred to the section on civic sports and APG in the report, particularly relating to the provision of football pitches. She asked if we would consider the option to upgrade and invest in the pitches so that we could have the opportunity to charge the clubs a higher rent and gain more income. L Roberts explained that the issue they had with the football association and foundation is that they're only prepared to give their funding to third party maintenance organisations. DBC own the pitches and our clean, safe and green team maintain them. She said they had started conversations with the football association and have passed on our planned works for pitch maintenance so we were waiting for their feedback on that.

The Chairman asked if we had a policy in place for staff working from home. S Marshall replied we have had a policy for working from home since we moved in to The Forum. She said working from home was actively encouraged which is why we only provide 66% desk space in The Forum but some departments couldn't work from home for various reasons so it was about finding a balance. She added that we would need to look at our productivity indicators for individuals going forward.

Councillor Tindall said he hoped that we were monitoring the mental health of our staff as well as the productivity whilst working from home was being enforced. S Marshall advised that we recently conducted a Health and Wellbeing survey for staff and we intended to repeat the survey again in or around September. She gave reassurance that we were doing as much as we could to look after the mental health of our staff.

Outcome:

The report was noted.

**OS/008/20 WORK PROGRAMME**

The following changes were made to the work programme:

September

Add New Normal – L Roberts

The Chairman said he would like to see a report on Allotments come to a future committee as the meeting it was scheduled for in March 2020 was cancelled.

The Chairman asked J Deane to keep us updated on when we will receive a report on the Medium Term Financial Strategy (MTFS).

The meeting ended at 8.21 pm.

# Agenda Item 7



<b>Report for:</b>	<b>Finance and Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>8 September 2020</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 1 2020/21</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Caroline Souto, Team Leader Financial Planning & Analysis
Purpose of report:	To provide details of the projected outturn for 2020/21 as at Quarter 1 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 2020/21 as at Quarter 1.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2020/21 and so summarises the financial implications for service decisions expected to be made for the financial year.  <u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2020/21 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.

Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account MRP – Minimum Revenue Provision

## 1. Executive Summary

- 1.1 General Fund revenue outturn – the Council is facing significant financial pressures as a result of the coronavirus. Overall in the General Fund a pressure of £5.8m is forecast, of which £5.5m results from the implications of coronavirus.

At this relatively early stage in the financial year, the majority of the forecast pressures are estimates of how budgets might be affected over the longer-term. As a result, the forecasts are subject to potentially significant change during the course of the financial year.

The forecasts do not include potential funding of income shortages announced by the government on 2<sup>nd</sup> July to fund 75% of income losses over 5% of budget. Further details on this funding are expected shortly, but it is estimated that circa £1.5m could be reimbursed to the Council under this scheme.

- 1.2 Housing Revenue Account outturn – The HRA is currently forecasting a surplus of c£900k. The major variances are an increase to the bad debt provision of £1.1m, and reduced expenditure of £2.2m on the repairs budgets.
- 1.3 General Fund Capital – increased expenditure of £0.5m is forecast against capital budgets.
- 1.4 HRA Capital - £7.3m of slippage is expected in the HRA capital budgets, predominantly in Planned Fixed Expenditure where internal works have been reprogrammed to future years due to accessibility issues.

## 2. Introduction

- 2.1 The purpose of this report is to present the Council's forecast outturn for 2020/21 as at the 30 June 2020. The report covers the following budgets with associated appendices:

- General Fund - Appendix A. A pressure against budget of £5.8m is forecast.
- Housing Revenue Account (HRA) - Appendix B. A surplus of £0.9m is forecast.
- Capital Programme - Appendix C. An overspend of £0.5m is forecast in the General Fund, for which supplementary capital budgets will be requested at

Cabinet in September. In the HRA, budget re-phasing to future years of £7.3m is forecast, which is 17% of the overall programme. This is due to the necessary suspension of internal works under Covid-19.

### 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 forecast outturn position.

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

<b>Table 1</b>	<b>Key Financial Pressure</b>	<b>Description</b>
<b>Scrutiny Committee</b>		
Finance & Resources	£2.7m	Investment Property income
Finance & Resources	£1m	Car Parking income
Housing and Community	£0.9m	Garages Income
Strategic Planning and Environment	£1m	Waste Services (cost pressures in Domestic Waste; income pressure in Commercial Waste)

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

<b>Table 2</b>	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Finance & Resources	11,988	14,545	<b>2,557</b>	21.3%
Housing & Community	1,686	2,670	<b>984</b>	58.4%
Strategic Planning and Environment	11,098	12,753	<b>1,655</b>	14.9%
<b>Total Operating Cost</b>	<b>24,772</b>	<b>29,968</b>	<b>5,196</b>	21.0%
Investment Property	(4,374)	(1,674)	<b>2,700</b>	(61.7%)
Core Funding	(20,399)	(22,480)	<b>(2,081)</b>	10.2%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(1)</b>	<b>5,814</b>	<b>5,815</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 3 Finance & Resources	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	13,819	14,174	355	2.6%
Premises	2,020	2,020	0	0.0%
Transport	296	358	62	20.9%
Supplies & Services	3,915	4,490	575	14.7%
Third-Parties	789	789	0	0.0%
Transfer Payments	47,144	47,144	0	0.0%
Income	(6,051)	(4,426)	1,625	(26.9%)
Other Income	(50,237)	(50,237)	0	0.0%
Earmarked Reserves	293	233	(60)	(20.5%)
<b>Total</b>	<b>11,988</b>	<b>14,545</b>	<b>2,557</b>	<b>21.3%</b>

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Investment Property	(4,374)	(1,674)	<b>2,700</b>	(61.7%)
Core Funding	(20,399)	(22,480)	<b>(2,081)</b>	10.2%
<b>Total</b>	<b>(24,773)</b>	<b>(24,154)</b>	<b>619</b>	(2.5%)

##### 4.1 Employees - £355k pressure against budget

The forecast pressure against employee budgets includes:

- £160k expected pressure due to increased demand for services as a result of Covid-19. Increased staffing requirements are expected in areas such as Revenues and Benefits and Environmental Protection as a result of service pressures brought about by Covid-19.
- £60k 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.
- £60k pressure within Neighbourhood Delivery due to interim resource to support delivery of new initiatives within the service.
- £70k additional staffing costs in Financial Services due to a requirement for temporary staff to support the closure of accounts process.

##### 4.2 Supplies & Services - £575k pressure against budget

A pressure of £525k relates to support payments made to the Council's leisure provider Everyone Active (EA) to support their losses during the period of closure of the leisure centres. An initial support payment of £205k was made to allow EA to top up the furlough pay for their staff to 100% of salary in the first 3

months of closure. A second support payment of £320k has been agreed relating to July to September to support reopening of leisure services across Dacorum, as soon as restrictions were lifted. The council is obliged to support EA during this period, as the closure of leisure centres has arisen due to a change in law (The Coronavirus Act 2020), which provides EA with contractual protection. The support payments have also ensured that the leisure centres could re-open as quickly as possible since lifting of the lockdown restrictions.

#### **4.3 Income - £1.62m pressure**

The forecast pressure in income against budget includes:

- £1.1m pressure in car parking income. This income stream has been severely affected by the coronavirus pandemic, particularly in the lockdown period during Q1 where income was 85% down on budget. As restrictions are relaxed and town centres become busier, the income is expected to recover quickly.
- £0.3m pressure in the management fee income due from the Council's leisure provider. As part of the support package to EA, the management fee has been waived for the period of time that the leisure centres were closed or only partially open. A portion of this lost income may be reimbursed via central government income losses reimbursement scheme.

#### **4.4 Premises costs to ensure Civic Buildings are Covid secure**

Costs of c. £140k have been incurred to ensure that The Forum and all Civic Buildings are Covid secure. These costs include automated doors, perspex screening and temperature checking facilities. A drawdown from the Civic Buildings Reserve of £140k will be requested in the Q1 Budget Monitoring Report.

#### **4.5 Investment Property Income - £2.7m pressure**

This estimated pressure arises from the potential deficit in rental income from commercial assets. The level of rental arrears has increased year on year in the early part of 2020/21 and this is expected to continue to grow as commercial tenants have exhausted their reserves, utilised government grants and are still limited by trading restrictions linked to Covid. The forecast is very much dependent on the extent of the expected recession, which will dictate how badly businesses are affected and for how long. The service are being very proactive with tenants and arranging payment plans to support these businesses in the short term.

#### **4.6 Core Funding - £2m additional funding**

Additional government grant income has been received as follows:

- £1.8m of Covid-19 support grant has been received from MHCLG. There is currently no indication that further funding will be received, other than reimbursement of 75% of sales, fees and charges income as mentioned in paragraph 1.1.

- New burdens funding of £170k, to support administration of the Retail, Leisure and Hospitality Grants and Small Business Grants.
- £72k of new burdens funding relating to the Revenues and Benefits service.

## 5. Strategic Planning and Environment

Table 4 Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	10,300	10,864	564	5.5%
Premises	990	990	0	0.0%
Transport	1,240	1,370	130	10.5%
Supplies & Services	2,100	2,339	239	11.4%
Third-Parties	113	113	0	0.0%
Income	(5,397)	(4,675)	723	(13.4%)
Capital Charges	1,571	1,571	0	0.0%
Earmarked Reserves	181	181	0	0.0%
<b>Total</b>	<b>11,098</b>	<b>12,753</b>	<b>1,655</b>	<b>14.9%</b>

### 5.1 Employees - £564k pressure against budget

A pressure of £545k relates to Waste services employees' costs from additional agency requirements. This is due to over 20 staff self-isolated for 12 weeks at the start of the lockdown period and more recently during July, a rolling 6 or 7 in self-isolation.

### 5.2 Transport - £130k pressure against budget

A pressure of £100k relates to the maintenance of ageing fleet vehicles in Waste Services. This pressure is expected to continue until the full fleet of waste vehicles is received later in the financial year.

A pressure of £40k relates to hire of waste vehicles to support social distancing requirements.

### 5.3 Supplies and Services - £239k pressure against budget

A pressure of £185k is expected in Waste Services from the increased cost of disposal of comingled recycling. This is as a result of 3 factors: firstly, tonnages of recyclable waste have increased by 30% as a result of households being at home during lockdown and continuing to work from home; secondly the contractor has charged additional processing fees to fund the costs of safe working conditions under Covid; and thirdly the global market for recyclables has declined leading to a reduction in income for recyclables.

### 5.4 Income – £723k pressure against budget

The forecast pressures in income budgets are all Covid-19 related:

- Pressure of £300k in Planning Income. This income stream is down 20% on profiled budget as at the end of June. Significant reductions are anticipated for the remainder of the year due to impact on household incomes and developer nervousness over longer-term implications for the housing market.
- Pressure of £240k in Commercial Waste Income. This variance arises from the anticipated pressure on income from businesses no longer operating and increase in bad debtors. This will be recession-dependent and will be monitored through the broader economic recovery.
- Pressure of £120k in Land Charges. The Housing market is likely to stagnate for a period as households await a more clearly emerging economic picture.
- Pressure of £65k in Maylands Business Centre income. A pressure is expected in rental income, dependent upon how businesses are affected by the potential economic recession.

## 6. Housing and Community

Table 5 Housing and Community	Current Budget	Forecast Outturn	Variance	
	£000	£000	£000	%
Employees	4,098	4,097	(1)	(0.0%)
Premises	1,003	1,094	91	9.1%
Transport	14	14	0	0.0%
Supplies & Services	1,148	1,163	15	1.3%
Transfer Payments	5	5	0	0.0%
Income	(5,680)	(4,801)	879	(15.5%)
Capital Charges	1,083	1,083	0	0.0%
Earmarked Reserves	15	15	0	0.0%
<b>Total</b>	<b>1,686</b>	<b>2,670</b>	<b>984</b>	<b>58.4%</b>

### 6.1 Premises - £91k overspend against budget

Pressure of £65k from the cost of providing emergency Bed and Breakfast Accommodation to those at risk of sleeping rough during the Covid-19 pandemic.

### 6.2 Income - £879k pressure against budget

Pressure of £900k in Garages income. Although the current void level is at 30.5%, it is envisaged that the void level will increase, as will the level of bad debt, as a result of the recession. There is a risk that garages may represent an early cost saving for a household in financial difficulties.



## **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 2020/21 is a surplus of £887k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA. This will be a decision for Members to take once the final outturn position for 2020/21 is confirmed later in the financial year.

### **7.3 Repairs and Maintenance - £2.2m under budget**

This variance has arisen due to the Covid-19 pandemic, as internal or intrusive works cannot take place under the prevailing circumstances. Workstreams have been re-prioritised and non-essential internal works will be reduced for the first 6 months of year. At this stage, it is not expected that contractors will have the capacity to catch up later in the year with planned works.

### **7.4 Provision for Bad Debts - £1.1m over budget**

It is expected that an increase in arrears of rental income will be seen this financial year, due to an increasing number of tenants in financial hardship. At this stage, it is very difficult to predict the level of arrears, as more tenants are moving on to Universal Credit, which may cause an initial delay in rental income being received. The Income team are working very closely with tenants to support them during this time, to arrange payment terms and assist with accessing benefits if appropriate.

## **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 2020, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2021/22 rather than 2020/21 ('slippage'), or conversely, where expenditure planned initially for 2021/22 has been incurred in 2020/21 ('accelerated spend').

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

	Current Budget £000	Rephasing £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Finance & Resources	5,497	0	5,497	5,497	0	0.00%
Strategic Planning and Environment	2,677	0	2,677	3,170	493	18.44%
Housing & Community	3,913	0	3,913	3,913	0	0.00%
<b>GF Total</b>	<b>12,087</b>	<b>0</b>	<b>12,087</b>	<b>12,581</b>	<b>493</b>	<b>4.08%</b>
<b>HRA Total</b>	<b>30,538</b>	<b>(7,262)</b>	<b>23,276</b>	<b>23,574</b>	<b>298</b>	<b>0.98%</b>
<b>Grand Total</b>	<b>42,626</b>	<b>(7,262)</b>	<b>35,363</b>	<b>36,155</b>	<b>792</b>	<b>1.86%</b>

## 8.2 General Fund Major Variances

There is a forecast overspend of £0.5m in General Fund capital budgets.

- Line 143: 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. An increased budget will be requested as part of the budget setting process going forward. A supplementary capital budget will be requested in the Q1 Cabinet report.
- Line 149: additional spend of £0.4m on Fleet Replacement Programme. In order to reduce the cost of hiring vehicles, additional waste vehicles will be purchased in this financial year at a cost of £350k. This includes one 26 tonne vehicle to add to the existing fleet of vehicles and two 7.5 tonne food waste trucks which were secured at a discounted price. Vehicles are also required for the Housing Cleaning service at additional cost of £50k. A supplementary capital budget will be requested in the Q1 Cabinet report.

## 8.3 Additional Capital Budgets

Supplementary capital budgets are required to fund essential maintenance and Covid compliance works at civic buildings. These are:

- Berkhamsted Civic Centre electrical upgrade works £24k
- Victoria Hall Tring electrical upgrade work £19k

A supplementary budget of £15k for essential roofing improvements at The Denes is also required.

These budgets will be requested in the Budget Monitoring report to Cabinet 22 September.

## 8.4 Housing Revenue Account Major Variances

There is estimated slippage of £7.3m in the HRA capital programme, and forecast additional spend of £0.3m.

This includes the following items:

- Lines 169-173: £6.4m of slippage on Property and Place budgets. Due to the Covid-19 pandemic, non-essential intrusive works such as kitchen and bathroom replacements are not able to be carried out in the first half of the year, apart from in void properties. Where possible external works are being re-prioritised such as roofing and estate improvements.
- Line 174: £0.85m of slippage on Special Projects. This scheme is for extension works to sheltered schemes including provision of additional units. The project has been subject to delay as the initial tender is no longer valid, and in the current Coronavirus environment additional works to sheltered accommodation is not considered wise. The scheme will be re-worked and a tender re-let in due course.
- Line 179: £0.2m under budget on Martindale. As the scheme nears completion, it is expected that the full contingency will not be required.
- Line 180: overspend of £0.4m on Stationers Place. This includes £0.2m of additional costs relating to safety measures around Covid-19, and change controls regarding drainage, planning and ground conditions.
- Line 182 Coniston Road: £0.8m of slippage. The tender period has been extended due to Covid-19 as a number of contractors had furloughed key staff. The tender award is now planned for September Cabinet rather than July.
- Line 184 St Margaret's Way: accelerated spend of £0.15m. Preparatory work on this site is ahead of schedule.
- Line 185 Paradise Fields: accelerated spend of £0.8m. This includes an overage payment on the site which was always known about and factored into budgets, however the payment is now expected earlier, as more clarity has been gained on the legalities of the overage.
- Line 192 Cherry Bounce: slippage of £0.1m. The scheme is still in its early stage and some slippage is foreseen.


## **9. Conclusions and recommendations**

- 9.1** As at Quarter 1 2020/21, there is a forecast pressure of £5.8m against General Fund budgets and a forecast surplus of £0.9m against Housing Revenue Account budgets.
- 9.2** As at Quarter 1 2020/21, against General Fund capital there is forecast budget pressure of £0.5m. Against Housing Revenue Account capital schemes, budget rephasing of £7.3m is forecast and outturn is expected to be £0.3m over budget.
- 9.3** Members are asked to note the financial position for the Council for 2020/21 as at Quarter 1.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for June 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	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	4,863	(967)	(5,830)	6,502	4,005	(2,497)	11,988	14,545	2,557
Housing and Community	198	78	(120)	519	201	(318)	1,686	2,670	984
Strategic Planning and Environment	604	(49)	(653)	2,263	2,428	165	11,098	12,753	1,655
<b>Net Cost of Services</b>	<b>5,665</b>	<b>(938)</b>	<b>(6,603)</b>	<b>9,284</b>	<b>6,634</b>	<b>(2,650)</b>	<b>24,772</b>	<b>29,968</b>	<b>5,196</b>
<b>Other Items</b>									
Investment Property	(166)	(139)	27	(2,059)	(2,157)	(98)	(4,374)	(1,674)	2,700
Investment Income	(25)	(42)	(17)	(75)	64	139	(300)	(300)	0
Interest Payments and MRP	76	0	(76)	229	0	(229)	916	916	0
Parish Precept Payments	0	0	0	972	972	0	972	972	0
Government Grants	(148)	(1,098)	(950)	(445)	(6,542)	(6,097)	(1,779)	(3,860)	(2,081)
Taxation (Council Tax and Business Rates)	(1,319)	2,061	3,380	(3,956)	6,183	10,139	(15,824)	(15,824)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,553)</b>	<b>782</b>	<b>2,335</b>	<b>(5,246)</b>	<b>(1,480)</b>	<b>3,766</b>	<b>(20,389)</b>	<b>(19,770)</b>	<b>619</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(365)	(36)	329	(1,096)	243	1,339	(4,384)	(4,384)	0
<b>Net Movement on General Fund Working Balance</b>	<b>3,759</b>	<b>(192)</b>	<b>(3,951)</b>	<b>2,977</b>	<b>5,397</b>	<b>2,420</b>	<b>(1)</b>	<b>5,814</b>	<b>5,815</b>

 <b>Housing Revenue Account</b> <b>2020/21 Outturn Revenue Budget Monitoring Report</b>				
	<b>Adjusted Budget £000</b>	<b>Outturn £000</b>	<b>Variance £000</b>	<b>%</b>
<b>Income:</b>				
Dwelling Rents	(54,435)	(54,435)	0	0.0%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,517)	0	0.0%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(192)	0	0.0%
Contribution towards Expenditure	(645)	(551)	94	-14.6%
<b>Total Income</b>	<b>(57,484)</b>	<b>(57,390)</b>	<b>94</b>	<b>-0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,068	9,883	(2,185)	-18.1%
Supervision & Management	14,196	14,236	40	0.3%
Rent, Rates, Taxes & Other Charges	36	100	64	177.8%
Interest Payable	11,586	11,586	0	0.0%
Provision for Bad Debts	975	2,075	1,100	112.8%
Depreciation	12,866	12,866	0	0.0%
HRA Democratic Recharges	335	335	0	0.0%
Revenue Contribution to Capital	5,855	5,855	0	0.0%
<b>Total Expenditure</b>	<b>57,917</b>	<b>56,936</b>	<b>(981)</b>	<b>-1.7%</b>
Transfer to / (from) Housing Reserves	(433)	(433)	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(887)</b>	<b>(887)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2020	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(887)	(887)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2021</b>	<b>(2,892)</b>	<b>(3,779)</b>	<b>(887)</b>	

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

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>General Fund</b>											
<b>Finance and Resources</b>											
<b>Commercial Assets and Property Development</b>											
42	Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	0	60,000	0	60,000	0	0
43	Demolition of Civic Centre	Richard Rice	0	78,208	0	0	78,208	64,734	78,208	0	0
44	Old Town Hall Seating Replacement	Richard Rice	40,000	0	0	0	40,000	12,343	40,000	0	0
45	Berkhamsted Civic Centre Staircase Renewal	Richard Rice	23,000	0	0	0	23,000	0	23,000	0	0
46	Berkhamsted Civic Centre Improvements Works - Creation of new area	Richard Rice	20,000	0	0	0	20,000	0	20,000	0	0
47	Victoria Hall Tring lighting Upgrade Works	Richard Rice	23,000	0	0	0	23,000	0	23,000	0	0
48	Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	11,144	0	11,144	0	0
49	Bennetts End Community Centre Stairlift Replacement	Richard Rice	18,000	0	0	0	18,000	0	18,000	0	0
50	Boiler Replacement Programme	Richard Rice	185,000	0	0	0	185,000	0	185,000	0	0
51	Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	300,901	0	300,901	0	0
53	100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	14,000	0	14,000	0	0
54	Long Chaulden Roof	Richard Rice	0	55,020	0	0	55,020	0	55,020	0	0
55	Bellgate - Walkway Renovation	Richard Rice	0	43,000	0	0	43,000	0	43,000	0	0
57	Bennettsgate - Window Renewal	Richard Rice	0	85,750	0	0	85,750	0	85,750	0	0
58	Commercial Assets - Shopping Centres	Richard Rice	70,000	0	0	0	70,000	0	70,000	0	0
59	Northbridge Road Highway Improvements	Richard Rice	0	45,000	0	0	45,000	61,678	45,000	0	0
60	Queens Square Canopy Renewal	Richard Rice	0	31,436	0	0	31,436	9,257	31,436	0	0
61	Apsley Industrial Estate Improvement Works	Richard Rice	25,000	0	0	0	25,000	0	25,000	0	0
62	Improvement Works to Market Stores	Richard Rice	20,000	0	0	0	20,000	0	20,000	0	0
63	Stevenage Rise Road Resurface	Richard Rice	33,000	0	0	0	33,000	0	33,000	0	0
64	Bellgate Roof Renewal	Richard Rice	25,000	0	0	0	25,000	0	25,000	0	0
65	Bunkers Farm	Richard Rice	0	0	0	0	0	178,175	0	0	0
66	Footpath Improvements Kings Langley churchyard	Richard Rice	15,000	0	0	0	15,000	0	15,000	0	0
			<b>497,000</b>	<b>724,459</b>	<b>0</b>	<b>0</b>	<b>1,221,459</b>	<b>326,188</b>	<b>1,221,459</b>	<b>0</b>	<b>0</b>
<b>Procurement and Contracted Services</b>											
70	Dacorum Athletics Track - Resurface Track	Ben Hosier	0	133,712	0	0	133,712	16,683	133,712	0	0
71	Hemel Hempstead Sports Centre - Astroturf renewal	Ben Hosier	0	70,000	0	0	70,000	0	70,000	0	0
73	Leisure Works - Replace Air Handling Unit in the Pool (Hemel)	Ben Hosier	0	270,000	0	0	270,000	166,120	270,000	0	0
74	Leisure Works - Replace Air Handling Unit in the Gym (Hemel)	Ben Hosier	150,000	0	0	0	150,000	0	150,000	0	0
75	Leisure Works - Replace Air Handling Unit in the Sports Hall (Hemel)	Ben Hosier	250,000	0	0	0	250,000	0	250,000	0	0
76	Berkhamsted Leisure Centre Improvements Works	Ben Hosier	0	52,000	0	0	52,000	0	52,000	0	0
77	Car Park Refurbishment	Ben Hosier	100,000	546,896	0	0	646,896	0	646,896	0	0
78	Multi Storey Car Park Berkhamsted	Ben Hosier	0	0	300,000	300,000	300,000	49,738	300,000	0	0
79	Town Centre Access Improvements	Ben Hosier	0	538,439	0	0	538,439	57,492	538,439	0	0
			<b>500,000</b>	<b>1,611,047</b>	<b>300,000</b>	<b>300,000</b>	<b>2,411,047</b>	<b>290,033</b>	<b>2,411,047</b>	<b>0</b>	<b>0</b>
<b>Development Management and Planning</b>											
83	3D Modelling Software for Planning	Sara Whelan	60,000	0	0	0	60,000	0	60,000	0	0
84	Tablets for Planning	Sara Whelan	20,000	0	0	0	20,000	0	20,000	0	0
			<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>

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

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Finance &amp; Governance Management</b>										
88 Civic Zone Regeneration Upgrade (DevCo)	James Deane	500,000	253,646	0	0	753,646	107,634	753,646	0	0
		<b>500,000</b>	<b>253,646</b>	<b>0</b>	<b>0</b>	<b>753,646</b>	<b>107,634</b>	<b>753,646</b>	<b>0</b>	<b>0</b>
<b>Information, Communication and Technology</b>										
96 Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	75,000	13,486	75,000	0	0
97 Software Licences - Right of Use	Ben Trueman	50,000	0	0	0	50,000	120	50,000	0	0
98 Future vision of CRM	Ben Trueman	55,000	75,000	0	0	130,000	0	130,000	0	0
		<b>180,000</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>255,000</b>	<b>13,606</b>	<b>255,000</b>	<b>0</b>	<b>0</b>
<b>People</b>										
103 EIS Replacement	Matt Rawdon	0	10,151	0	0	10,151	0	10,151	0	0
104 Self Service Kiosks	Matt Rawdon	0	25,000	0	0	25,000	0	25,000	0	0
		<b>0</b>	<b>35,151</b>	<b>0</b>	<b>0</b>	<b>35,151</b>	<b>0</b>	<b>35,151</b>	<b>0</b>	<b>0</b>
<b>Property and Place</b>										
108 Disabled Facilities Grants	Jason Grace	741,000	0	0	0	741,000	27,301	741,000	0	0
		<b>741,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>741,000</b>	<b>27,301</b>	<b>741,000</b>	<b>0</b>	<b>0</b>
<b>Totals: Finance and Resources</b>		<b>2,498,000</b>	<b>2,699,303</b>	<b>300,000</b>	<b>300,000</b>	<b>5,497,303</b>	<b>764,761</b>	<b>5,497,303</b>	<b>0</b>	<b>0</b>
<b>Housing and Community</b>										
<b>Procurement and Contracted Services</b>										
117 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,745	0	0	26,745	6,106	26,745	0	0
117 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	33,627	0	33,627	0	0
118 CCTV Equipment Refresh	Ben Hosier	(380,000)	490,000	0	0	110,000	95,822	110,000	0	0
		<b>(355,000)</b>	<b>525,372</b>	<b>0</b>	<b>0</b>	<b>170,372</b>	<b>101,928</b>	<b>170,372</b>	<b>0</b>	<b>0</b>
<b>People</b>										
122 Verge Hardening Programme	Matt Rawdon	450,000	79,884	0	0	529,884	61,746	529,884	0	0
124 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	20,000	0	20,000	0	0
		<b>470,000</b>	<b>79,884</b>	<b>0</b>	<b>0</b>	<b>549,884</b>	<b>61,746</b>	<b>549,884</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>										
128 Affordable Housing Development Fund	David Barrett	2,691,000	0	0	0	2,691,000	(45)	2,691,000	0	0
129 Westerdale (Garage Development)	David Barrett	0	385,885	0	0	385,885	72,327	385,885	0	0
130 Temporary Accommodation - creation of new units	David Barrett	50,000	0	0	0	50,000	0	50,000	0	0
131 Upgrade to Civica Abrisas system (Housing Options)	David Barrett	66,000	0	0	0	66,000	37,100	66,000	0	0
		<b>2,807,000</b>	<b>385,885</b>	<b>0</b>	<b>0</b>	<b>3,192,885</b>	<b>109,382</b>	<b>3,192,885</b>	<b>0</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>2,922,000</b>	<b>991,141</b>	<b>0</b>	<b>0</b>	<b>3,913,141</b>	<b>273,056</b>	<b>3,913,141</b>	<b>0</b>	<b>0</b>

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

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Strategic Planning and Environment</b>										
<b>Commercial Assets and Property Development</b>										
139 Allotment Improvement Programme	Richard Rice	40,000	0	0	0	40,000	0	40,000	0	0
		<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
<b>Environmental Services</b>										
143 Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	0	0	10,000	59,786	100,000	0	90,000
144 Waste & Recycling Service Improvements	Craig Thorpe	0	0	0	0	0	3,005	0	0	0
146 Gadebridge Park - Renovation of White Bridge	Craig Thorpe	0	370,000	0	0	370,000	4,656	370,000	0	0
147 Upgrade of Hand Arm Vibration Monitoring System	Craig Thorpe	17,000	(20,052)	0	0	(3,052)	0	0	0	3,052
148 Resurfacing Works and Building Improvement to Depot	Craig Thorpe	60,000	0	0	0	60,000	0	60,000	0	0
149 Fleet Replacement Programme	Craig Thorpe	2,311,130	(300,398)	0	0	2,010,732	(14,172)	2,411,130	0	400,398
150 Fleet Services Renew Plant & Equipment	Craig Thorpe	0	0	0	0	0	(2,022)	0	0	0
		<b>2,398,130</b>	<b>49,550</b>	<b>0</b>	<b>0</b>	<b>2,447,680</b>	<b>51,254</b>	<b>2,941,130</b>	<b>0</b>	<b>493,450</b>
<b>Strategic Planning and Regeneration</b>										
155 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	0	134,015	0	134,015	0	0
157 The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	0	55,000	0	55,000	0	0
		<b>0</b>	<b>189,015</b>	<b>0</b>	<b>0</b>	<b>189,015</b>	<b>0</b>	<b>189,015</b>	<b>0</b>	<b>0</b>
<b>Totals: Strategic Planning and Environment</b>		<b>2,438,130</b>	<b>238,565</b>	<b>0</b>	<b>0</b>	<b>2,676,695</b>	<b>51,254</b>	<b>3,170,145</b>	<b>0</b>	<b>493,450</b>
<b>Totals - Fund: General Fund</b>		<b>7,858,130</b>	<b>3,929,009</b>	<b>300,000</b>	<b>300,000</b>	<b>12,087,139</b>	<b>1,089,071</b>	<b>12,580,589</b>	<b>0</b>	<b>493,450</b>



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

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
169	Planned Fixed Expenditure	Jason Grace	17,057,000	0	(3,700,000)	(3,700,000)	<b>13,357,000</b>	294,937	<b>7,579,000</b>	(4,977,000)	(801,000)
170	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	<b>0</b>	82,190	<b>0</b>	0	0
171	M&E Contracted Works	Jason Grace	0	0	700,000	700,000	<b>700,000</b>	37,959	<b>400,000</b>	(300,000)	0
172	Communal Gas & Heating	Jason Grace	0	0	3,000,000	3,000,000	<b>3,000,000</b>	183,517	<b>2,000,000</b>	(1,000,000)	0
173	DBC Commissioned Capital Works	Jason Grace	750,000	901,068	0	0	<b>1,651,068</b>	129,596	<b>2,389,230</b>	(62,838)	801,000
174	Special Projects	Jason Grace	0	909,653	0	0	<b>909,653</b>	0	<b>59,653</b>	(850,000)	0
			<b>17,807,000</b>	<b>1,810,721</b>	<b>0</b>	<b>0</b>	<b>19,617,721</b>	<b>728,199</b>	<b>12,427,883</b>	<b>(7,189,838)</b>	<b>0</b>
<b>Strategic Housing</b>											
178	New Build - General Expenditure	David Barrett	(318,608)	318,608	0	0	<b>0</b>	0	<b>75,000</b>	0	75,000
179	Martindale	David Barrett	2,035,454	2,031,700	0	0	<b>4,067,154</b>	367,163	<b>3,886,000</b>	0	(181,154)
180	Stationers Place / Apsley Paper Mill	David Barrett	0	1,450,785	0	0	<b>1,450,785</b>	105,234	<b>1,855,000</b>	0	404,215
181	Bulbourne	David Barrett	(689,700)	828,391	0	0	<b>138,691</b>	0	<b>76,691</b>	(62,000)	0
182	Coniston Road	David Barrett	1,705,800	(342,708)	0	0	<b>1,363,092</b>	7,476	<b>578,092</b>	(785,000)	0
183	Eastwick Row	David Barrett	1,084,951	(66,725)	0	0	<b>1,018,226</b>	26,736	<b>1,018,226</b>	0	0
184	St Margaret's Way	David Barrett	(324,148)	440,648	0	0	<b>116,500</b>	17,861	<b>262,250</b>	145,750	0
185	Paradise Fields	David Barrett	150,000	0	0	0	<b>150,000</b>	111,437	<b>956,700</b>	806,700	0
186	Gaddesden Row	David Barrett	964,679	(319,651)	0	0	<b>645,028</b>	18,859	<b>645,028</b>	0	0
187	Randalls Ride	David Barrett	80,000	112,451	0	0	<b>192,451</b>	7,593	<b>192,451</b>	0	0
188	Garage Sites - New Build Developments	David Barrett	525,000	490,270	0	0	<b>1,015,270</b>	17,288	<b>1,015,270</b>	0	0
189	Wilstone	David Barrett	33,438	105,013	0	0	<b>138,451</b>	2,130	<b>100,451</b>	(38,000)	0
190	Marchmont Fields	David Barrett	100,000	0	0	0	<b>100,000</b>	6,834	<b>100,000</b>	0	0
191	Paradise Depot	David Barrett	225,000	0	0	0	<b>225,000</b>	14,177	<b>200,000</b>	(25,000)	0
192	Cherry Bounce	David Barrett	300,000	0	0	0	<b>300,000</b>	4,107	<b>185,000</b>	(115,000)	0
			<b>5,871,866</b>	<b>5,048,782</b>	<b>0</b>	<b>0</b>	<b>10,920,648</b>	<b>706,894</b>	<b>11,146,159</b>	<b>(72,550)</b>	<b>298,061</b>
<b>Totals: Housing and Community</b>			<b>23,678,866</b>	<b>6,859,503</b>	<b>0</b>	<b>0</b>	<b>30,538,369</b>	<b>1,435,092</b>	<b>23,574,042</b>	<b>(7,262,388)</b>	<b>298,061</b>
<b>Totals - Fund: Housing Revenue Account</b>			<b>23,678,866</b>	<b>6,859,503</b>	<b>0</b>	<b>0</b>	<b>30,538,369</b>	<b>1,435,092</b>	<b>23,574,042</b>	<b>(7,262,388)</b>	<b>298,061</b>
<b>Totals</b>			<b>31,536,996</b>	<b>10,788,512</b>	<b>300,000</b>	<b>300,000</b>	<b>42,625,508</b>	<b>2,524,164</b>	<b>36,154,631</b>	<b>(7,262,388)</b>	<b>791,511</b>

# Agenda Item 8



<b>Report for:</b>	<b>Finance &amp; Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>September 8th 2020</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Finance &amp; Resources Performance and Operational Risk Report Quarter 1 2020/21</b>
<b>Contacts:</b>	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources Nigel Howcutt, Assistant Director, Finance and Resources.
<b>Purpose of report:</b>	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the 1 <sup>st</sup> quarter of 2020/21.
<b>Recommendations</b>	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 1, 2020/21.
<b>Corporate objectives:</b>	The provision of effective financial services and the allocation of resources such as assets and facilities support all five of the Council's corporate objectives, with particular reference to <i>Ensuring efficient, effective and modern service delivery</i> and, through Revenues, Benefits and Fraud division, <i>Building Strong and Vibrant Communities</i> .
<b>Implications:</b>	<u>Financial</u> Contained within the body of the report.
<b>'Value for money' implications</b>	<u>Value for money</u> Contained within the body of the report.
<b>Risk implications</b>	Contained within the body of the report
<b>Equalities implications</b>	None
<b>Health and safety Implications</b>	There are no health and safety implications.
<b>Consultees:</b>	Group Manager (Commercial Assets & Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
<b>Background papers:</b>	Previous performance reports to Scrutiny.

Glossary of acronyms and any other abbreviations used in this report:	F&R OSC- Finance and Resources Overview and Scrutiny Committee.
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1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.
2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 1 of 2020/21 (April - June).

Appendix A – Finance & Resources Qtr 1 Performance Report.

Appendix B – Finance and Resources Qtr 1 Operational Risk Register.

3. The Performance Report, Appendix A, highlights that six out of sixteen KPI's have been reported as red which is an increase of six compared to the final quarter of 19/20.
4. There are four amber KPI's and six green where performance is good.
5. The six red rated KPI's are a direct impact of the Coronavirus pandemic and are detailed below;
  - **RBF01 Average Time to decide a new claim for Housing Benefit** – For the majority of the quarter there was an increased workload as a result of the covid-19 pandemic. This was split into existing clients informing the council of changes to their circumstances but more significant the increase in new cases linked to temporary accommodation placements, due to the government's response to homelessness. Towards the end of the quarter performance improved as volumes reduced back to normal levels.
  - **FIN03 General Fund outturn projection** – The outturn is projecting a financial pressure of £5.8m. See the earlier agenda item on the first quarter budget monitoring position for more details.
  - **FIN08 Investment Income** – This income stream is below expectations due to 2 directly linked issues, of reduced cash balances and reduced investment interest.

The pandemic has resulted in lower cash balances than expected as income collection as reduced, due to reduction in capital receipts, council tax, business rates and fees and charges. In this period expenditure has increased where services have needed to react to the pandemic.

At the same time interest rates on investments have plummeted in line with world economy with some old council investment funds now returning a 0% rate of return.

- **FIN02a Time taken for debtors to pay** – This is adversely impacted by the pandemic with cash recovery ceased for a period in line with government policy and with businesses not operating during lock down to pay their bills.
- **RBF04 – NNDR (Business rates) in year collection rate.** The first quarter of business rates collection in 20/21 provides little evidence base for what may happen in 20/21. During this quarter the vast majority of businesses were not trading during lockdown and large sectors such as retail, leisure and hospitality had their NNDR bills for 20/21 waived by the government, and hence re billing took place in May.

During this period recovery activity was also on hold. The council is continuing to assess the second quarter collection to fully understand the performance in regards to collection performance.

- **CP02 – Percentage arrears on commercial property rents** – The arrears on the commercial portfolio are normally consistently at or around 7% which is considered to be a market leading level of arrears.

In the current market the arrears increased in quarter 1 to 11.62%, during this period the council were not actively recovering rentals in line with government guidelines. The income collection and performance are heavily scrutinised monthly and the bad debt provision as part of the monthly monitoring has been increased significantly to allow for a reduction in income collection.

At present the period from P4 to P8 is expected to provide the most valuable information as during this period;


- Businesses start to trade again,
- Government grants appear to come to an end,
- Cash flow and reserves start to be diminished.

6. The operational risk register is detailed in Appendix B. The commentary and operational risk scores have been reviewed for 2020/21 Quarter 1, and comments added to the report. As you will see from Appendix B the operational risk scores and outcomes are all impacted by the coronavirus pandemic which was both unexpected and significant.
7. As at quarter 1 controls and mitigations in place for operational risks are deemed to be effective, and the council's ability to monitor and respond to the impact of the pandemic has been strong.


# OSC Report - Finance & Resources - Finance and Resources Jun-2020


Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
RBF01 - Average time taken to decide a new claim for Housing Benefit	21 Days 5365 / 256 Target: 17 Days	17.6 Days 3484 / 198 Target: 20 Days	15.6 Days 3643 / 233 Target: 20 Days	1   0   3	<p>Updater Comments: The increased workload caused by COVID-19 meant that all processing became slower. High volumes of new applications continued throughout the quarter, only reducing back to pre-COVID levels in the last few weeks.</p> <p>Approver Comments: Although most residents needing help with housing costs have to make claims for Universal Credit, HB is still claimed by those placed in temporary accommodation, which is part of the reason for the current increased demand.</p>	No Info
RBF02 - Average time taken to decide a change event for Housing Benefit	6.1 Days 32080 / 5278 Target: 8 Days	2.8 Days 34506 / 12285 Target: 6 Days	5.7 Days 40374 / 7032 Target: 9 Days	0   0   4	<p>Updater Comments: Overall, performance has remained very good. This was mostly due to the extra resources used to handle the increased volumes of work.</p> <p>Approver Comments: Many changes in resident's lives and finances linked to the pandemic have led to an increase in the benefits service workload.</p>	No Info
FIN03 - General Fund expenditure - outturn forecast against budget	£27696000 Target: £20398000	£22167000 Target: £21069000	£17058000 Target: £16605000	2   2   0	<p>Approver Comments: The position reported is that at the end of May, the most current agreed position available. Performance against this indicator is being adversely affected by the coronavirus pandemic. This is due to a forecast reduction in income, plus pressure on expenditure budgets. Note, the position excludes £1.6m of coronavirus support funding issued by the Government.</p>	No Info
FIN04 - HRA expenditure outturn forecast against budget	£58344000 Target: £57917000	£55643000 Target: £55831000	£55559000 Target: £55831000	0   1   3	<p>Approver Comments: The position reported is that at the end of May, the most current agreed position available. Performance against this indicator is being adversely impacted by the coronavirus pandemic.</p>	No Info
FIN05 - HRA income - outturn forecast against budget	£57645000 Target: £57917000	£55889000 Target: £55831000	£55898000 Target: £55831000	0   1   3	<p>Approver Comments: The position reported is that at the end of May, the most current agreed position available. Performance against this indicator is being adversely impacted by the coronavirus pandemic.</p>	No Info

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
FIN06 - General Fund Capital Expenditure - outturn forecast against budget	£11346000 Target: £11346000	£19072172 Target: £19908351	£20310301 Target: £20722687	0   0   4	Approver Comments: The position reported is that at the end of May, the most current agreed position available.	No Info
FIN07 - HRA Capital Expenditure: outturn forecast against budget	£29698000 Target: £29698000	£37987225 Target: £40903325	£43050027 Target: £43844908	0   0   4	Approver Comments: The position reported is that at the end of May, the most current agreed position available.	No Info
FIN08 - Investment income: outturn forecast against budget	£219430 Target: £492000	£833142 Target: £623000	£743030 Target: £442000	1   0   3	Updater Comments: Performance against this indicator is being adversely impacted by the coronavirus pandemic. This is due to a forecast drop in cash balances available for investment and a forecast reduction in rates of investment return.	No Info
FIN11 - Investment Property Income ytd budget against ytd actual	£2380343 Target: £2322026	£5251270 Target: £5266270	£2233855 Target: £2185152	0   1   2	No Comments	No Info
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	87% 6741 / 7736 Target: 89%	99% 9640 / 9783 Target: 94%	84% 8295 / 9826 Target: 89%	0   2   2	Updater Comments: Unfortunately our quarterly target has been severely impacted by COVID-19. The situation we found ourselves in, in April, resulted in not achieving the quarter target. But, due to the circumstances this was still a very good result.	No Info
Dacorum Delivers - Performance excellence						
FIN01 - Percentage of creditor trade invoices paid within 30 days	99.7% 2545 / 2552 Target: 97%	98.9% 3606 / 3646 Target: 97%	98.2% 2968 / 3022 Target: 97%	0   0   4	No Comments	No Info
FIN02a - Time taken for debtors to pay	54.3 Days Target: 40 Days	42.2 Days Target: 40 Days	18.8 Days Target: 40 Days	1   1   2	Approver Comments: Performance against this indicator is being adversely affected by the coronavirus pandemic. Debtors are taking longer to pay. In line with corporate policy, recovery activity on outstanding debt is currently on hold.	No Info
Dacorum Delivers - Value for money						
RBF04 - NNDR (Business Rates) in-year collection rate	23.3% Target: 28.7%	98.6% Target: 98.4%	28.7% Target: 28.7%	1   0   3	Approver Comments: The pandemic has had a huge impact on business cashflow, which is reflected in these figures. We are continuing to work with businesses to try to provide them with appropriate support and enable payment later in the year.	No Info

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
RBF05 - Council Tax collection rate	28% Target: 29.8%	98% Target: 98%	29.8% Target: 29.8%	 0   2   2	No Comments	No Info

Regeneration - Drive value from Council owned assets

CP01 - Percentage of commercial property occupation	95.73% 583 / 609 Target: 95%	95.73% 583 / 609 Target: 95%	96.22% 586 / 609 Target: 95%	 0   0   4	Updater Comments: There are currently 26 voids. 5 properties (19%) under offer and in solicitors hands which we are hoping to complete shortly. 18 void properties (69%) need refurbishment or substantial remedial works before they could be marketed. There are 3 (12%) properties which are in a marketable condition. TA are looking at a number of maisonettes which if taken would reduce voids significantly. It is anticipated that the current Covid-19 pandemic will have a detrimental impact on lettings in the short to medium term as businesses face unprecedented challenges. It is not yet known whether the 5 lettings in solicitors hand will progress to completion.	No Info
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CP02 - Percentage arrears on commercial property rents	12% 683034 / 5877130 Target: 8%	7% 388161 / 5831632 Target: 8%	7% 415889 / 5831632 Target: 8%	 1   0   3	Updater Comments: The overall debt level at 11.62% is a month on month decrease from end of May 2020 of £110k. Please note this includes Service Charge Reconciliation sums (£80k) for YE Mar 20 which were billed in May and the June quarter sums which became due 24th June 2020. We anticipate collections to improve a little as businesses start to reopen and discretionary grant relief payment are received although a number will be on deferred payment plans and we will recoup these sums over time. The results of our recent survey to tenants show that in summary 94% of the businesses that responded to the survey consider their business significantly or very significantly impacted by COVID-19, with 75% projecting a loss of income of greater than 5	No Info
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## Quarter 1 Operational Risk Report

**Jun-2020**



## Summary

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

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

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

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

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

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

FR\_F02 Delays to Capital programme

Quarterly Update

The overall General Fund capital spend is line with budget expectations at present. The HRA new build projects have picked up post lockdown and are also expected to be on track in 20/21. The HRA planned fixed expenditure that includes repairs and refurbishment to kitchens and bathrooms, is significantly behind schedule as access to homes during the pandemic has been restricted, and hence £7.2m of works will need to be reprofiled to future year programmes.

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

Impact

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

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

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

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

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

#### Controls to manage the risk

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

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

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

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

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

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

#### Evidence the risk is being managed

The General Fund and New House Building capital programme are due to be delivered within the estimated timeframes. The HRA Planned upgrades to kitchens and bathrooms is significantly delayed due to the covid 19 pandemic limiting access to homes. There is a slight GF budget pressure reported at present but it is expected to be managed in the remainder of the year.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_F03 Variances in General Fund revenue budget

Quarterly Update

At Quarter 1 the council has a budget pressure of £5.8m. At present £5.5m of this pressure is directly related to the impact of the global pandemic. The 20/21 budget, set prior to the Covid 19 outbreak, would of being very achievable and sufficient to support the continued service delivery, but clearly not sufficient to respond to a global pandemic. The Council is responding to the financial impact and is working closely with government and strategic partners to raise financial awareness and funding as well as efficient service delivery.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	3	9

#### Impact

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

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

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

#### Controls to manage the risk

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

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

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

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

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

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

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

#### Evidence the risk is being managed

At year end 2018/19 and 2019/20 the general fund returned a balanced budget. The Qtr 1 General Fund pressure reported is £5.8m of which £5.5m is directly linked to the Covid 19 crisis.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_I02 Failure to optimise income generated by commercial assets

#### Quarterly Update

The budget expectation is that investment property income will fall by 50% in 20/21. First quarter debt arrears have increased to 12% from a standard 7%, the first quarter is considered to be potentially the best performing Qtr in 20/21. Arrears are expected to continue to increase through Qtr 2 and Qtr 3 as additional rental quarters are billed.

The income is monitored very closely and this is the single biggest financial pressure to the council. The Commercial assets team with support from their finance team are working with tenants to support their business needs.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
3	3	9

#### Impact

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

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

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

#### Controls to manage the risk

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

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

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

#### Evidence the risk is being managed

In 2018/19 and 19/20 the commercial property service achieved occupancy in excess of 96% with rent arrears of less than 7%. This performance is above the targeted KPI levels and well ahead of commercial expectations.

Occupancy at Qtr 1 is not a concern although as the year goes on it is likely to be more significant. The major concern is business sustainability through the pandemic and their ability to continue to pay rents. The Service are working very closely with businesses and the latest survey of tenants suggested 94% of businesses have been significantly or very significantly impacted by the coronavirus outbreak.

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

Quarterly Update

The first Quarter of 20/21 for Council tax and business rates has been unparalleled in regards to policy and collection changes. Any financial impact of reduced collection will not impact 20/21 due to the accounting treatment this would impact for 21/22.

The largest ever business rates waiver for retail, leisure and hospitality businesses was introduced, meaning re billing of thousands of businesses.

Council tax have implemented the governments hardship fund and the expansion of the reprofiling of CT payments, resulting in some residents moving their initial CT payment to June.

In addition to this the council has stopped recovery action in regards to both business rates and CT in the first quarter, following government policy.

Collection rates for Council Tax is expected to be below expected levels by up to 5% and as the year progresses more data will assist the council in refining the expected collection levels.

Regards to business rates the council has £26m less to collect than usual due to business rates relief so the risk of a reduction in collected business rates is reduced and as a council the worst case is that business rates hits the government safety net that at present would be a circa £300k pressure for DBC.

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

Impact

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

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

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

Controls to manage the risk

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

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

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

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

Evidence the risk is being managed

In 2018/29 and 2019/20 Business rates and council tax collection have achieved or exceeded budgeted levels.

The collection rates achieved are above national averages and specifically business rates collection is in the upper quartile of performance.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

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

Quarterly Update

The performance of the benefits service in Qtr 1 has been mixed. The surge in new cases and changes to existing cases as a result of the pandemic meant performance in the first month especially, declined.

The largest unexpected growth has been new claimants as the council moved all homelessness clients into temporary accomodaiton in line with government policy, and these required processing. This volume of new clients was unexpected.

The performance overall improved through the quarter.

The time taken to change existing clients claims was still strong and exceeded KPI targets, but the amount of time to process new claims increased to 21 days from a previous average of 18.

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

Impact

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

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

Significant reputational risk associated with high-profile errors.

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

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

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

#### Controls to manage the risk

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

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

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

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

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

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

#### Evidence the risk is being managed

The KPI's for the housing benefit service in 2019/20 were all achieved with new performance records set along the way.

The reduction in the volume of new housing benefit claimants due to the roll out of Universal Credit to new claimants has assisted in this enhanced performance.

In Qtr 1 of 20/21 there has been a surge in changes to existing claimants and new claimants, as a result of the change in circumstances as a result of covid 19.





<b>Report for:</b>	<b>Finance and Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>8<sup>th</sup> September 2020</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Quarter 1 Performance Report – Corporate and Contracted Services</b>
Contact:	<p>Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services</p> <p>Author/Responsible Officers:</p> <p>Mark Brookes (Assistant Director – Corporate and Contracted Services)</p> <p>Ben Hosier – Group Manager (Procurement and Contracted Services)</p> <p>Farida Hussain - Group Manager (Legal and Corporate Services)</p>
Purpose of report:	To provide Members with the performance report for quarter one in relation to Corporate and Contracted Services.
Recommendations	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	<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 1 Performance Report

1. Members will find attached to this report the Corvu performance data for Corporate and Contracted Services.
2. The only Operational Risk which falls within this area is CE\_R01 Failure to deliver successful elections and there have been no changes to this risk during the first quarter.
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. The number of cases has been restricted by the closure of courts during the Covid-19 pandemic and the restrictions on commencing possession 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>
Planning Judicial Review	FFEI Ltd v DBC	<p>Challenge to the lawfulness of the Council's approval of a prior determination decision relating to a change of use of office accommodation to residential.</p> <p>Consent order agreed to quash the decision on no fault basis.</p>

### **The Licensing Team**

5. Key updates for the team are as follows:

One hearing held for a Licence application known as Woodland Weddings, due to various concerns from local residents, the outcome was that the licence was granted.

A light touch approach has been adopted in terms 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. Generally, Licensing has been responding to enquiries from Licensees about changes to restrictions and what they can and can't do, as well as what safety measures should be adopted when working. We have also had regular enquiries from the public about potential breaches by businesses and have worked with the Environmental and Community Protection team on these issues when they have arisen.

### **Corporate and Democratic Support**

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

#### *Corporate meetings*

- Supported & attended 8 corporate meetings (including minutes)

#### *Committee meetings*

- Published 14 agendas
- Completed 14 sets of minutes
- Processed 12 public speakers at virtual Development Management Committee
- Published 6 Portfolio Holder Decisions
- Published 8 Officer Decisions

Due to the Covid-19 crisis, this quarter has seen committee meetings take place virtually via Microsoft Teams. The Development Management Committee was the

most challenging to move to a virtual platform but the team have put robust processes in place to overcome any issues. For example, we have asked registered speakers on applications to provide us with a script of what they are going to say in case of any technical failures and providing members of the public with documents such as the protocol for the meeting and the behaviours we expect from the public attending the meeting. Every committee meeting has now been held virtually and we will continue to support this until government guidelines change.

### **Member Development**

In Quarter 1, there have been two Member Development sessions carried out virtually:

- Planning training (mandatory). This session was facilitated by Sara Whelan, Group Manager for Planning & Development Management. This session had 28 borough councillors and 22 town and parish councillors in attendance.
- Equality, Diversity & Inclusion. This session was facilitated by Rosanne Bernard from Maximum Performance. This session had 18 attendees.

The team will be working with our external training providers to ensure training can continue to be provided virtually. We have seen an increase in attendance at virtual training sessions and we will continue to monitor this and work with the Member Development Steering Group to potentially carry this on moving forward.

### **Mayoral Support**

Quarter 1 has continued to be impacted by Covid-19 and therefore not allowed us to run our normal event calendar. We have begun to run smaller ceremonies for Armed Forces Day and VJ Day. During Q1 the following were either completed or beginning to take shape:

- **Personalised Seed Packets:** The Mayors office collaborated with the Supported Housing delivering Cress Seeds to their tenants alongside their newsletter. The team donated £1,170.00 to the Mayors Charity, Sunnyside Rural Trust. We also raised an additional £141.50 through public sales.
- **Virtual Your Town Dacorum:** We have been working closely with the Community Partnership team to organise a virtual 5k & 10k fundraising run for residents of Dacorum in October. The Mayor has agreed for the money to be donated to 'Raise' which supports West Herts Hospitals. Registration has been set up for this and will be going live shortly.
- **Armed Forces Day:** This went ahead at the end of June with a Fly a Flag Ceremony which was very successful in commemorating the occasion and followed by lots of social media covering through the DBC social media pages.
- **Marketing:** Contacting local photographers for future events to ensure we begin to compile a marketing database with lots of photos and videos to use for marketing future events.

- **Mayoral Trips:** The Mayor has begun making trips however, only ones that directly impact the community eg. Awards within the Borough and DBC openings.
- **Venue List:** Compiling a 'database' of venues and their capabilities within Dacorum that can be used for future events. These venues can then be selected based on their suitability whilst showcasing the Borough.
- **Volunteering Database:** We have reached out to the community through schools and social media to see whether people would like to sign up as a volunteer with the Mayor's Office for our future events. The idea is that we would no longer be reliant on charities to provide the staffing for our events.
- **Online Fundraisers:** Starting to explore basic fundraiser ideas that can be done online. These fundraisers would only have a small number of attendees but generate a larger income (eg. Wreath Making Workshops).
- **COVID:** Exploring ways for events to go live safely (next year). This includes temperature zappers and keeping detail records of who has attended events (through ticketsource) as well as suitable hand sanitizer stations etc.

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

The Digital Print & Post Room continue to deliver their ongoing services, additionally new processes have been developed to support the organisation to be COVID secure whilst maintaining essential services, including providing enhanced services to back offices working from home by maintaining a physical presence in the building to receive outgoing items electronically to convert to printed letters and vice versa receiving hard copy incoming mail items and converting to digital mail items.

### **Electoral Services**

7. During Q1 the Electoral Services Team were 1 member of the team short due to an Officer leaving in March. Both the Team Leader and the remaining Officer were able to work from home and had access to everything required. The rolling registration continued and the following was processed:

Additions: 718  
 Amendments: 274  
 Deletions: 668

In addition, work has continued to cleanse the data held on the Electoral Register, with a variety of checks and audits being carried out. This includes, Overseas electors and their voting method, all property classifications, elector notes, property notes and UPRN's. In addition we reviewed the distribution list of the monthly updates and added 97 new properties.

The Annual Canvass began on the 15<sup>th</sup> of June, where we sent our data off for the National Data Testing. This was very successful and matched 52,185 properties who we were able to allocate to Route 1. This meant they received a confirmation letter as to who we have registered, but only needed to reply if there were changes. Following the data matching we were then able to allocate 13,219 properties to Route 2. These properties would receive various contact methods until a response is

received. This would be in the format of a revised Canvass Form, a new Canvass Communication form B (CCB), a telephone call or a door knock.

The two Political support staff have maintained business as usual and have continued to support councillors with online meetings.

## **Procurement**

8. Covid-19 - the Procurement Team have carried out the following during Q1:
- Issued Government guidance (Public Procurement Notices – known as PPN Notices) to the Leadership Team and the wider Council on what the approach should be for Suppliers at risk of Covid-19.
  - Under the PPN Notices, the Council are required to continue to pay Suppliers at risk of Covid-19. This requires the Suppliers to submit an Interim Payment Proposal which will be reviewed by the Client Officer, Procurement, Finance and Legal before being signed off and approved by the Section 151 Officer.
  - Carried out a risk analysis on our suppliers identifying high-risk suppliers in terms of the service they offer to the Council. This has been disseminated to the wider Council for teams to identify contingency plans for these key suppliers.

During the quarter the Council received supplier relief requests on the following contracts:

- Jarvis – Kylna Court (£120k for works in connection with defects)
- Jarvis – Magenta Court (£204k for works already carried out)
- Saba – Parking Enforcement (following discussion this claim has been withdrawn)
- Osbourne – Total Asset Management (relief offered as a loan, but rejected)
- Everyone Active – (Support has been agreed to the end of September)

Works to ready the Forum in line with government and PHE advice on returning to work have been ongoing during Q1, update is shown below:

- Risk assessment carried out and mitigating factors introduced
- Building capacity reduced to 240 people.
- Temperature screening equipment has been installed
- One way system around the Forum has been introduced with appropriate signage
- Perspex screens have been fitted to all desks and points of contact with customers/public
- Social distance markings placed on the floor at prominent parts of Forum
- Introduction of additional hand disinfectant/sanitising units around the Forum
- Doors have been automated to reduce the number of door handles being touched
- A staff etiquette document on behaviours and responsibilities has been produced
- Visitors will be by appointment only and only where an absolute necessity
- Building open from 7am – 6pm with separate entrance and exit
- Break out area furniture has been reduced to comply with social distancing
- Headphones provided to staff to enable continuation of MS Teams meetings

- Fire evacuation procedure has been updated and agreed by IMT.

The Procurement Team were due to meet with Group Managers regarding the 'procurement' Forward Plan for 2020/21 however due to the reduced staff working at the Forum this has now been provided as a report to all Group Managers on contracts due to expire in 2020/21, Capital projects in 2020/21 and any areas of non-compliance. Responses have been received and are being reviewed to identify the most suitable action to take. Procurement will then provide a similar report for each quarter moving forwards.

A number of procurement exercises and projects have been ongoing:

- Main Contractor for Eastwick Row
- Main Contractor for Coniston Road
- Consultancy Services for New Build Programme
  - Randalls Ride
  - Cherry Bounce
  - Paradise Depot
  - Wilstone Village Site
  - St Margarets Way
- Temporary Agency Staff
- Installation of new 3G pitches at Grovehill and Adeyfield APG's
- Stair lift contract for Housing Properties
- Telecoms renewal contract
- Telecoms Audit
- Council Tax Printing
- Storage and transportation of waste generated at Cupid Green Depot
- Public Service Protection Order and Littering Enforcement
- Berkhamsted Sports Centre Refurbishment

### **Parking Services**

9. 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. The civil enforcement officers were furloughed and as a result no enforcement took place during Mar – May, a total of 9 weeks. Car park usage has been severely impacted during Q1, and this has had a significant impact on the generation of parking related revenue.

### **TRO's**

1. Marlowes changes  
Authorisation for statutory consultation received
2. Lockers Park Lane junction protection  
Authorisation for advertising and implementation received
3. CPZ – Wood Crescent (South zone extension)  
Consultancy appointed for informal consultation
4. CPZ – Ebbens Road  
Authorisation for informal consultation received, consultancy chased
5. Lower Kings Road car park  
TRO in place, requests for season tickets being received
6. Wolsey Road

Draft TRO, NoP, SoR and NoP received from HCC. Statutory consultation completed, consultation report submitted

### **Council team**

- Progressions restarted at the end of May.
- Coin payments in our pay and park machines reintroduced.
- Enforcement of CPZ's recommenced in June
- Suspension and dispensation charges reintroduced in June
- Enforcing non-payment on-street and/or car parks has commenced
- Payment plans restart in August
- Cancellation policy to allow Saba to cancel any PCNs where the challenge states that the driver is a an NHS worker, care worker, NHS volunteer or where a Blue Badge has expired post 1.1.20 continues on a temporary basis

### **Saba management & Notice Processing**

- Initially furloughed in March, the civil enforcement officers returned to work in May, with operational staff working between home and the office. Saba are currently operating with a full complement of staff who have all received additional training for health and safety surrounding Covid-19.
- Notice processing staff worked from home and are responding to calls and e-mails from customers. There has been discussions surrounding the two members of staff returning to the Saba offices however it is not felt that it safe due the number of staff still working within the building.
- The first full month of KPI data has been received shows a large change in parking behaviour.

### **CCTV**

10. Initially 50% of staff self-isolated which impacted on the ability of the service to operate normally, but all staff are now back at work and installation projects have resumed.
  - Berkhamsted Multi Story car park is now energised and the commissioning of equipment has been completed. We have operational CCTV and can remotely control all doors and barriers from the control room.
  - New flats Martindale school site are well on the way to completion, Installation of the CCTV has begun with cabling and the network radio in place. We are just waiting for a start date to finish these works. Still ongoing
  - New flats on the garage site at Westerdale Highfield are almost complete. The CCTV system is installed and is due to be commissioned shortly, this is expected in the next week or two. Still ongoing
  - New flats at Stationers Place Apsley are also nearing completion CCTV is also installed and awaiting final commissioning. This is also expected in the next couple of weeks.
  - Designs have been submitted to the project team for the housing development at Paradise Fields across all three blocks, this also includes CCTV across the car parks.



- Access Integrated Systems have started to plan for the refresh programme and implementing the parts we can whilst maintaining social distancing. This is still ongoing
- CCTV contractors have been heavily involved with installing equipment and works to doors to get the Forum ready for when the building is opened back up for staff.

### **Leisure Contract**

11. Leisure centres were forced to close during Q1 due to the Covid 19 pandemic however some staff continued to visit the centres to complete repairs, general maintenance and for security, but the majority of staff were furloughed.

The closure of the leisure centres resulted in a significant loss of revenue for Everyone Active and the Council have agreed support packages which currently run until the end of September.

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 which works well as the contractors will be able to work freely and there won't be any health and safety and closure complication for the centres throughout their normal hours of operation.

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

12. The first stage of the feasibility is now complete and the outcomes have been presented to Portfolio Holder/Corporate Officers Group. A report will be taken to Cabinet in the autumn to consider the next steps for the project.

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

13. We have now achieved Practical Completion for the car park.

Outside of the construction contract, there are highway works outstanding to complete which include the footway resurfacing, the mini-roundabout and signage to be replaced (Waitrose and a new car park sign). We are currently waiting for a further permit from HCC to close Lower Kings Road to finalise these works.

We are having active discussion with Herts CC to agree an opening date in late summer early autumn.

### **Parking & Access Movement Project**


14. The current latest programme shows the following key stages, although these have been impacted by the Covid-19 lockdown:

1. Trees on Leighton Buzzard Road to be removed (*completed*)
2. Informal TRO consultation will commence in March 2020 (*completed*)
3. A tentative date of the Planning Pre-Application Meeting of 04 April has been arranged. (*completed*)

4. Given the traffic survey discussions, the Traffic Survey is currently scheduled for completion on 05 June – subject to successfully attaining the permission from Ringway (*delayed due to lockdown, likely to take place in September*)
5. An indicative period of the BT diversionary works of: 01 Jun. to 28 Sep. (*awaiting confirmation of delay due to lockdown*)
6. Assumed that a Term Contractor will be appointed to undertake the works and therefore no tender period is allowed.
7. 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.
8. Subject to the above – the result of the Planning Application is scheduled as 23 Nov (*likely to be delayed as other stages will not be complete due to Covid*)
9. 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.
10. 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 Covid*)

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

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£153204 Target: £693177	£2267451 Target: £2356440	£587253 Target: £542610	1   1   2	No Comments	Continue to review income on a monthly basis
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% 5 / 5 Info Only	100% 12 / 12 Info Only	100% 6 / 6 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% 1 / 1 Info Only	100% 0 / 0 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% 2 / 2 Info Only	100% 2 / 2 Info Only		No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
DPA01 - Percentage of DPA requests met in 31 days	100% 14 / 14 Target: 100%	100% 28 / 28 Target: 100%	100% 15 / 15 Target: 100%	0   2   2	No Comments	No Info
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	86.49% 32 / 37 Target: 80%	62.16% 46 / 74 Target: 80%	87.5% 35 / 40 Target: 80%	2   0   2	No Comments	This is a positive result and an improvement on previous qtr performance. No action required at this time, we continue to monitor response deadlines and
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	80% 8 / 10 Target: 80%	80% 4 / 5 Target: 80%	100% 1 / 1 Target: 80%	0   0   4	No Comments	No action required at this time, performance is meeting expected standard

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG 	Comments	Actions
FOI01 - Percentage FOI requests satisfied in 20 days	90% 99 / 110 Target: 100%	94.29% 198 / 210 Target: 100%	95.98% 167 / 174 Target: 100%	4   0   0	No Comments	No Info
MS01 - Average number of training opportunities taken up per Member	0.5 Opportunities 46 / 102 Info Only	0.1 Opportunities 14 / 102 Info Only	0.3 Opportunities 63 / 204 Info Only		No Comments	This is in a significant increase in attendance against previous qtr. Further work is being done to establish if this is owing to virtual ways of training or that the



<b>Report for:</b>	<b>Finance and Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>08-09-20</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Performance and Risk report Quarter 1 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 1 20-21
Corporate objectives:	The Performance, People & Innovation division supports the delivery of all corporate objectives, although there is a particular focus on ‘modern and efficient council’.
Implications:	<u>Financial</u>  Poor performance could lead to increases in costs as well as reducing the value of our service offer.
‘Value For Money Implications’	<u>Value for Money</u>  The work of the division supports the achievement of value for money in the pursuit of the Council’s objectives
Risk Implications	Risk Assessment regularly reviewed
Equalities	There are no equalities implications arising from this report.

Implications	
Health And Safety Implications	There are no health and safety implications arising from this report.
Consultees:	None
Background papers:	Attached: 1. Quarter 1 Operational Risk and Performance reports
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This is a regular report to the committee detailing the performance of the relevant services for this committee over the last quarter.  The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> <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 Q1 has decreased in this quarter from last. However, the long term sickness cases has seen an increase in this quarter. One of main contributing factors to this increase is that all hearings and sickness review meetings were suspended during Q1. 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. Sickness cases have recently commenced again as the corporate freeze of employment hearings was lifted (in agreement with Trade Unions). 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. HR also launched a health and wellness briefing note for all staff that incorporated internal and external support available to staff. Training courses on how to effectively manage home workers are also being rolled out the management team.

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.

# OSC Report - Finance & Resources - Performance, People and Innovation Jun-2020

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
Dacorum Delivers - Performance excellence						
HR02a - Turnover of staff	6 % Info Only	7 % Info Only	9 % Info Only		Approver Comments: This is in line with a stable staff turnover rate.	No Info
HR04a - Total days lost through SHORT TERM sickness absence	496.5 Days Info Only	1084 Days Info Only	573 Days Info Only		Approver Comments: Lower than the same quarter last year and significantly lower than the previous quarter.	No Info
HR04b - Total days lost through LONG TERM sickness absence	1276.5 Days Info Only	1187.5 Days Info Only	1083.5 Days Info Only		Approver Comments: The Council's sickness scrutiny group continues to meet monthly and review all sickness absence. As part of this process the SSG looks at all long sickness cases to assess whether the manager is supporting staff back to work be it by medical support, adaptations to the workplace or following the formal procedure. Hearings have recently re-commenced (June).	No Info
HR04c - Long term sickness as a percentage of total sickness	72% 1276.5 / 1773 Info Only	52.28% 1187.5 / 2271.5 Info Only	65.41% 1083.5 / 1656.5 Info Only		No Comments	No Info
HR04e - Short term sickness as a percentage of all sickness	28% 496.5 / 1773 Info Only	47.72% 1084 / 2271.5 Info Only	34.59% 573 / 1656.5 Info Only		No Comments	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	82% Info Only	85% Info Only	91% Info Only		Approver Comments: A challenging quarter in which we have missed our standard target but have provided effective support in demanding circumstances.	No Info
ICT02 - Availability of primary systems (office hours)	100% Target: 99%	100% Target: 99%	100% Target: 99%	0   0   4	Approver Comments: As we have supported home working throughout the quarter 100% system availability has been critical.	No Info

Indicator Name	Results Jun-2020	Last Months Results Mar-20	Last Years Results Jun-19	RAG	Comments	Actions
HR03 - Total days lost through sickness absence	1773 Days Info Only	2271 Days Info Only	1656.5 Days Info Only		Approver Comments: This is a relatively similar outturn of the sickness absence compared to last year. The sickness scrutiny group continues to review all sickness on a monthly basis. The group looks at current sickness trend and works with managers to ensure they are doing everything they can to support staff back to work. The SSG will recommend cases to move more quickly through the formal process where there is a cause for concern.	No Info
HR05 - Average days lost due to sickness absence per FTE - profiled target	0.85 Days 1773 / 2077.73 Info Only	1.11 Days 2271 / 2044.98 Info Only	0.83 Days 1656.5 / 1987.44 Target: 0.61 Days	0   1   0	Approver Comments: see comments on HR03	No Info
ICT06 - Total number of incidents and service requests reported (ICT)	2931 Info Only	3366 Info Only	3604 Info Only		Approver Comments: The number of calls coming to the Service Desk is steadily stabilising although the complexity of resolving home-based issues means each call consumes more time than in previous years.	No Info
Dacorum Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	181711 Info Only	172080 Info Only	172750 Info Only		Approver Comments: A new record number of users for the web site.	No Info

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<b>Report for:</b>	<b>Finance and Resources Overview and Scrutiny Committee.</b>
<b>Date of meeting:</b>	<b>8<sup>th</sup> September 2020</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Allotment Service Update.</b>
<b>Contact:</b>	Graeme Elliot, Portfolio Holder for Finance and Resources.  <b>Author/Responsible Officers:</b> Nigel Howcutt (Assistant Director Finance and Resources)  Richard Rice (General Manager Commercial Assets and Property Development)
<b>Purpose of report:</b>	1. To provide members with an outline of the Allotment service provided to DBC residents.
<b>Recommendations</b>	1. To note the content of the report.
<b>Review</b>	To be reviewed annually as part of the budget setting process.
<b>Corporate Objectives:</b>	A clean safe and enjoyable environment. Building Strong and Vibrant Communities.
<b>Implications:</b>	<u>Financial</u>  The Allotment Service has an annual Revenue budget of £10k p.a. to cover ongoing maintenance and upkeep.  In addition to this the 20/21 budget setting process, approved an ongoing £40k p.a. capital budget for the next 3 years, to further improve and invest in the allotments.
<b>'Value for money' implications</b>	<u>Value for money</u>  The service as a whole is a net cost to the council, but the benefits the service provides to residents is in line with the corporate plan objectives. The allotment service provides an opportunity for residents to get involved in interacting with the

	<p>green space in the borough and also it assists in building stronger communities.</p> <p>The service is one that the council see as a real investment in both local communities and the local ecological environment.</p>
Risk implications	N/A
Community Impact Assessment	No changes to service provision so existing Community Impact Assessment still relevant.
Health and safety Implications	N/A
Consultees:	<p>Graeme Elliot Portfolio Holder Finance and Resources.</p> <p>Richard Rice (GM Commercial Assets and Property Development)</p> <p>Adriana Livingstone (Team Leader Valuation and Estates)</p> <p>Chris Price (Outdoor Recreation Officer)</p>
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	GM – General Manager

### **Introduction/Background:**

The Finance and Resources Scrutiny Committee in February requested a report in to the operation and utilisation of the allotment service.

DBC operates 500 allotment plots over 16 different locations and charges £30 a year per standard plot, see Appendix A for the details of the allotment sites.

To apply for an allotment residents need to go to the website input their details and they are added to the waiting list. The waiting list is a live document that is monitored and reviewed on an ongoing basis, and includes residents site preferences. The present waiting list contains over 300 residents, prior to the pandemic it was at 283.

### **Key Service Performance and Strategy.**

The allotment service re lets about 150 allotments per year on average (30%) of the total plots available.

Demand for allotments in the last 4 or 5 years has increased and the concept of renting an allotment is one that is now very high in public perception, and this brings both positive and negative outcomes.

The desire to have an allotment is not always supported with a good understanding and ability to maintain and manage an allotment. As a result in the last 2 years, on

average circa 30% of new/first time allotment tenants are unsuccessful within the first year, with allotments being either returned or taken back by the council.

This creates additional work in the volume of re lets required and also in the majority of cases requires investment to get the plots back up to a lettable standard.

The positive is that the increased demand has meant that the council now has a significant waiting list of residents so that plots can be re let quickly.

At present the occupancy of the allotments is at 91% with only 43 vacant plots. The 43 vacant plots are made up of 36 plots that are under maintenance prior to being re let and 7 plots that are currently under offer to residents on the waiting list, see appendix A for the details of these sites. If the present plots under offer are accepted that would deliver an occupancy rate of 93%.

### **Allotment Plot Lettings and Management.**

There is a lease agreement that new tenants agree to when they take on a new allotment. The lease includes terms and conditions that DBC manages on an ongoing basis.

The Outdoor recreation officer regularly inspects the sites and will also discuss issues with volunteer wardens, where they exist. If issues are raised over upkeep, security or unworked plots the officer will communicate with the tenants and take the required action. The action taken would vary dependent on the circumstances and outcome of that communication but could include a series of warning letters, and potentially end with a Notice to Quit (NTQ) being issued.

### **Maintenance Programme.**

The service has an ongoing maintenance programme in 20/21 that is split into 2 separate work streams.

#### **Work stream 1: Ongoing Maintenance.**

Standard ongoing maintenance projects on a small number of allotments that are returned/taken back by DBC in an overgrown state. This work is undertaken as and when required.

#### **Work stream 2: Major works.**

This is aimed at tackling the more extensive works on plots that have been untenable for a period of time and require enhanced works. This is a new programme that will be initiated in 2020/21, and is funded through the NEW additional approved £40k capital investment.

These funds are initially targeting 3 main projects in 20/21, although due to the pandemic all these works have had to be scheduled for the latter half of the year that makes delivery more of a challenge;

**Project 1 Windmill Rd:** The site is heavily overgrown and unused in entirety. The site has a couple of secondary issues to the overgrown nature of the vegetation in that the access to the site is limited and the site is suffering from low level fly tipping.

Planning is underway at present and work will be underway on this site in the Autumn of 2020 with a plan to have the site completed by the spring of 2021 and the start of the new growing season. The council is working in partnership with local

residents to provide an allotment that best meets the needs of the local residents, as to date there has been little demand for these allotment plots.

**Project 2 Chambersbury Lane:** Around 6 overgrown plots require maintenance and the access and boundary fences of the site require further maintenance.

**Project 3 Adeyfield Rd:** Around 8 overgrown plots require maintenance and the access and boundary fences of the site require further maintenance.

**Recommendations:**

To note this report and promote the allotment service to your residents.

The proposed work that is to be undertaken at Windmill Rd is to increase the quality and appearance of the site, to try and resolve the historical difficulty in regards to demand for this site.

Appendix A

Allotment Data - May 2020

Site	No of Plots	Tenants	Vacant
Adeyfield Rd.	25	19	6
Windmill Rd	13	2	11
Chambersbury Ln.	15	11	4
Bennetts End Old & New site.	55	49	6
Homefield Road.	14	14	0
Gravel Hill.	87	80	7
Candlefield Walk.	12	11	1
Chaulden Lane.	146	140	6
Sheepcote Road.	12	11	1
Bury Road.	29	28	1
Brickmakers Lane.	34	34	0
Farland Road.	14	14	0
Widmore Drive South.	3	3	0
Widmore North.	11	11	0
Hobletts Rd.	8	8	0
High St Green.	22	22	0
<b>Total.</b>	<b>500</b>	<b>457</b>	<b>43</b>
	<b>Present Occupancy</b>		<b>91.40%</b>



# Agenda Item 12

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
13 October 2020	2 October 2020	Action Points (from previous meeting)		
		Medium Term Financial Strategy	Corporate Director, Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
		Covid-19 update	Chief Executive <a href="mailto:Sally.marshall@dacorum.gov.uk">Sally.marshall@dacorum.gov.uk</a>	
		New Normal	Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	
3 November 2020	23 October 2020	Action Points (from previous meeting)		
		Budget Monitoring Report	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>
		Finance & Resources Q2 Performance Report	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>
		Corporate & Contracted Services Q2 Performance Report	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 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>Garages</b>	Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	
<b>Joint Budget</b> <b>1 December 2020</b>		<b>*** Joint Budget ***</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> ***** <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:**

- **Berkhamsted Sports Centre (M Brookes)**