



Public Document Pack

FINANCE AND RESOURCES OVERVIEW AND SCRUTINY AGENDA

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

TUESDAY 9 MARCH 2021 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 by 5pm on Monday 8 March.

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.

AGENDA

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

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

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

6. ACTION POINTS FROM THE PREVIOUS MEETING (Page 8)

7. BUDGET MONITORING REPORT (Pages 9 - 25)

8. QUARTER 3 PERFORMANCE REPORT - FINANCE AND RESOURCES (Pages 26 - 41)

9. QUARTER 3 PERFORMANCE REPORT - CORPORATE AND CONTRACTED SERVICES (Pages 42 - 56)

10. QUARTER 3 PERFORMANCE REPORT - PERFORMANCE, PEOPLE AND INNOVATION (Pages 57 - 74)

11. INDEPENDENT REMUNERATION PANEL - SCHEME OF MEMBERS' ALLOWANCES FOR DACORUM BOROUGH COUNCIL (Pages 75 - 90)

12. WORK PROGRAMME (Pages 91 - 94)

MINUTES

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

2 FEBRUARY 2021

Present:

Cllr Barrett
Cllr Claughton
Cllr Chapman
Cllr Guest
Cllr Sinha

Cllr Suqlain Mahmood (Chairman)
Cllr Symington
Cllr Tindall
Cllr Townsend (Vice-Chairman)

Officers:

C Hamilton	Chief Executive
N Howcutt	Assistant Director – Finance and Resources
M Brookes	Assistant Director – Corporate and Contracted Services
L Roberts	Assistant Director – Performance, People and Innovation
B Hosier	Group Manager – Procurement and Contracted Services
B Trueman	Group Manager – Technology and Digital Transformation
F Hussain	Group Manager – Legal and Corporate Services
R Rice	Group Manager – Commercial Asset and Property Development
T Angel	Corporate and Democratic Support Officer (Minutes)

Also Present:

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

James Deane gave a presentation on the budget for 2021/22 to all overview and scrutiny committee members.

The Finance & Resources OSC meeting began at 6.56 pm.

FR/001/21 MINUTES

The minutes of the meeting held on 1 December 2020 were agreed by the members present and will be signed by the Chairman at the next available opportunity.

Councillor Symington noted that the update report for Berkhamsted Leisure Centre had been removed from the work programme and asked when it was likely the committee would receive this report. M Brookes advised it was something they were looking at internally at the moment to consider their options but they should be able to come back to members soon with a timescale in terms of decision making.

FR/002/21 APOLOGIES FOR ABSENCE

There were no apologies for absence.

FR/003/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

FR/004/21 PUBLIC PARTICIPATION

There was no public participation.

FR/005/21 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

None.

FR/006/21 ACTIONS FROM THE PREVIOUS MEETING

There were no outstanding actions from the previous meeting.

FR/007/21 BUDGET 2021/22

N Howcutt introduced the report and drew attention to table one on page 12 of the report which highlights all the major financial changes other than the ones that James Deane discussed in his presentation, and these are one off growth request funded reserves.

L Roberts provided an overview of the additional funding items in the budget that fall under her directorate. She welcomed questions from the committee.

Councillor Tindall queried if and when the councillors would have sight of the proceedings for the new governance structure of corporate boards.

L Roberts advised that the boards hadn't met yet, they were still in the process of setting them up. She said part of what needs looking at is how they disseminate the information from those boards so we are aware of how we keep the Council and Portfolio Holders etc. up to date, but she agreed that was something they needed to agree on.

Councillor Tindall said he would like every councillor to have some idea of what's going on and particularly those in the opposition.

L Roberts explained that one of the things included in the budget was a replacement for the Rocket system that we use for reporting KPI's and ultimately we would like to move towards using a form of dashboard so that members would easily be able to see the performance of our main services. She advised that they needed to implement that and to crossover from Rocket but expected to run some sessions with members to identify what other things they would like to see.

Councillor Tindall asked if there was any intention to recruit Apprentices in conjunction with the local college. He said young people have been through a really difficult time and their employment and future prospects have suffered terribly due to Covid.

L Roberts advised that Apprenticeships were already included in the budget and they were looking to take on a number of Apprentices. She continued by saying that there was a new government scheme which looks to provide work experience placements for 16-24 year olds so they were considering how they could do that too.

Councillor Tindall suggested that as we had some additional money this year which was going into reserves, we could consider using some of that to enhance our services for young people and help them get through this difficult time.

L Roberts said it was something to consider. She added that they were looking at the provision of community services and youth was included within that so they would be looking at the wider picture of how to provide support with employment opportunities, mental health awareness, health and wellbeing etc. We are looking at that as to how best we can deliver services to our residents.

Councillor Tindall asked to be kept in the loop by the relevant Group Manager as he took a keen interest in the matter.

The Chairman highlighted that we have all had to become digital for nearly a year now but he couldn't see any costs in the presentation slides for working from home or training etc.

L Roberts advised it was already covered in the budget. She added that they were going live this month with RPA (Robotics Process Automation) in Environmental Services which was one of the hardest hit services. This should save around 650 hours a month of an Environmental Health officer's admin work on one of their systems. She said the aim was to work on a foundation of a transformation programme which enables us to really look at what and how we deliver our services, what works and what doesn't work, and how we can capitalise on the differences and changes in how we work. She expected that over the coming year and beyond they would be coming back to members at OSC and Cabinet to draw down on reserves in relation to developing those transformation programmes.

The Chairman queried if we were scenario planning for when everyone is vaccinated and ready to return to the Forum.

L Roberts advised that IMT (Incident Management Team) meet regularly to discuss the ongoing Covid impact and SLT (Senior Leadership team) also meet regularly from a more strategic perspective. She was aware of the financial modelling that Nigel and his team were leading on to look at the various scenarios and what the impact may be to us as that has a direct impact on the level of services we can provide. She confirmed the new virtual way of working had been more successful than they initially thought but they need to follow government guidelines in terms of when people can safely return to the Forum. Frontline services would be the priority to return so that would be the first thing to look at. She believed that going forward there would be a hybrid model of working as meetings can be as engaging and productive virtually as they would be in person.

N Howcutt advised that every two or 3 months they produce a Covid response paper for Cabinet which highlights not only the operational response in the community and front facing staff but also the financial modelling and the changes that we're making to that month on month. He explained that when government make different announcements they interpret that and look at the financial impact in the short and medium term and will continue to update members regularly on the impact of Covid financially and operationally.

Councillor Guest referred to the general fund budget summary and the estimate of capital charges and bad debts. She asked if there was a breakdown of the two.

N Howcutt advised there is a small element for significant bad debts that we are aware of that we will need to be written off. The vast majority (£4.8m of the £4.9m) is depreciation which are capital charges.

Councillor Guest said it was reassuring to know that we have very little in the way of bad debt to write off.

N Howcutt replied we had to have a provision in the service lines for bad debt but at the moment even with Covid we hadn't seen a massive increase in our bad debt. We have seen it grow in our commercial asset sector which we have allowed for in the budget for next year with an additional 20% allowance for provision of bad debt in that area. He said the government grants had helped support local businesses and our approach to those businesses and how they pay has helped them reduce any bad debt levels.

Councillor Cloughton asked for a brief general overview about where the council may need to spend more or less in the coming year.

N Howcutt explained as discussed at the December meeting, we've looked at decreasing a lot of our income streams for the next year and that was the significant change year on year in the budget. The decrease in income streams totalled around £2million, £1 million of that is a provision for commercial income next year. He advised we would see an increase in bad debt and voids next year and have also projected no income from our leisure service. In other areas such as commercial waste and garages, he said they will be looking at reductions in demand and freezing some fees as potentially the recession could hit people hard and they may start looking to cut back on unnecessary costs. He summarised that we hadn't had to reduce any other expenditures in our core services, mainly because we understand the fundamental nature of our services to support the economy in the community during these tough times.

Councillor Tindall asked if we had been given any indication of positive news in the Chancellors budget in March.

N Howcutt said he didn't know and wasn't convinced that a huge amount would come out at the moment as there was too much uncertainty and change due to Covid.

Councillor Guest queried if we had been able to access any external funding for the Climate Emergency Officer role.

N Howcutt advised we hadn't but one of the key fundamentals for that role will be helping the council to secure additional grant funding for a lot of the climate change initiatives and help us tap in to what expertise we can get. The expectation is that although the post will cost money, the amount of funding we may be able to bring in for future green initiatives will outweigh the investment the council is putting into that role.

Councillor Symington sought clarification on the budget for car park refurbishment detailed on page 36 of the report.

N Howcutt explained it referred to the Broad Water Road re-surfacing project which we're looking to undertake in the short term to fix the road on a more medium term basis. He said they were liaising with local residents at the moment to get feedback in terms of ensuring we as a council can potentially look to do that investment as a

short term fix and get an understanding from residents that they'll support the longer term need to maintain that road.

Councillor Symington referred to the £17million for undisclosed capital projects and asked for more details.

N Howcutt advised it was Part 2 item as it is commercially sensitive it was introduced to the medium term capital programme in 2020/21 budget setting so he would discuss that with Councillor Symington outside of this meeting. **Action: N Howcutt**

Councillor Symington queried if the budget for sports development and community recreation supplies and services related to Everyone Active.

N Howcutt confirmed it did. He added that we're projecting no income from the leisure service next year due to the pandemic.

Councillor Symington asked if there was a budget line for cost despite the closure of the leisure centre.

N Howcutt explained there had been no agreement for any additional funding to Everyone Active in 2021/22 at present. He said they would respond to Everyone Active's desires and bring that back to this committee to agree any additional funding requirements. He added that there were reserves set aside for Covid pressures that they could utilise for next year if required.

Councillor Townsend referred to the community adventure playgrounds improvement programme. He sought clarification on why the papers state minus £1.5million and then £500k for the next three years.

N Howcutt explained that when the capital programme was set last year we put £1.5million into the adventure playground improvement programme to start in 2021/22. This last year due to Covid restrictions there were capital projects that either weren't started or couldn't start. He advised they have re-evaluated the programme and the £1.5million from 2021/22 is now split over the next three years to deliver the improvements to adventure playgrounds post the pandemic.

Outcome:

That the Committee reviewed and scrutinised the draft budget proposals for 2021/22 and provided feedback to be considered by Cabinet.

FR/008/21 WORK PROGRAMME

The Chairman asked if there would be a Covid update report in March. N Howcutt said he couldn't answer that yet as it would depend on whether it could be produced on time but there would definitely be an update report going to Cabinet.

The Chairman reminded the committee to let him know if there was anything they would like to see on the work programme.

The meeting ended at 7.35 pm.

Finance and Resources OSC Action Points

Date of meeting	Action point	Responsible officer	Date action completed	Response
02/02/21	<p>Councillor Symington referred to the £17million for undisclosed capital projects and asked for more details.</p> <p>N Howcutt advised it was Part 2 item and it was commercially sensitive. It was introduced to the medium term capital programme in 2020/21 budget setting so he would discuss that with Councillor Symington outside of this meeting.</p>	N Howcutt	Emailed information on 01/03/21	This information is Part 2 so cannot be disclosed.



Report for:	Finance and Resources Overview and Scrutiny Committee
Date of meeting:	9 March 2021
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 3 2020/21
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 3 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the financial position for the Council for 2020/21 as at Quarter 3.
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 MHCLG – Ministry of Housing, Communities and Local Government EA – Everyone Active HCC – Herts County Council AFM – Alternative Financial Model PAM – Parking Access and Movement

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 £3.2m is forecast, of which £2.9m results from the implications of coronavirus.
- 1.2 Housing Revenue Account outturn – The HRA is currently forecasting a surplus of £2.5m, an increase of £2.4m on the forecast surplus of £0.1m reported at Q2, due to a significant reduction in the anticipated spend on Repairs and Maintenance following new restrictions on access to properties and supply chain issues.
- 1.3 General Fund capital budgets are reporting slippage of £0.8m with an underspend of £60k.
- 1.4 In HRA capital budgets, slippage of £1m is forecast with an underspend of £1.8m.

2. Introduction

- 2.1 The purpose of this report is to present the Council's forecast outturn for 2020/21 as at the 31 December 2020. The report covers the following budgets with associated appendices:
 - General Fund - Appendix A. A pressure against budget of £3.2m is forecast.
 - Housing Revenue Account (HRA) - Appendix B. A surplus of £2.5m is forecast.
 - Capital Programme - Appendix C. General Fund capital budgets are reporting slippage of £0.8m and a budget underspend of £60k. Housing Revenue Account budgets are reporting slippage of £1m and an underspend of £1.8m against budget.

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:

Table 1	Key Financial Pressure	Description
Scrutiny Committee		
Finance & Resources	£1m	Commercial Property income
Finance & Resources	£1.4m	Car Parking income
Finance & Resources	£1m	Leisure support costs
Housing and Community	£0.4m	Garages Income
Strategic Planning and Environment	£1.2m	Waste Services (Waste cost pressure and income pressures for Domestic Waste and 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.

Table 2	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	8,006	12,710	4,704	58.8%
Strategic Planning and Environment	10,906	12,921	2,015	18.5%
Housing & Community	1,686	1,792	106	6.3%
Total Operating Cost	20,598	27,423	6,825	33.1%
Core Funding	(20,599)	(24,183)	(3,584)	17.4%
Contribution (to)/ from General Fund Working Balance	(1)	3,240	3,241	

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

4. Finance and Resources and Core Funding

Table 3 Finance & Resources	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	14,187	14,425	238	1.7%
Premises	2,946	3,241	295	10.0%
Transport	296	293	(3)	(1.0%)

Supplies & Services	3,974	5,125	1,151	29.0%
Third-Parties	739	739	0	0.0%
Transfer Payments	47,144	47,144	0	0.0%
Income	(11,136)	(8,113)	3,023	(27.1%)
Other Income	(50,237)	(50,237)	0	0.0%
Earmarked Reserves	93	93	0	0.0%
Total	8,006	12,710	4,704	58.8%

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Core Funding	(20,599)	(24,183)	(3,584)	17.4%

4.1 Employees - £238k pressure against budget

The forecast pressure against employee budgets includes:

- £90k 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. As of the start of 21/22, the service will have a permanent staffed up workforce for the first time in over 5 years.
- £85k pressure within Neighbourhood Delivery due to interim resource to support delivery of new initiatives within the service.
- £75k additional staffing costs in Financial Services due to a requirement for temporary staff to cover maternity leave and support the closure of accounts process.

4.2 Premises - £295k pressure against budget

The forecast pressure in premises costs includes:

Costs of £80k have been incurred to ensure that The Forum is Covid-secure for staff and residents. These include temperature checking equipment, automated door entry system and perspex screening.

Pressure of £140k in Insurance costs. These relate to the HRA properties and are a result of significant weather events over the summer. These charges will be passed back through the recharge to the HRA.

Pressure of £65k – there is a pressure of £65k in repairs and maintenance costs in the budgets for income generating assets such as the shopping centres, to ensure the assets are maintained to an acceptable standard.

4.3 Supplies & Services - £1.1m pressure against budget

A pressure of £1.06m relates to support payments made to the Council's leisure provider Everyone Active (EA) to support their losses during the current Covid-19 pandemic. Contractual support of £520k was provided to EA in the first half of the

financial year, and due to ongoing restrictions and further lockdowns imposed from November 2020, further support has been required for the second half of the year in order to protect the ongoing financial viability of the leisure centres.

Central government have announced a support package including a ring-fenced sum of £100m to help local authorities meet the increased costs of operating Leisure Centres. This was subject to an application process, which the council has completed, and at present, the council is awaiting the outcome of that process. This has provided the opportunity for the Council to seek to recover some of the costs incurred.

4.4 Income - £3.0m pressure

The forecast pressure against income budgets includes:

- £1m pressure in Investment Property income. This estimated pressure arises from the potential deficit in rental income from commercial assets. The level of rental arrears has increased year on year as commercial tenants have exhausted their reserves, utilised government grants and are still limited by trading restrictions linked to Covid. The service are being very proactive with tenants and arranging payment plans to support businesses in the short term. Investment Property rental income is not eligible for the Government's income protection scheme which limits the volatility of other, non-rental income by underwriting 72% of net losses.
- £1.4m 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. The income improved during Quarter 2 as restrictions were lifted, but further lockdowns from November onwards have had a detrimental effect, with income predicted to fall back to Q1 levels. Around 72% of the net losses of car parking income will be reimbursed through central government's income guarantee scheme.
- £0.5m pressure in the management fee income due from the Council's leisure provider. As part of the leisure support package, the management fee that would have been due from EA has been waived. 72% of this lost income will be reimbursed from central government.
- £0.15m pressure in the Cemeteries service. £60k of the variance is due to income from memorials and internment of ashes being below budget due to restrictions on gatherings. £90k is due to delays in contractual negotiations around the new cemetery site at Bunkers Park.
- £90k pressure in facilities hire at Civic Buildings. These buildings could not open during the period of lockdown. Subsequently income has been affected due to ongoing social distancing requirements and further restrictions from November.

4.5 Core Funding - £3.6m additional funding

Government grant income has been received as follows:

- £2.05m of Covid-19 support grant has been received from MHCLG, including a 4th allocation of £232k announced in October 2020.
- £100k of New Burdens funding relating to welfare reform within the Revenues and Benefits service.

An additional £1.4m of funding is expected under the government's income guarantee scheme to reimburse local authorities for 75% of lost income after the first 5% of the budgeted total.

Recharge to the HRA – a surplus of £72k is forecast in the recharge to the HRA, which is predominantly due to additional premises Insurance charges being passed back to the HRA, as mentioned in paragraph 4.2 above, less property related costs borne by the HRA being passed back to the General Fund.

Investment Income – pressure of £180k. A pressure of £180k is forecast in General Fund investment income budgets due to the reduction in interest rates announced by the government in March 2020.

5. Strategic Planning and Environment

Table 4 Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	10,078	10,783	705	7.0%
Premises	990	984	(6)	(0.6%)
Transport	1,240	1,490	250	20.2%
Supplies & Services	2,422	2,762	340	14.0%
Third-Parties	366	365	(1)	(0.3%)
Income	(5,359)	(4,632)	727	(13.6%)
Capital Charges	1,571	1,571	0	0.0%
Earmarked Reserves	(402)	(402)	0	0.0%
Total	10,906	12,921	2,015	18.5%

5.1 Employees - £705k pressure against budget

The pressure in employees' costs includes:

- A pressure of £575k relates to Waste Services employees' costs from additional agency requirements during the Covid-19 pandemic. This is due to a combination of staff sickness and requirements to self-isolate, as well as the requirement for clinically extremely vulnerable staff to remain at home. The service is under pressure due to increased levels of waste, access issues due to more people working from home resulting in a significant increase in missed bins, and the need to maintain social

distancing which has put pressure on the rural rounds where there is increased travel in the waste vehicles.

- Pressure of £60k in Planning where staffing levels have been higher than budgeted.
- Pressure of £40k in the Vehicle Repair Shop due to additional staffing requirements as a result of Covid-19.

5.2 Transport - £250k pressure against budget

A pressure of £130k 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.

A pressure of £150k relates to hire of waste vehicles to support social distancing requirements, particularly for crews on rural rounds. The two rural rounds consisting of a driver and two loaders have been split, requiring the hire of two additional vehicles.

5.3 Supplies and Services - £340k pressure against budget

A pressure of £220k 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.

Pressure of £50k in the Planning service for legal expenditure relating to the appeals process. Where planning decisions are appealed and the decision is not in favour of the Council, legal costs are incurred which causes a budget pressure.

5.4 Income – £727k pressure against budget

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

- Pressure of £200k related to Waste Services income. A pressure of £200k is expected in income from the Alternative Financial Model (AFM) payment from Herts County Council (HCC). This is due to the increase in residual waste particularly during the lockdown period. An increase in residual waste pushes up the cost of disposal to HCC, which is then passed back to local authorities via a lower AFM income payment.
- Pressure of £75k in Planning Income. This income stream has performed well in the first 9 months of the year and is just slightly below budget. However, the income remains exposed to fluctuations in the property market and a variance of £75k is anticipated.
- Pressure of £200k 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 dependent on the extent of the economic downturn and will be monitored through the broader economic recovery.

- 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.
- There are other pressures in income streams such as Bulky Waste £40k and Cesspool emptying £45k as a result of Covid-19.

6. Housing and Community

Table 5 Housing and Community	Current Budget	Forecast Outturn	Variance	
	£000	£000	£000	%
Employees	4,159	4,167	8	0.2%
Premises	1,003	648	(355)	(35.4%)
Transport	14	12	(2)	(14.3%)
Supplies & Services	1,141	1,210	69	6.0%
Transfer Payments	5	3	(2)	(40.0%)
Income	(5,701)	(5,228)	473	(8.3%)
Capital Charges	1,083	1,083	0	0.0%
Earmarked Reserves	(18)	(103)	(85)	472.2%
Total	1,686	1,792	106	6.3%

6.1 Premises - £355k underspend against budget

An underspend of £380k is expected in the garages maintenance budget. An investment strategy is being prepared to evaluate how these revenue budgets can be best utilised in order to maximise the income stream. It is now unlikely that a significant amount of this year's budget will be utilised.

6.2 Income - £473k pressure against budget

Pressure of £430k 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 any economic downturn. 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 £2.46m. This an increase in the forecast position expected at Quarter 2, which was £129k,

following a significant reduction in the forecast for Repairs and Maintenance expenditure due to the continued pressures imposed on the council and its supply chain partners from the Covid-19 pandemic. 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 Tenants' Charges – pressure of £0.2m

This variance has arisen in service charges income. Service charges are recalculated each year to ensure that the charge received by the tenant accurately reflects the service received. Where there are variations in cost to the tenant from one year to the next, the Council has committed to only pass on an increase of CPI +1% (in line with current rental policy).

7.4 Interest and Investment Income – pressure of £0.1m

A pressure of £100k is forecast against investment income budgets due to the reduction in interest rates announced by the government in March 2020.

7.5 Contribution Towards Expenditure – pressure of £0.1m

This income relates to property transactions such as the granting of lease extensions and easements. The budgeted target is not being achieved due to a lower volume of transactions.

7.6 Repairs and Maintenance - £4.2m under budget

This variance has increased further during the financial year, due to the ongoing restrictions imposed during the Covid-19 pandemic. It has not been possible for internal or intrusive works to take place under the prevailing circumstances. Workstreams have been re-prioritised where possible to carry out external works and to ensure that all essential, health and safety works are undertaken as required.

7.7 Supervision and Management – on budget

A pressure of £140k has arisen due to higher than expected insurance costs, specifically related to Uninsured Losses claims due to weather events over the summer months. This is being offset by savings in other budget lines, due to vacancies in the financial year, and budgets related to home-moving and decants not being spent.

7.8 Rent, Rates and Taxes – pressure of £0.1m

This pressure is due to Council Tax charges on empty HRA properties. Currently the level of voids in sheltered schemes is higher than anticipated which is leading to an additional cost.

7.9 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. It is difficult to

predict the level of arrears, as this is very much linked to the extent of the economic downturn. More tenants have moved on to Universal Credit, which caused an initial delay in income being received at the beginning of the year, but the Income team have been very proactive in supporting tenants, 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	4,081	(861)	3,219	3,148	(71)	-1.74%
Strategic Planning and Environment	3,055	0	3,055	3,125	70	2.28%
Housing & Community	4,843	25	4,868	4,809	(59)	-1.22%
GF Total	11,979	(836)	11,142	11,082	(60)	-0.50%
HRA Total	22,240	(998)	21,242	19,453	(1,788)	-8.04%
Grand Total	34,219	(1,835)	32,384	30,535	(1,849)	-5.40%

8.2 General Fund Major Variances

There is forecast slippage of £0.84m in the General Fund, with an underspend of £60k.

The forecast slippage of £0.84m includes the following items:

- Line 53: Slippage of £0.29m on Rossgate Shopping Centre – Structural Works. This site is a mix of residential and commercial properties, and consultation with all stakeholders has taken longer than expected. Both phases of the project, the replacement of windows at the rear of the residential block, and the replacement of the curtain wall window frame system at the front of the precinct, will now be carried out together with a start on site expected in late March 2021.

- Line 74: Slippage of £0.28m on Hemel School Astroturf renewal. The project has been unavoidably delayed due to the need for planning permission for the floodlights.
- Line 80: Slippage of £0.15m on Car Park Refurbishment scheme. Works at Canal Fields and Alexandra Road have been delayed due to capacity issues.

8.3 Housing Revenue Account Major Variances

There is estimated slippage of £1m in the HRA capital programme, and forecast underspend of £1.79m. This includes the following items:

- Line 169-174: slippage of £0.8m. In line with the revenue repairs and maintenance budgets, the capital maintenance programme is also expecting a reduction in expenditure following new restrictions announced in January.
- Line 179: £1.32m under budget on Martindale. The scheme is now complete and the full contingency (c. £0.9m) has now been released as this was not required. Potential additional costs due to Covid-19 have also not been as significant as expected.
- Line 180: underspend of £0.52m on Stationers Place. The project is now complete and contingency within the budget can now be released.
- Line 185: slippage of £0.1m on St Margaret's. The scheme is slightly delayed to due legislative changes as a result of the coronavirus pandemic.
- Lines 188-190 Randalls Ride, Garage Sites and Wilstone: these variances relate to the timing of land appropriation from the General Fund to the HRA. This can take place once planning permission has been granted. Randalls Ride and Wilstone are expected to take place earlier than previously anticipated whereas the Garage Sites are slightly more complex due to their location, and are now expected later than previously anticipated.

9. Conclusions and recommendations

- 9.1** As at Quarter 3 2020/21, there is a forecast pressure of £3.2m against General Fund budgets and a forecast surplus of £2.5m against Housing Revenue Account budgets.
- 9.2** As at Quarter 3 2020/21, against General Fund capital there is forecast slippage of £0.8m with an underspend of £60k. Against Housing Revenue Account capital schemes, budget rephasing of £1m is forecast and outturn is expected to be £1.8m under budget.
- 9.3** Members are asked to note the financial position for the Council for 2020/21 as at Quarter 3.



Dacorum Borough Council
Revenue Budget Monitoring Report for December 2020

	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
Operational Costs									
Finance and Resources	238	550	312	8,250	9,918	1,668	8,006	12,710	4,704
Housing and Community	148	175	27	571	506	(65)	1,686	1,792	106
Strategic Planning and Environment	777	857	80	7,341	5,593	(1,748)	10,906	12,921	2,015
Net Operational Costs	1,163	1,582	419	16,162	16,017	(145)	20,598	27,423	6,825
Other Items									
Investment Income	(25)	(23)	2	(225)	(161)	64	(300)	(120)	180
Interest Payments and MRP	76	0	(76)	687	517	(229)	916	916	0
Parish Precept Payments	0	0	0	972	972	0	972	972	0
Government Grants	(165)	(2,740)	(2,575)	(1,484)	(23,278)	(21,794)	(1,979)	(5,671)	(3,692)
Taxation (Council Tax and Business Rates)	(1,319)	1,832	3,151	(11,868)	(19,756)	(7,888)	(15,824)	(15,824)	0
Surplus / Deficit on Provision of Services	(1,404)	(931)	473	(11,655)	(41,706)	(30,110)	(16,215)	(19,727)	(3,512)
Transfers between Reserves / Funds									
Net Recharge to the HRA	(365)	(2)	363	(3,288)	57	3,345	(4,384)	(4,456)	(72)
Net Movement on General Fund Working Balance	(644)	649	1,293	1,050	(25,632)	(26,741)	(1)	3,240	3,241

 Housing Revenue Account 2020/21 Outturn Revenue Budget Monitoring Report				
	Adjusted Budget £000	Outturn £000	Variance £000	%
Income:				
Dwelling Rents	(54,435)	(54,358)	77	-0.1%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,306)	211	-13.9%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(92)	100	-52.1%
Contribution towards Expenditure	(645)	(530)	115	-17.8%
Total Income	(57,484)	(56,981)	503	-0.9%
Expenditure:				
Repairs & Maintenance	12,068	7,899	(4,169)	-34.5%
Supervision & Management	14,196	14,178	(18)	-0.1%
Rent, Rates, Taxes & Other Charges	36	160	124	344.4%
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%
Total Expenditure	57,917	54,954	(2,963)	-5.1%
Transfer to / (from) Housing Reserves	(433)	(433)	0	0.0%
HRA Deficit / (Surplus)	0	(2,460)	(2,460)	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2020	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(2,460)	(2,460)	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2021	(2,892)	(5,352)	(2,460)	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2020

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
General Fund												
Finance and Resources												
Commercial Assets and Property Development												
42	Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	(50,000)	(50,000)	10,000	0	10,000	0	0
43	Demolition of Civic Centre	Richard Rice	0	78,208	0	0	0	78,208	339,105	339,105	0	260,897
44	Old Town Hall Seating Replacement	Richard Rice	40,000	0	0	0	0	40,000	30,858	40,000	0	0
45	Berkhamsted Civic Centre Staircase Renewal	Richard Rice	23,000	0	0	0	0	23,000	12,115	23,000	0	0
46	Berkhamsted Civic Centre Improvements Works - Creation of new a	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
47	Victoria Hall Tring Lighting Upgrade Works	Richard Rice	23,000	0	0	0	0	23,000	0	23,000	0	0
48	Berkhamsted Civic Centre Electrical Upgrade Works	Richard Rice	0	0	24,000	0	24,000	24,000	23,574	23,574	0	(426)
49	Victoria Hall Tring Electrical Upgrade Works	Richard Rice	0	0	19,000	0	19,000	19,000	18,598	18,598	0	(402)
50	Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	0	11,144	0	0	(11,144)	0
51	Bennetts End Community Centre Stairlift Replacement	Richard Rice	18,000	0	0	0	0	18,000	0	0	0	(18,000)
52	Boiler Replacement Programme	Richard Rice	185,000	0	0	0	0	185,000	69,825	185,000	0	0
53	Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	0	300,901	0	10,000	(290,901)	0
52	58 High St (Old Town), Hemel - Remove and Rebuild Wall	Richard Rice	0	0	0	0	0	0	(1,901)	0	0	0
55	100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	0	14,000	0	0	(14,000)	0
56	Long Chaulden Roof	Richard Rice	0	55,020	0	0	0	55,020	0	0	(55,020)	0
57	Bellgate - Walkway Renovation	Richard Rice	0	43,000	0	0	0	43,000	0	43,000	0	0
56	Stoneycroft - Car Park Refurbishment	Richard Rice	0	0	0	0	0	0	(1,413)	0	0	0
59	Bennettsgate - Window Renewal	Richard Rice	0	85,750	0	(72,750)	(72,750)	13,000	10,970	13,000	0	0
60	Commercial Assets - Shopping Centres	Richard Rice	70,000	0	0	0	0	70,000	57,098	70,000	0	0
64	Northbridge Road Highway Improvements	Richard Rice	0	45,000	0	0	0	45,000	61,678	61,678	0	16,678
60	Queens Square Canopy Renewal	Richard Rice	0	31,436	0	0	0	31,436	9,257	31,436	0	0
61	Apsley Industrial Estate Improvement Works	Richard Rice	25,000	0	0	0	0	25,000	0	25,000	0	0
62	Improvement Works to Market Stores	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
65	Stevenage Rise Road Resurface	Richard Rice	33,000	0	0	0	0	33,000	0	33,000	0	0
66	Bellgate Roof Renewal	Richard Rice	25,000	0	0	0	0	25,000	0	25,000	0	0
67	Roofing Improvements The Denes	Richard Rice	0	0	15,000	0	15,000	15,000	10,595	15,000	0	0
70	Allotment Improvement Programme	Richard Rice	40,000	0	0	0	0	40,000	0	40,000	0	0
68	Bunkers Farm	Richard Rice	0	0	180,000	0	180,000	180,000	179,495	180,000	0	0
69	Footpath Improvements Kings Langley churchyard	Richard Rice	15,000	0	0	0	0	15,000	19,500	19,500	0	4,500
			537,000	724,459	238,000	(122,750)	115,250	1,376,709	839,356	1,268,892	(371,065)	263,248
Procurement and Contracted Services												
73	Dacorum Athletics Track - Resurface Track	Ben Hosier	0	133,712	0	(79,129)	(79,129)	54,583	16,683	54,583	0	0
74	Hemel Hempstead Sports Centre - Astrotrurf renewal	Ben Hosier	0	70,000	210,000	0	210,000	280,000	0	0	(280,000)	0
75	Leisure Works - Replace Pool Cover Structure (Hemel)	Ben Hosier	0	0	0	0	0		(28,801)	0	0	0
76	Leisure Works - Replace Air Handling Unit in the Pool (Hemel)	Ben Hosier	0	270,000	0	0	0	270,000	268,920	456,380	0	186,380
77	Leisure Works - Replace Air Handling Unit in the Gym (Hemel)	Ben Hosier	150,000	0	0	0	0	150,000	0	0	0	(150,000)
78	Leisure Works - Replace Air Handling Unit in the Sports Hall (Hemel)	Ben Hosier	250,000	0	0	0	0	250,000	111,125	0	0	(250,000)
79	Berkhamsted Leisure Centre Improvements Works	Ben Hosier	0	52,000	0	0	0	52,000	100,250	100,250	0	48,250
80	Car Park Refurbishment	Ben Hosier	100,000	546,896	0	(476,896)	(476,896)	170,000	0	22,600	(147,400)	0
81	Multi Storey Car Park Berkhamsted	Ben Hosier	0	0	300,000	0	300,000	300,000	357,384	370,000	0	70,000
82	Town Centre Access Improvements	Ben Hosier	0	538,439	0	(400,000)	(400,000)	138,439	117,995	138,439	0	0
			500,000	1,611,047	510,000	(956,025)	(446,025)	1,665,022	943,556	1,142,252	(427,400)	(95,370)

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2020

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Finance & Operations Management												
91	Civic Zone Regeneration Upgrade (DevCo)	James Deane	500,000	253,646	0	0	0	753,646	107,634	500,000	0	(253,646)
			500,000	253,646	0	0	0	753,646	107,634	500,000	0	(253,646)
Information, Communication and Technology												
99	Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	0	75,000	32,930	75,000	0	0
100	Software Licences - Right of Use	Ben Trueman	50,000	0	0	0	0	50,000	4,784	50,000	0	0
101	Future vision of CRM	Ben Trueman	55,000	75,000	0	(50,000)	(50,000)	80,000	6,400	17,000	(63,000)	0
			180,000	75,000	0	(50,000)	(50,000)	205,000	44,114	142,000	(63,000)	0
Legal and Corporate Services												
66	Audio-visual Improvement Works at The Forum	Mark Brookes	0	0	70,000	0	70,000	70,000	66,193	70,000	0	0
			0	0	70,000	0	70,000	70,000	66,193	70,000	0	0
People												
105	EIS Replacement	Matt Rawdon	0	10,151	0	0	0	10,151	15,719	25,000	0	14,849
			0	10,151	0	0	0	10,151	15,719	25,000	0	14,849
Totals: Finance and Resources			1,717,000	2,674,303	818,000	(1,128,775)	(310,775)	4,080,528	2,016,571	3,148,144	(861,465)	(70,919)
Housing and Community												
Procurement and Contracted Services												
118	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,745	0	0	0	26,745	25,289	26,745	0	0
119	Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
120	CCTV Equipment Refresh	Ben Hosier	(380,000)	490,000	0	10,000	10,000	120,000	121,769	120,000	0	0
			(355,000)	525,372	0	10,000	10,000	180,372	147,058	180,372	0	0
People												
121	Verge Hardening Programme	Matt Rawdon	450,000	79,884	0	0	0	529,884	258,119	529,884	0	0
123	Adventure Playgrounds Improvement Programme	Matt Rawdon			179,130		179,130	179,130	200,591	179,130	0	0
124	Self Service Kiosks	Matt Rawdon	0	25,000	0	(25,000)	(25,000)	0	25,656	25,000	25,000	0
125	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	6,000	20,000	0	0
			470,000	104,884	179,130	(25,000)	154,130	729,014	490,366	754,014	25,000	0
Strategic Housing												
129	Affordable Housing Development Fund	David Barrett	2,691,000	0	0	0	0	2,691,000	934,538	2,691,000	0	0
130	Westerdale (Garage Development)	David Barrett	0	385,885	0	0	0	385,885	198,132	330,000	0	(55,885)
131	Temporary Accommodation - creation of new units	David Barrett	50,000	0	0	0	0	50,000	0	50,000	0	0
132	Upgrade to Civica Abritas system (Housing Options)	David Barrett	66,000	0	0	0	0	66,000	62,800	62,800	0	(3,200)
			2,807,000	385,885	0	0	0	3,192,885	1,195,470	3,133,800	0	(59,085)
Property and Place												
134	Disabled Facilities Grants	Jason Grace	741,000	0	0	0	0	741,000	376,188	741,000	0	0
			741,000	0	0	0	0	741,000	376,188	741,000	0	0
Totals: Housing and Community			3,663,000	1,016,141	179,130	(15,000)	164,130	4,843,271	2,209,082	4,809,186	25,000	(59,085)

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2020

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Strategic Planning and Environment												
Environmental Services												
144	Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	90,000	0	90,000	100,000	145,443	150,000	0	50,000
145	Waste & Recycling Service Improvements	Craig Thorpe	0	0	0	0	0	0	3,005	0	0	0
146	Gadebridge Park - Splash Park	Craig Thorpe	0	0	0	0	0	0	(14,941)	0	0	0
147	Gadebridge Park - Renovation of White Bridge	Craig Thorpe	0	370,000	0	0	0	370,000	284,135	370,000	0	0
148	Upgrade of Hand Arm Vibration Monitoring System	Craig Thorpe	17,000	(20,052)	0	0	0	(3,052)	0	0	0	3,052
149	Resurfacing Works and Building Improvement to Depot	Craig Thorpe	60,000	0	0	0	0	60,000	0	60,000	0	0
150	Fleet Replacement Programme	Craig Thorpe	2,311,130	(300,398)	477,314	0	477,314	2,488,046	181,131	2,488,046	0	0
151	Fleet Services Renew Plant & Equipment	Craig Thorpe							(6,397)	0	0	0
152	Fleet Service Management System Upgrade	Craig Thorpe							16,500	16,500	0	16,500
			2,398,130	49,550	567,314	0	567,314	3,014,994	608,877	3,084,546	0	69,552
Development Management and Planning												
	Planning Software Replacement	Sara Whelan						0	15,230		0	
153	3D Modelling Software for Planning	Sara Whelan	60,000	0	0	(60,000)	(60,000)	0	0	0	0	0
154	Tablets for Planning	Sara Whelan	20,000	0	0	0	0	20,000	0	20,000	0	0
			80,000	0	0	(60,000)	(60,000)	20,000	15,230	20,000	0	0
Strategic Planning and Regeneration												
155	Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	(134,015)	(134,015)	0	0	0	0	0
156	Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	(9,645)	0	0	0
157	The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	(35,000)	(35,000)	20,000	0	20,000	0	0
			0	189,015	0	(169,015)	(169,015)	20,000	(9,645)	20,000	0	0
	Totals: Strategic Planning and Environment		2,478,130	238,565	567,314	(229,015)	338,299	3,054,994	614,462	3,124,546	0	69,552
	Totals - Fund: General Fund		7,858,130	3,929,009	1,564,444	(1,372,790)	191,654	11,978,793	4,840,115	11,081,876	(836,465)	(60,452)

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2020

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Housing Revenue Account												
Housing and Community												
Property & Place												
169	Planned Fixed Expenditure	Jason Grace	17,057,000	0	(3,700,000)	(4,977,000)	(8,677,000)	8,380,000	3,270,093	6,915,000	(865,000)	(600,000)
170	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	(447,767)	0	0	0
171	M&E Contracted Works	Jason Grace	0	0	700,000	(250,000)	450,000	450,000	317,076	480,000	30,000	0
172	Communal Gas & Heating	Jason Grace	0	0	3,000,000	(1,000,000)	2,000,000	2,000,000	1,302,503	2,000,000	0	0
173	DBC Commissioned Capital Works	Jason Grace	750,000	901,068	0	(62,838)	(62,838)	1,588,230	1,222,709	2,251,068	62,838	600,000
174	Special Projects	Jason Grace	0	909,653	0	(850,000)	(850,000)	59,653	0	62,506	2,853	0
			17,807,000	1,810,721	0	(7,139,838)	(7,139,838)	12,477,883	5,664,614	11,708,574	(769,309)	0
Strategic Housing												
178	New Build - General Expenditure	David Barrett	(318,608)	318,608	0	0	0	0	90	0	0	0
179	Martindale	David Barrett	2,035,454	2,031,700	0	0	0	4,067,154	2,107,948	2,747,830	0	(1,319,324)
180	Stationers Place / Apsley Paper Mill	David Barrett	0	1,450,785	0	0	0	1,450,785	903,561	930,258	0	(520,527)
181	Swing Gate Lane	David Barrett	0	0	0	0	0	0	41,610	51,610	0	51,610
182	Bulbourne	David Barrett	(689,700)	828,391	0	(72,471)	(72,471)	66,220	13,123	50,846	(15,374)	(0)
183	Coniston Road	David Barrett	1,705,800	(342,708)	0	(1,145,592)	(1,145,592)	217,500	43,637	171,237	(46,263)	0
184	Eastwick Row	David Barrett	1,084,951	(66,725)	0	(653,671)	(653,671)	364,555	158,924	365,956	1,401	(0)
185	St Margaret's Way	David Barrett	(324,148)	440,648	0	180,840	180,840	297,340	105,510	181,145	(116,195)	0
186	Paradise Fields	David Barrett	150,000	0	0	820,600	820,600	970,600	251,889	1,000,000	29,400	0
187	Gaddesden Row	David Barrett	964,679	(319,651)	0	0	0	645,028	500,042	574,043	(70,985)	0
188	Randalls Ride	David Barrett	80,000	112,451	0	0	0	192,451	120,735	566,271	373,820	0
189	Garage Sites - New Build Developments	David Barrett	525,000	490,270	0	40,096	40,096	1,055,366	159,024	298,205	(757,161)	0
190	Wilstone	David Barrett	33,438	105,013	0	(48,451)	(48,451)	90,000	30,389	615,451	525,451	0
191	Marchmont Fields	David Barrett	100,000	0	0	0	0	100,000	28,142	62,000	(38,000)	0
192	Paradise Depot	David Barrett	225,000	0	0	(70,000)	(70,000)	155,000	50,997	85,000	(70,000)	0
193	Cherry Bounce	David Barrett	300,000	0	0	(210,000)	(210,000)	90,000	6,312	45,000	(45,000)	0
			5,871,866	5,048,782	0	(1,158,649)	(1,158,649)	9,761,999	4,521,930	7,744,853	(228,906)	(1,788,240)
	Totals: Housing and Community		23,678,866	6,859,503	0	(8,298,487)	(8,298,487)	22,239,882	10,186,544	19,453,427	(998,215)	(1,788,240)
	Totals - Fund: Housing Revenue Account		23,678,866	6,859,503	0	(8,298,487)	(8,298,487)	22,239,882	10,186,544	19,453,427	(998,215)	(1,788,240)
	Totals		31,536,996	10,788,512	1,564,444	(9,671,277)	(8,106,833)	34,218,675	15,026,659	30,535,303	(1,834,680)	(1,848,692)

Agenda Item 8



Agenda item:

Summary

Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	March 9 th 2021
Part:	1
If Part II, reason:	

Title of report:	Finance & Resources Performance and Operational Risk Report Quarter 3 2020/21
Contacts:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources Nigel Howcutt, Assistant Director, Finance and Resources.
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the 3rd Quarter of 2020/21.
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 3, 2020/21.
Corporate objectives:	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> .
Implications:	<u>Financial</u> Contained within the body of the report.
'Value for money' implications	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets & Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
Background papers:	Previous performance reports to Scrutiny.

Glossary of acronyms and any other abbreviations used in this report:	F&R OSC- Finance and Resources Overview and Scrutiny Committee.
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1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.
2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 3 of 2020/21 (October – December).

Appendix A – Finance & Resources Qtr 2 Performance Report.

Appendix B – Finance and Resources Qtr 2 Operational Risk Register.

3. The Performance Report, Appendix A, highlights that there are 4 amber KPI's and 6 green where performance is good.
4. There are also 6 out of 16 KPI's that have been reported as red which is an increase of one compared to the second quarter of 20/21.
5. The one KPI change quarter on quarter is the reduction in performance of RBF06, Council Tax customer contact response within 14 days. The issues and queries being raised by residents in regards to Council tax are more complex than usual, given the impact of the pandemic and the increased role out of universal credit, and hence are taking longer to resolve.
6. The 6 red rated KPI's are as a direct impact of the Coronavirus pandemic and are;
 - **RBF01 Average Time to decide a new claim for Housing Benefit** – For the majority of the quarter there has been increased workload as a result of the covid-19 pandemic, with a large increase in applicants, in particular the new cases linked to the increase in Temporary accommodation. In conjunction with this the service have given applicants more time to provide information and documents given the effect of the pandemic.
 - **RBF06 Council Tax customer contact response** – The complexity of the council tax queries has increased in 20/21 and the communication channels have also been harder to manage in the current climate.
 - **FIN03 General Fund outturn projection** – See the agenda item on the third 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 collected from capital receipts, council tax, business rates to fees and charges, whilst expenditure has increased where services need to react to the pandemic. At the same time interest rates on investments have plummeted in line with the world economy with some 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 and with businesses not operating during the second and third lockdown. The service expected debt recovery actions to be back to normal in the third quarter but given the additional lockdown the debt recovery processes are still not back to what the industry would call “normal”.
- **CP02 – Percentage arrears on commercial property rents** – The arrears on the commercial portfolio are historically at or around 7% which is considered to be a market leading level.

In the current market the arrears were expected to increase significantly and at 14% in Quarter 3 they are lower than previous projections. The majority of the commercial portfolio is in the retail sector and some retail landlords are reporting arrears as high as 87%.

The income collection and performance are being heavily scrutinised monthly and the bad debt provision as part of the monthly monitoring has been increased significantly.

The period from P6 to P12 is proving the hardest period to collect rentals, as;

- Businesses have a more uncertain trading environment with 2 more lockdowns in this period.
- Cash flow and cash reserves are starting to be diminished due to the continued closures.

7. All scores as set out in the Operational Risk Register at Appendix B have been reviewed for 2020/21 Quarter 3, and comments added to the report. The scores reflected have not changed since quarter 2.
8. As you will note from Appendix B the operational risk scores and outcomes are all impacted by the coronavirus pandemic which was both unexpected and significant.
9. As at quarter 3 controls and mitigations in place for operational risks are deemed to be strong, and the council’s ability to monitor and respond to the impact of the pandemic has also been strong.

OSC Report - Finance & Resources - Finance and Resources Dec-2020

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
RBF01 - Average time taken to decide a new claim for Housing Benefit	20.4 Days 4465 / 219 Target: 17 Days	24.7 Days 5231 / 212 Target: 17 Days	12 Days 2226 / 185 Target: 20 Days	3 0 1	Updater Comments: Performance improved significantly over the quarter. Approver Comments: The changes to processes required in response to the pandemic mean that overall timescales are longer than usual.	No Info
RBF02 - Average time taken to decide a change event for Housing Benefit	5.3 Days 22633 / 4257 Target: 8 Days	7.2 Days 20896 / 2913 Target: 8 Days	7 Days 25225 / 3617 Target: 9 Days	0 0 4	Updater Comments: This was the best quarter of the year so far. Performance returned to pre-covid levels.	No Info
FIN03 - General Fund expenditure - outturn forecast against budget	£27219000 Target: £20599000	£27004000 Target: £20398000	£21705000 Target: £21069000	4 0 0	Approver Comments: The position reported is that as at the end of November, the latest approved position. Performance against this indicator is being adversely impacted by the coronavirus pandemic. The impact of the pandemic on the Council's financial position is reported on a regular basis to Cabinet.	No Info
FIN04 - HRA expenditure outturn forecast against budget	£56354000 Target: £57917000	£57045000 Target: £57917000	£55509000 Target: £55831000	0 1 3	Approver Comments: The position reported is that as at the end of November, the latest approved position.	No Info
FIN05 - HRA income - outturn forecast against budget	£57390000 Target: £57917000	£57427000 Target: £57917000	£55853000 Target: £55831000	0 3 1	Approver Comments: The position reported is that as at the end of November, the latest approved position. Further detail can be found in the financial monitoring report for this month.	No Info
FIN06 - General Fund Capital Expenditure - outturn forecast against budget	£11350510 Target: £12635139	£12280589 Target: £11787139	£20041733 Target: £20242452	0 1 3	Approver Comments: The position reported is that as at the end of September, the latest approved position.	No Info
FIN07 - HRA Capital Expenditure: outturn forecast against budget	£20624455 Target: £23275981	£23574042 Target: £30538369	£40742325 Target: £43050027	0 0 4	Approver Comments: The position reported is that as at the end of September, the latest approved position.	No Info

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
FIN08 - Investment income: outturn forecast against budget	£214640 Target: £492000	£214450 Target: £492000	£772640 Target: £623000	3 0 1	Approver Comments: Performance against this indicator is being adversely impacted by the coronavirus pandemic. The rate of return on investments and cash balances available for investment are both lower than that assumed when the target for this indicator was originally set.	No Info
FIN11 - Investment Property Income ytd budget against ytd actual	£4934570 Target: £4954937	£3606241 Target: £3621930	£4894200 Target: £4837273	0 3 1	Updater Comments: This indicator measures invoices raised. It is broadly in line with target at Q3.	No Info
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	89% 8336 / 9397 Target: 98%	98% 7631 / 7802 Target: 98%	97% 10105 / 10383 Target: 98%	1 2 1	Approver Comments: Issues linked to the pandemic continue to cause pressure on this indicator. Residents' issues tend to be more complex than in previous years, and so even with a similar volume of incoming correspondence, it is taking longer to complete the interaction.	No Info
Dacorum Delivers - Performance excellence						
FIN01 - Percentage of credit trade invoices paid within 30 days	99.5% 2777 / 2792 Target: 97%	99.5% 2754 / 2768 Target: 97%	98.2% 3253 / 3311 Target: 97%	0 0 4	No Comments	No Info
FIN02a - Time taken for debtors to pay	59 Days Target: 40 Days	62.6 Days Target: 40 Days	33.8 Days Target: 40 Days	3 1 0	Approver Comments: Performance against this indicator is being adversely impacted by the coronavirus pandemic. The position includes balances relating to Q3 invoices for key income generating areas of the Council.	No Info
Dacorum Delivers - Value for money						
RBF04 - NDR (Business Rates) in-year collection rate	71.5% Target: 76.6%	46.8% Target: 51%	77.5% Target: 76.6%	1 2 1	Approver Comments: As many businesses are suffering ongoing difficulties linked to the pandemic, the collection level remains much lower than would normally be expected.	No Info
RBF05 - Council Tax collection rate	83.2% Target: 84.9%	55.2% Target: 57%	84.8% Target: 84.9%	0 3 1	Approver Comments: The current trend continues to indicate that the monthly payment level is roughly equivalent to last year. This suggests that we will make up some of the existing shortfall during February and March, the months to which many residents have deferred payment.	No Info
Regeneration - Drive value from Council owned assets						

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
CP01 - Percentage of commercial property occupation	95.4% 581 / 609 Target: 95%	95.24% 580 / 609 Target: 95%	95.73% 583 / 609 Target: 95%	0 0 4	Updater Comments: As per last month there are currently 28 voids on our books. There are 2 properties (7%) under offer and in solicitors hands which should complete shortly. 25 properties (89%) need refurbishment or substantial remedial works before they could be marketed to let. There is 1 property (4%) which is in a marketable condition. TA are reviewing a number, which if taken, would reduce voids significantly. The Covid-19 pandemic is having a detrimental impact on lettings in the short to medium term as businesses face unprecedented challenges. Legal completions are taking longer as applicants are hesitant and matters are slowed further by the second lockdown.	No Info
CP02 - Percentage arrears on commercial property rents	14% 812880 / 5877130 Target: 8%	15% 884575 / 5877130 Target: 8%	8% 445359 / 5831632 Target: 8%	3 0 1	Updater Comments: The overall debt level is 13.83% (equates to a circa £100k decrease from Nov 2020). Please note that reminders are being issued and the majority of tenants are being chased but due to the Government moratorium no formal legal debt collection can be undertaken. Businesses have not benefitted from a sustained trading period due to recent restrictions, so we anticipate businesses will suffer further. We are assisting tenants where possible with deferred payment plans and we will recoup these sums over time. For governance, we have established a process for those seeking assistance with payment plans. On a positive note, a proportion (c25%) of the arrears are set up on a payment plan.	No Info



Quarter 3 Operational Risk Report

Dec-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 Howcutt
4	2	8	3	2	6
FR_F03 Variances in General Fund revenue budget					Nigel Howcutt
4	3	12	3	3	9
FR_I02 Failure to optimise income generated by commercial assets					Nigel Howcutt
4	3	12	3	3	9
FR_R01 Council Tax and Business Rates collections rates drop below budget					Nigel Howcutt
3	3	9	3	2	6
FR_R02 Delays and errors in the processing of Benefits claims					Nigel Howcutt
4	3	12	3	2	6

FR_F02 Delays to Capital programme

Quarterly Update

The overall General fund capital spend is in line with budget expectations, with the exception of one project being delayed at present due to covid. The HRA new build projects have picked up since lockdown and are also expected to be on track in 20/21, covid permitting. The HRA planned fixed expenditure that includes repairs and refurbishment to kitchens and bathrooms, continues to be behind schedule as access to homes during the pandemic has been restricted, these works will be reprofiled to future years.

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, with the exception of 1 project that is being delayed. The HRA planned upgrades to kitchens and bathrooms is significantly delayed due to the covid pandemic limiting access to homes. There is a immaterial 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 3 the General Fund revenue outturn is facing significant financial pressures as a result of the coronavirus. Overall in the General Fund a pressure of £3.2m is forecast, of which £2.9m results from the implications of coronavirus.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	4	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 2019/20 the general fund returned a balanced budget with the ongoing mitigation plans assisting in delivering a balanced budget.

At Quarter 2 the Revenue pressure for 20/21 was estimated to be circa £3.1m, the quarter 3 position has seen an increase in the outturn projection of 3% (£100k) to £3.2m.

FR_I02 Failure to optimise income generated by commercial assets

Quarterly Update

The budget expectation is that investment property income will underachieve budgeted expectations by circa £1m in 20/21. The first half yearly debt arrears increased to 15% from a DBC average of 7%. The third quarter was a stabilising period with debt arrears ending on 14%. Arrears are projected to grow for the remainder of the year as commercial tenants have exhausted their reserves, utilised government grants and are limited by trading restrictions linked to Covid lockdowns. The longer term forecast is very much dependent on the Covid roadmap produced by government and hence the extent of the expected economic downturn, 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.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	4	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 4, which is shown in the Residual Probability (i.e. after controls implemented) being a 3.

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

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

Evidence the risk is being managed

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

This was followed by another strong yearly performance in 19/20, with occupancy above 96% and arrears below 7%

FR_R01 Council Tax and Business Rates collections rates drop below budget

Quarterly Update

The 20/21 financial year has seen unparalleled policy changes to council tax and business rates.

Policy change has meant that the largest ever business rates waiver for the retail, leisure and hospitality industry has been implemented.

In addition to this the council had stopped recovery action for the first 6 months of the year, following government guidance.

Overall the collection of council tax is projected to be below expected levels by between 1-2%, at present Council tax collection is down 1.6% year on year, with more deferred payments to collect in February and March than in a standard year. In the first half of the financial year on average London boroughs were reportedly down 1.4% year on year.

Business rates is harder to predict due to the impact of all the changes made in year combined with businesses being shut/Furloughed for long periods of time. Adjusting for annual changes in relief collection rates are down 4% year on year with a estimated year end position being circa 5% down year on year.

Inherent Impact	Inherent Probability	Inherent Risk Score
3	3	9
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 2018/19 and 2019/20 Business rates and council tax collection achieved or exceeded budgeted levels. The collection rates achieved are above national averages and specifically business rates collection was in the upper quartile of national performances.

FR_R02 Delays and errors in the processing of Benefits claims

Quarterly Update

The performance of the benefits service in the first 3 quarters has been varied. The surge in case work as a result of the pandemic has meant that the service were initially stretched. Since Quarter 3 the benefits team have also taken on the new burden of administering the two Test and Trace payment schemes to allow those on low incomes to apply for additional payments if they are required to self isolate, this process is very labour intensive and stretches resources.

The process of new Housing benefits clients providing evidence and details supporting their claims has been slower due to a combination of covid restrictions and the service being more lenient with individuals meaning processing can take longer.

The processing of existing claimants changes has being strong as these are less impacted by a reduced need to provide validation data.

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 20/21 financial year has seen a surge in new cases and changes to existing claimants. The service have had to introduce new ways of working to deal with the new cases during covid. The performance on changes to existing housing benefit cases has remained strong.

Agenda Item 9



AGENDA ITEM:

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	9 th March 2021
PART:	1
If Part II, reason:	

Title of report:	Quarter 3 Performance Report – Corporate and Contracted Services
Contact:	Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services Author/Responsible Officers: Mark Brookes (Assistant Director – Corporate and Contracted Services) Ben Hosier – Group Manager (Procurement and Contracted Services) Farida Hussain - Group Manager (Legal and Corporate Services)
Purpose of report:	To provide Members with the performance report for quarter two 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> Financial implications are highlighted throughout the report, where applicable.
'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 3 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 third 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.

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. Although most court buildings reopened as of 17th July 2020, the number of cases being heard at court has been restricted as the courts are operating priority lists and are also dealing with a backlog of cases that have built up when courts were closed at the beginning of lockdown. In the last quarter the Legal team presented the following cases in court:-

Matter	Client/type	Case Detail
DBC v Keith Stone	Housing (Anti-Social Behaviour) - Closure Order Application	Full Closure obtained
DBC v Migagold Ltd	Environmental Health – Breach of Health & Safety at Work Act 1974	The Defendant pleaded guilty to two counts under the Health and Safety Work Act 1974 Count one: Fined: £15,000 Count Two: Fined £15,000 Total fine being £30,000 Defendant was also ordered to pay prosecutions costs of £4,000
Sherman v DBC	Revenue and Benefits - Money Claim	Claim against DBC struck out
DBC –v- Mohammed Mahgi Khan	Taxi Licensing (Uber driver) – Breach of:- Section 45 Town Police Clauses Act 1847 Section 143(1)(a) and (2) Road traffic Act 1988	The Defendant pleaded guilty to both offences. Charge 1: £120 Charge 2: £120 and 6 points Legal Costs: £100 Victim surcharge: £32 Payment terms: £372 in total with payment of £40 per month Collection order made for 1 December 2020

Property and other matters:

The sale of Parkwood Surgery completed releasing a substantial capital receipt.

The Licensing Team

5. Key updates for the team are as follows:
 - Alcohol PSPOs agreed upon for consultation, consultation completed and agreed to be re-established by Cabinet

- Two Licensing Sub Committees were held:
 - i) Licensed Hackney Carriage Driver – taken to committee for several breaches of licence, using a private hire vehicle without the required drivers licence, using another vehicle for taxi work when it was not licensed for this, and doing so without insurance in place. Committee decision was suspend the licence for one year. The case has also been taken to court as a potential prosecution, the court case is yet to be heard.
 - ii) Licensed operator – taken to committee for their role in allowing the above driver to work without the requisite licences in place - decision of committee was to give a warning and conditions to provide records once a month for 6 months for not keeping proper records of drivers/customer journeys.
- Consultations completed on the Council’s review of the Licensing Act Statement of Policy, policy ready for publication at the start of January as required by the statute.
- Four strikes (warnings) issued, three for drivers using for parking either in taxi ranks (where these should only be used for picking up and dropping customers), and one for failure to display his roof sign.

6. Corporate and Democratic Support

During Quarter 3, Corporate and Democratic Support carried out the following:

Corporate meetings

- Supported 18 corporate meetings

Committee meetings

- Supported 23 committee (including agendas & minutes)
- Processed 29 public speakers at virtual committee meetings
- Processed 150+ members of the public to ‘view only’ virtual committee meetings
- Published 8 Portfolio Holder Decisions
- Published 10 Officer Decisions

Due to the Covid-19, we continue to deliver our committee meetings virtually via Microsoft Teams.

Member Development

7. During Quarter 3, we delivered 5 Member Development sessions, hosted virtually;
- Code of Conduct Training (mandatory). This session was facilitated by Mark Brookes (Assistant Director – Corporate &

Contracted Services) and Farida Hussain (Group Manager – Legal & Corporate Services). There were 31 attendees.

- Portfolio Holder Decisions. This session was facilitated by Katie Mogan and was carried out over 2 sessions with a total of 20 attendees
- Housing – Homelessness Briefing. This session was delivered by officers with 19 attendees.
- Housing – Allocations Briefing. This session was delivered by officers with 17 attendees.

8. **Mayoral Support**

Quarter 3 has continued to be impacted by Covid-19 and therefore not allowed us to run our normal event calendar, however the team did do some online fundraising for sales of a Dacorum Cookbook and Christmas Bauble.

9. **Digital Print & Post Room (Central Administration)**

The Digital Print & Post Room continue to deliver their ongoing services alongside the additional processes developed to support the organisation in being COVID compliant 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

10. **Electoral Registration**

As quarter 3 covers the annual canvass, monthly updates are not published during this time so there are no usual monthly update statistics that can be reported for this period. However, the response to canvass continued to increase.

The personal canvass was carried out in October, and 20 canvassers were appointed and trained. There were a few changes this year due to the Covid restrictions and all canvassers were supplied with the relevant PPE – gloves, hand sanitiser, masks and anti-bacterial wipes. In previous years canvassers were required to make two door visits, however to reduce the amount of personal contact they were having, canvassers were asked to make just 1 visit per household this year.

This part of the process was carried out over a 3 week period, which was publicised through the councils social media, and no complaints or concerns were received from the electorate.

Meanwhile many register data cleansing exercises were completed during this period, including:

- Property classifications
- Property Notes

- Elector Notes
- Duplicate electors
- Empty/derelict homes
- Second home allocations
- Foreign Nationals
- Commercial properties
- Temporary accommodation

The final response rate to the annual canvass was 95.3% which is the highest Dacorum has had. The team worked very hard, under the current circumstances, of ensuring all forms and responses were processed on time and all questions and queries responded to. The annual register was therefore published on the 1st of December and the distribution was a very large task, however everyone who required it, received it within a week. No errors were notified and only 1 technical difficulty was reported so this was a great success for the team.

Following the publication we can report that:

- the registered population for Dacorum is 113,981
- the number of registered properties is 65,569
- the number of Absent Voters is now 18,093

Procurement & Contracted Services

11. Covid-19 Update

- Lockdown 3.0 commenced in early January.
- In accordance with government guidance, IMT informed all staff who can work from home **must** do so, and follow the government guidance. Only staff carrying out essential roles in the Forum and other council buildings should continue to do so, as agreed with their line manager.
- Keyworkers who are working, but unable to work from home, will be able to access testing, with the recommendation that they test twice weekly. The testing service will operate on a first come first served basis. This means that all staff who cannot work from home, can access this service.
- Herts Valley CCG have again put a hold on their planned return to the office.
- The library continues to operate its 'ready read' service at the side door of the library, only members of the public for visa applications and PC usage are allowed in to the Forum.
- The Registry Office will allow weddings but only in exceptional circumstances, the staff remain focussed on registering deaths as the mortuaries have reached their capacity.

Procurement

12. A number of procurement exercises and projects have been ongoing:

- Consultancy Services for New Build Programme
 - Randalls Ride
 - Cherry Bounce
 - Paradise Depot
 - Wilstone Village Site
 - St Margarets Way
- } Several contracts awarded

- Temporary Agency Staff
- Stair lift contract for Housing Properties
- Telecoms renewal contract
- Telecoms Audit
- Berkhamsted Sports Centre Refurbishment
- Leadership Development Programme
- Asbestos removal contract for Housing
- Taxi Testing
- Rossgate Shops Window Replacement
- Purchase of Light Commercial Vehicles

Parking Services

13. The Covid-19 pandemic continues to have negative impact on usage in Council owned car parks and this has had a significant impact on the number of parking sessions and Penalty Charge Notices being issued, both of which have financial implications.

Parking Sessions

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	2,066	3,005	7,870	12,746	11,774	13,487	13,182	9,846	8,443
Off Street	12,941	19,988	39,723	70,274	78,980	83,646	89,027	40,596	91,775
Total	15,007	22,993	47,593	83,020	90,754	97,133	102,209	50,442	100,218

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	16,817	17,681	17,184	18,060	16,154	16,261	17,784	17,428	16,758
Off Street	97,975	105,540	102,656	105,040	102,356	103,454	103,760	102,237	104,958
Total	114,792	123,221	119,840	123,100	118,510	119,715	121,544	119,665	121,716

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	-14,751	-14,676	-9,314	-5,314	-4,380	-2,774	-4,602	-7,582	-8,315
%	-88%	-83%	-54%	-29%	-27%	-17%	-26%	-44%	-50%
Off Street	-85,034	-85,552	-62,933	-34,766	-23,376	-19,808	-14,733	-61,668	-13,183
%	-87%	-81%	-61%	-33%	-23%	-19%	-14%	-60%	-13%
Total	-99,785	-100,228	-72,247	-40,080	-27,756	-22,582	-19,335	-69,223	-21,498
%	-87%	-81%	-60%	-33%	-23%	-19%	-16%	-58%	-18%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

During 2020/21, the number of parking sessions is 44% down when compared to 2019/20

PCN's Issued

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	0	135	128	522	379	475	422	558	628
Off Street	0	0	26	268	231	409	420	370	298
Total	0	135	154	790	610	884	842	928	926

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	576	660	632	683	792	624	581	523	357
Off Street	437	686	659	658	592	599	633	340	334
Total	1,013	1,346	1,291	1,341	1,384	1,223	1,214	863	691

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
On street	-576	-525	-504	-161	-413	-149	-159	35	271
%	-100%	-80%	-80%	-24%	-52%	-24%	-27%	7%	76%
Off Street	-437	-686	-633	-390	-361	-190	-213	30	-36
%	-100%	-100%	-96%	-59%	-61%	-32%	-34%	9%	-11%
Total	-1,013	-1,211	-1,137	-551	-774	-339	-372	65	235
%	-100%	-90%	-88%	-41%	-56%	-28%	-31%	8%	34%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

During 2020/21, the number of PCN's issued is 49% down when compared to 2019/20

TRO's

1. Marlowes changes
Waiting for cost for installation from contractor. Will arrange advertising and TRO signing and sealing when a firm date for installation can be established
2. CPZ – Wood Crescent (South zone extension)
Consultation report identified most respondent's object – decision to cease
3. CPZ – Ebbens Road
Complications due to part of road not being public highway awaiting advice from HCC.
4. Redbourn Road
Proposed waiting restrictions Link Road to Queensway
Plan to go out to consultation late February
5. Wood Lane End
Proposed extension of existing waiting restrictions
Plan to go out to consultation late February
6. Chaulden Terrace
Junction protection
Plan to go out to consultation late February
7. Marlowes (North)
Introduction of no loading restrictions at the Queensway/Marlowes junction and pay and park in the bays between Queensway and Midland Road, PH decision to be submitted late February.

CCTV

14. During the year the CCTV control room and installation works have returned to normal.
- We are working with Children's services to install a new camera and intercom system at the new 3G pitches at Grovehill Adventure Playground.
 - We have installed a deployable camera to assist enforcement of the fly tipping issues at Three Cherry Trees Lane.
 - We have installed a deployable CCTV camera at the garage site to the rear of Kimps Way to assist with fly tipping. We have captured a resident fly tipping.
 - A new camera has been installed within the water gardens to assist with the ASB and criminal damage that has been occurring in the area.

The CCTV refresh program is on target within this year's phase of the project.

Proposed Upgrade/Replacement cost					
Year	2020/21	2021/22	2022/23	2023/24	2024/25
Budget	£148,041	£89,958	£108,002	£119,072	£139,574
Outstanding	£32,055	£89,958	£78,058	£113,29	£139,574
Spent	£115,986	£0	£29,944	£5,7820	£0
Remaining	£32,055	£89,958	£78,058	£113,920	£139,574

Leisure Contract

15. The leisure centres were closed for most of Q3

The leisure centres remain closed until further notice, both Berkhamsted and Hemel Hempstead are being used for rapid testing centres until 10th March.

The Hemel Courts project will commence once planning has approved the flood light height. The dual use agreement is also in discussion with a meeting being held on 8th February to discuss the final details.

An expression of interest for the National Leisure Recovery Fund was requested and the application for approx. £300k of funding was submitted in mid-January 2021.

Leisure Modernisation – Berkhamsted Leisure Centre

16. A tender for the Project Management & Full Design Team Services has been published via a Crown Commercial Services Framework Agreement. The closing date is set for Friday 18th September.

Work on the evaluation of the tender submissions continues and a report on the outcome will be presented to Cabinet in the near future.

Multi-Storey Car Park

17. The car park opened at the beginning of September following the completion of the S278 Highway works.

Usage of the car park continues to remain low and reduced even further in January when Lockdown 3.0 commenced; the table below shows the usage since the car park opened.

September		October		November		December		January	
Sessions	Income	Sessions	Income	Sessions	Income	Sessions	Income	Sessions	Income
2,740	£5,256	4,779	£9,173	1,735	£2,952	3,614	£6,640	587	£939

Arrangements have been made to meet up with the organisation who is planning to install the e-bike lockers in the MSCP.

Discussions ongoing between DBC/HCC/BTC in relation to a potential TTRO on Berkhamsted High Street.

Parking & Access Movement Project

18. 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 have been removed (**completed, although additional tree and remaining tree stumps are needed to be removed and this will be carried out by the main contractor**)
 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**) (**subsequently completed**)
 5. An indicative period of the BT diversionary works of: **01 Jun. to 28 Sep. (delayed due to lockdown)**, Discussions have commenced again with BT and dates for the diversion works are being discussed. Updated drawings from WSP will be available in mid Jan 21 (**BT plan to complete the civils/changeover diversion work during Mar-Apr 21**)
 6. 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. **Planning application will now be submitted 5 Mar**
 7. Subject to the above – the result of the Planning Application is scheduled as 23 Nov. (delayed as other stages will not be complete) **Planning determination is expected to be 28 May – this includes an extra 3-week period for Covid delays**
 8. Assumed that said Term Contractor would 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. (site visit with contractor took place in mid Nov) **Confirmation that resurfacing work is being delayed so that work can move straight on to the PAM project in June 21**
 9. Subject to planning consent a construction period of **04 Nov. 2020 to 15 Feb. 2021** (3 months). (delayed as other stages will not be complete, start date likely to be May 2021) **Construction period will be June – Sept 21**

Climate Emergency and Sustainability

19. Update on Climate Emergency & Sustainability

- The Green Community Grant scheme has now closed – receiving 17 applications in total. The submitted applications are in the process of being scored now and winners will be decided by the end of February.
- Work is continuing to develop the Climate and Ecological Emergency Strategy and Action Plan.
- Currently in the process of forming sub-groups for the Sustainable Transport group so work-streams can be formed and progressed.
- We are looking at carrying out iTree surveys to give information and baseline data about our tree stocks which will be useful for air pollution and climate emergency work. An Officer Decision Report will be created for this shortly.
- The data and reports with the Energy Savings Trust is still progressing and should be ready by end of February – we have been liaising with them for modelling the scenarios and have requested more complex reports which is why this has moved back from the original January date. This work is related to the EPC of homes and what retrofit improvements are required so that we can begin work on planning this.
- The 'Learning from Lockdown' online sustainability survey results have been analysed and a Recommendations Report has been drafted and circulated to staff for comment and will be presented to SLT. Once finalised, this will be provided as an appendix to the Progress Report that will be put together in March for SPEOSC and Cabinet.

OSC Report - Finance & Resources - Corporate and Contracted Services Dec-2020

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£1096362 Target: £2079532	£637730 Target: £1386355	£1749227 Target: £1720830	3 1 0	<p>Updater Comments: 47% down on target as of Quarter 4. This is expected to deteriorate as we enter a new lockdown period in Q4.</p> <p>Approver Comments: We wil continue to monitor the income on a monthly basis. But due to the period where the car parks were unused, it is very unlikely that this will recover during 2020/21 to reach the targets.</p>	No Info
Dacorum Delivers - Performance excellence						
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	100% 11 / 11 Info Only	100% 7 / 7 Info Only	100% 10 / 10 Info Only		No Comments	No Info
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	100% 2 / 2 Info Only	100% 1 / 1 Info Only	100% 2 / 2 Info Only		No Comments	No Info
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	100% 2 / 2 Info Only	100% 2 / 2 Info Only	100% 5 / 5 Info Only		No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
DPA01 - Percentage of DPA requests met in 31 days	100% 20 / 20 Target: 100%	94.44% 17 / 18 Target: 100%	96.88% 31 / 32 Target: 100%	0 1 3	No Comments	No Info
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	81.82% 36 / 44 Target: 80%	62.16% 23 / 37 Target: 80%	85.48% 53 / 62 Target: 80%	2 0 2	Updater Comments: Performance against Stage 1 complaints has improved against previous qtr and exceeds target.	Improvements in performance may be attributed to an enhanced level of information being provided with reporting. Will continue to provide manual

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	55.56% 5 / 9 Target: 80%	50% 1 / 2 Target: 80%	100% 1 / 1 Target: 80%	2 0 2	Updater Comments: Detailed breakdowns of areas of non compliance with deadlines have been provided on a monthly basis.	Whilst performance against this measure appears poor, Stage 2 reviews tend to be complex in nature and require detailed attention of Assistant Directors.
FOI01 - Percentage FOI requests satisfied in 20 days	86.9% 146 / 168 Target: 100%	91.91% 125 / 136 Target: 100%	87.57% 148 / 169 Target: 100%	4 0 0	Updater Comments: Strong mitigating circumstances in that Depts were struggling being under-resourced at times and with extra demands of Covid restrictions and demand to the Council from residents. missed targets were; Regulatory Services 4 Planning 3 Legal 3 Environmental Services 3 Technology 2 People 2 Strategic Housing 1 SPAR 1 Property & Place 1 Finacial Services 1 CMT 1	No Info
MS01 - Average number of training opportunities taken up per Member	No Data Info Only	0.2 Opportunities Info Only	0.3 Opportunities Info Only		No Comments	No Info



AGENDA ITEM:

SUMMARY

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

Title of report:	Performance and Risk report Quarter 3 2020/21 – Performance, People & Innovation
Contact:	Andrew Williams, Leader of the Council and Portfolio Holder Corporate & Contracted Services Author/Responsible Officer: Linda Roberts (Assistant Director – Performance , People and Innovation), Matt Rawdon (Group Manager – People and Communities) and Ben Trueman (Group Manager – Technology and Digital Transformation)
Purpose of report:	To provide the Committee with analysis of performance and risk management for the services and functions provided by the Performance, People & Innovation Division.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 3 2020/21.
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 3 Operational Risk and Performance reports
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This is a regular report to the committee detailing the performance of the relevant services for this committee over the last quarter. The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> • IT – Information Technology team • FirstCare – The Council’s sickness management system • KPIs – Key performance indicators

Introduction

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

Monitoring Performance

Human Resources

The total sickness absence outturn for Q3 has increased in this quarter from last (Q2), but is expected as Q3 includes the colder months. However, overall the sickness rates for Q3 this year is lower than Q3 last year. The short term sickness rates are lower than Q3 last year, which is a positive story. Long term sickness absence compared to last year is a similar outturn.

The Council is continuing to operate a robust management process that involves a senior management team (supported by HR) reviewing every case of sickness on a monthly basis to ensure that we are taking robust, timely and fair action. There has been a huge drive from the HR team in expanding the Council's support for staff on their health and wellbeing. A staff health and wellbeing survey was undertaken to understand the areas that the Council needed to focus on. An action plan has been drafted and will evolve with further staff input. Examples of some initiatives include;

- Webinars,
- Time to talk group calls,
- Specialist workshops and key note speakers on topics – Financial wellbeing, loneliness, home schooling.
- Fitness exercise classes
- Weekly Health and Wellbeing bulletins to advertise support programmes
- Protect your Lunchbreak ideas
- Mindfulness and meditation sessions
- Financial Wellbeing Clinic
- Intranet - Health and Wellbeing sub-site

A monthly staff group has been set up to evolve this programme of work. Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The turnover for this quarter is comparable to other quarters and aligns to industry standard

IT and Digital Services

IT Systems availability (100%) was positive within the quarter. This continued reliability, as well as the deployment of resilient collaborative technologies such as Microsoft Teams, has once more been essential throughout the quarter as DBC officers have continued to depend on systems to work remotely while maintaining service standards.

Supporting users working from home has brought complications, some of which are the product of domestic broadband/network capacity, and challenges for the ICT Service Desk. In particular, larger Windows Updates have been problematic for some staff. However, the primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) was green within the quarter at 92% and the Service Desk continue to work effectively throughout.

Numbers of Website Users (188,258) was a new high, representing a 4.5% increase over the previous quarter. We assume that a lack of face-to-face contact has continued to drive increased traffic to the Council's online services and in this context. Q3 saw more COVID specific forms developed rapidly by the Web Team at short notice and high priority.

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

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
Dacorun Delivers - Performance excellence						
HR02a - Turnover of staff	8 % Info Only	2 % Info Only	7 % Info Only		Approver Comments: Similar to last year. A healthy staff turnover is considered to be between 5-15%.	No Info
HR04a - Total days lost through SHORT TERM sickness absence	657.62 Days Info Only	692.5 Days Info Only	911.5 Days Info Only		Approver Comments: Short term sickness is significantly lower than this period last year. The sickness scrutiny group continues to review all sickness cases to ensure that the Council is doing all we can to keep people well and present at work. The HR team regularly review what support is in place for staff which is particularly important in these challenging times. The SSG also plays a key role in escalating cases to formal procedures where there is a cause for concern.	No Info
HR04b - Total days lost through LONG TERM sickness absence	1276 Days Info Only	827.5 Days Info Only	1175 Days Info Only		Approver Comments: The sickness scrutiny group continues to review all long term sickness cases to ensure we are doing all we can to support staff back to work. This could be either looking at the medical support, utilising formal policies or fast-tracking treatment. The SSG reviews cases proactively support staff in their return to work.	No Info
HR04F - Long term sickness as a percentage of total sickness	65.99% 1276 / 1933.62 Info Only	54.44% 827.5 / 1520 Info Only	56.31% 1175 / 2086.5 Info Only		No Comments	No Info
HR04e - Short term sickness as a percentage of all sickness	34.01% 657.62 / 1933.62 Info Only	45.56% 692.5 / 1520 Info Only	43.69% 911.5 / 2086.5 Info Only		Approver Comments: Comments covered in other KPIs	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	92% Target: 90%	86.27% Target: 90%	91% Target: 90%	0 3 1	Approver Comments: Good performance from the Service Desk in continued difficult circumstances.	No Info
ICT02 - Availability of primary systems (office hours)	100% Target: 100%	100% Target: 100%	100% Target: 100%	0 0 4	Approver Comments: Consistently excellent availability at a critical time.	No Info

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
HR03 - Total days lost through sickness absence	1933.62 Days Info Only	1520 Days Info Only	2086.5 Days Info Only		Approver Comments: The sickness absence total days lost is lower than the same period last year. The SSG continues to review all sickness cases to ensure that the Council is doing all we can to keep people well and present at work. Supporting staff is a priority, particularly at the current time due to the recent lockdown challenges. We are making sure are fully aware of what support is available internally and externally. Managers have been informed that they need to support flexible working so that the workforce can try to balance their work life balance during the pandemic and continuing to deliver our services.	No Info
HR05 - Average days lost due to sickness absence per FTE - profiled target	0.92 Days 1933.62 / 2107.69 Info Only	0.72 Days 1520 / 2097.63 Target: 0.86 Days	1.04 Days 2086.5 / 2010.06 Info Only	0 0 1	Approver Comments: As per HR03 comments	No Info
ICT06 - Total number of incidents and service requests reported (ICT)	2455 Info Only	2991 Info Only	3402 Info Only		Approver Comments: Steady demand on the Service Desk as they continue to support the majority of staff in working from home.	No Info
Dacorom Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	188258 Info Only	180257 Info Only	179321 Info Only		Approver Comments: A new record for number of website users as residents make increasing use of online services.	No Info



Quarter 3 Operational Risk Report

Dec-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
Performance and Projects					
PP_R011 Failure to deliver Dacorum's digital programme leads to poor customer experiences and increased costs from calls and face to face visits					Linda Roberts
3	4	12	2	4	8
PP_R012 Failure to deliver an effective approach to the management of performance, projects and complaints					Linda Roberts
3	4	12	2	4	8
PP_R014 Failure to achieve the service outcomes for the community and Leisure Contracts					Linda Roberts
3	4	12	2	4	8
PP_R015 Failure to effectively and proactively manage the media profile of DBC including social media					Linda Roberts
2	4	8	1	4	4
PP_R016 Failure to effectively and proactively manage all aspects of employee relations					Linda Roberts
3	4	12	2	4	8
PP_R017 Failure to support the organisation, and in particular the leadership team, to manage organisational change and staff development					Linda Roberts
3	4	12	2	4	8
PP_R018 Failure to understand and respond to the current and future technology needs of the Council					Linda Roberts
3	4	12	2	4	8
PP_R04 Failures in ICT resilience or security leading to significant system downtime					Linda Roberts
3	4	12	2	4	8

Risk Owner : Linda Roberts Portfolio holder : Andrew Williams

PP_R011 Failure to deliver Dacorum's digital programme leads to poor customer experiences and increased costs from calls and face to face visits

Quarterly Update

Take-up of the MyDacorum portal for residents grew through the quarter (from 5220 at the end of Q2 to 5663 at the end of Q3).

Q3 has seen continued development of the MyDacorum platform, including work on repairs reporting and pest control appointment booking. The Web Team have also delivered a number of COVID related forms for business grants and self-isolation payments.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

86% of adults use the internet regularly and people expect services that reflect their 24/7 online lives.

Digital services also provide an opportunity to use new technology to reduce costs while maintaining or improving service quality.

However if we don't deliver our digital vision this will have major consequences.

It will mean that we can't provide services in the most effective way. It will also lead to improvements and savings not being realised. Also systems and processes will fall further behind the expectations of residents.

Failure to deliver an effective approach to digital services will also result in reputational damage.

The customer experience will also suffer as residents cannot access services at a time and in a way that is best for them.

Controls to manage the risk

Historically elements of the Council's digital programme were delivered as part of the Digital Dacorum programme.

Following delivery of that programme, digital initiatives continue to be delivered within the Technology Service's work plan and through the New Normal Programme.

These actions are managed and supported by the Digital team and governed the New Normal Programme Board. They are also monitored at the monthly Performance Board.

Evidence the risk is being managed

- Specialist digital staff are in place
- Digital Transformation Strategy and Service Plan
- New Normal Programme / Board
- Website content management and governance process

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

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

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

The ability to manage performance, projects and complaints is vital if we are going to successfully deliver the Council's objectives and priorities.

Effective project and performance management ensures that we can deliver what's expected on time and under budget. It also enables us to maximise value for money.

However poor project and performance management leads to cost overruns, delays and a failure to achieve outcomes. It also causes opportunity costs and can leads to expensive or ineffective remedial work.

Failure to manage complaints can lead to poor service, dissatisfaction and an inability to learn from mistakes and issues.

Controls to manage the risk

The Council operates Managing Projects Successfully, our approach to project management. This provides detailed step-by-step guidance on how to develop, define, manage and evaluate a project.

We have a well established performance management system (Corvu) underpinned by a detailed performance framework.

We have a team of performance and project management specialists and on a monthly basis we produce programme and performance monitoring reports which are scrutinised at a Member led Performance Board and Group.

We have a robust complaints policy and a specialist complaints management system.

Evidence the risk is being managed

- We monitor performance, projects and complaints on a monthly, quarterly and annual basis
- We have a dedicated performance and project management system (Rocket and PMO online)
- We have a project management framework (Managing Projects Successfully)

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

PP_R014 Failure to achieve the service outcomes for the community and Leisure Contracts

Quarterly Update

The quarterly meetings have taken place and most outcomes are on track. Some contracts have seen an increase in demand due to CV-19, so we have asked for an impact assessment report.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

The community contracts provide vital support services for some of the most vulnerable residents in Dacorum. The contracts are:

- Information, Advice and Advocacy
- Supporting the Voluntary Sector
- Reducing Social Isolation
- Promoting Healthy Relationships

The forthcoming leisure contract will ensure that our leisure facilities are managed in the most effective way possible.

However if we don't achieve the outcomes from each contract, the community will receive inadequate services which can have serious consequences.

Failure to deliver would also adversely affect the capacity of the local VCS and the community and local sports clubs.

There would also be negative implications for the reputation of the Council and for the services involved.

Controls to manage the risk

We have introduced a number of controls which manage the risk of not achieving the service outcomes:

We have and are undertaking a comprehensive and robust commissioning process, which ensures that we select providers that can deliver on our objectives.

We will agree KPIs with each contract.

We will conduct regular contractual performance meetings and we have a well established process for dealing with any issues.

All the contracts will be managed by senior officers with oversight from the Group Manager and Assistant Director.

We have commissioned specialist advice from legal and leisure consultants.

Evidence the risk is being managed

- Commissioning Tender Returns
- Contracts and Agreements
- KPI Monitoring Reports/Surveys etc.

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

The Communications team continue to support the major projects and much focus has been on our response to CV-19. Digital Digest continues to be delivered monthly and this quarter the team has been drafting the Dacorum Digest Winter edition.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	2	8
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	1	4

Impact

The media profile of the organisation is very important for the Council.

If our media profile is not professionally managed, it could lead to reputational risk for the council. This includes reputational risk/damage to members and council staff, and questions being asked about service delivery (as a council) and value for money.

A positive media profile also offers a real opportunity to attract new investment and resources.

The risks from social media occur either because we aren't using the tool to engage residents restricting our contact with key demographics, or because our reputation has been damaged due to inappropriate or negative use or postings.

Controls to manage the risk

We have a number of controls in place to mitigate these risks:

For press and media coverage we use a press management system called Vuelio. This enables us to plan for both proactive and reactive issues and maintain control of all outbound and inbound media activities.

We have developed good working relationships with the local press and media and continue to involve them in our important activities. Similarly the press are in regular contact with the communications team for comments or further information regarding campaigns and activities.

For social media we use Crowd Control (CCHQ) which is the UK's leading risk management software for managing all social media accounts across the council. CCHQ is a web-based risk management platform that enables us to efficiently control access to our social pages, keeping them safe and secure.

We also require all staff to read, understand and sign a number of policies relating to the use of social media and ICT.

We work closely with service areas to support their marketing/communications plans

We require managers to follow a consultation process which supports a professional consultation exercise.

Evidence the risk is being managed

- We have a dedicated and experienced communications team with expertise across all forms of media.
- The majority of press coverage has been positive with a large emphasis on our priorities.

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

The HR team has been working closely with the TUs to ensure employment issues relating to CV-19 are quickly addressed such as annual leave, hearing arrangements, sickness.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

Having highly motivated and productive staff is central to everything we do.

Failure to effectively manage all aspects of employee relations can have a number of implications.

A less motivated and productive workforce will lead to issues of poor service and performance. It can also cause high levels of sickness and dissatisfaction.

It could also result in appeals and employment tribunal cases and staff turnover will increase causing additional disruption and cost.

Controls to manage the risk

We have a number of controls in place to mitigate these risks:

We have robust employment policies that are reviewed regularly to ensure they are in line with good practice and the latest employment legislation.

We have hold employee relation meetings with trade unions and we consult with them on changes to any relevant policies and procedures.

We provide training for managers on employment policies and all managers leading employee relation cases are supported by a qualified HR professional.

We utilise information coming from staff engagement groups to support change.

Evidence the risk is being managed

- Very few employment appeals to Members.

- Staff turnover is low.

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

We have recently launched a new HR system which captures mandatory training take up and will in the future provide us better management information on our skill gaps.
Our managing in Dacorum programme continues to have a good take up for exiting managers and potential managers.
We have recently focussed our training efforts in support health and welling, as well as courses on how to effectively work from home and how best to manage home workers.
Coaching and mentoring is an area will be focussing on shortly.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

Managing and adapting to change is key if we are going to deliver the Council's vision.
That's why we need to develop and foster a workforce that is flexible, responsive and able to manage organisation change.
The consequences of this risk include dis-engaged staff, service delivery issues and low productivity.
We could also experience high levels of turnover and a likelihood that key staff would relocate to other organisations.

Controls to manage the risk

We have introduced a number of controls which manage the risk:

Our Corporate training programme (featuring mandatory training courses) ensures that staff have the right skills.

We have a staff engagement group to ensure we have feedback on what works and does not.

We run a managing in Dacorum programme that supports succession planning for new leaders and ensures our managers have the right skill set to manage staff effectively.

The People Strategy and New Normal Change programme focusses on staff having the right skills, values and experience.

Our Service Efficiency Programme (overseen by the Chief Operating Group) will also help to develop the change attitude within the organisation.

Evidence the risk is being managed

- Regular staff forum briefings with a bespoke information section on the intranet
- Good attendance in the training programmes.
- Services are well received from the public
- Positive staff surveys.

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

Quarterly Update

Technology has been a key part of the New Normal Programme and will continue to be a major strand of transformation work, 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.

Where opportunities present, the Council continues to move to cloud technologies, such as Microsoft Teams and OneDrive, providing greater flexibility of working approach and resilience.

The pilot Robotic Process Automation (RPA) project moved toward production within the quarter and further opportunities for the use of this technology are under review.

Development of the Council's CRM solution continued through the quarter, concentrating on plans to migrate to the Microsoft's cloud technology. As part of this the Technology Team are investigating the use of Microsoft Power Apps for mobile working.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

ICT is central to the performance of departments. This includes both hardware and business applications (i.e. software) as well as the service desk and special projects.

Poor ICT makes it difficult for departments to provide their services effectively. Issues with ICT can also have a negative impact on the reputation of DBC.

In addition ICT issues can lead to significant knock-on costs, including delays in processing benefits or responding to service requests.

Failure to understand the technology needs of the Council will make it impossible to achieve many of the efficiencies and service improvements achievable through changing how we work.

Controls to manage the risk

We have put in place the necessary structure, strategy, plans, budgets and vision to ensure we respond to the current and future needs of the business.

The service is based around core elements:

- the service desk
- infrastructure
- business analysis
- projects
- business applications
- application development

We have an Digital Technology Strategy Service Plan.

We also have an established staffing complement and budget which has been shaped around the ICT needs of DBC.

The Technology Service has regular conversations with other council services and the Innovation & Improvement team work closely with Services to understand and improve business processes, including the potential introduction of new technology.

A technical project Manager is in place to ensure that planned improvements are achieved.

Work by specialist business applications resources within services is coordinated by ICT management.

All staff are provided with the necessary hardware including the laptops, teleworker phones, etc. as required to support remote working.

We take a category management approach to procurement.

Evidence the risk is being managed

- Regular dialogue between ICT and other services.
- Technology is discussed regularly at Leadership Team meetings
- ICT Strategy and Service Plan.
- New Normal Programme
- Project scrutiny at monthly Performance Board

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

Quarterly Update

In Q3 overall systems availability was 100%. The Council deploys a wide range of security controls and resilience including diverse routes on the BT network to the Council's primary sites and data replicated across production and Disaster Recovery data centres.

DBC is certified compliant for use of the Government's Public Services Network (PSN) by the Cabinet Office, specifying policies on password and other security protocols, software updates, network access etc. It includes rigorous and independent penetration testing, undertaken in Q3. The Council was recertified for use of PSN at the end of Q3.

Inherent Impact	Inherent Probability	Inherent Risk Score
4	3	12
Mitigated Impact	Mitigated Probability	Mitigated Risk Score
4	2	8

Impact

ICT is central to the performance of departments.

A failure in ICT resilience or security would see loss of access to some or potentially all ICT applications and services.

This would have serious consequences for productivity, communication links with the public and would have a major impact on public facing services.

It could also lead to reputational damage or concerns about our capacity.

Controls to manage the risk

We have introduced a number of controls which manage the risk:

Technical Controls -

The Council has a secondary data centre which can be put into action in the event of a serious failure of the primary data centre.

Our Wide Area Network design provides resilient connectivity (diverse routing) so that if the direct connection from the Civic Centre to the primary data centre (Amersham) is severed, traffic will be re-routed to run via the secondary data centre.

Servers exist in a virtual environment and are hosted across multiple physical machines, meaning there is less dependence on individual components.

Data is replicated across the two data centres and is also backed up so that it can be called back and restored if required.

Process controls -

Data back-ups are stored off site.

Security -

We have a number of security processes in place, all of which is underpinned (and assured) by our PSN compliance.

These include corporate firewalls, anti-virus software on end point devices, end point security solutions to block unknown devices, encrypted hard drives, managed permissions and a two factor authentication process.

Evidence the risk is being managed

Assurance

- KPI's - ICT01 - % of incidents resolved in less than 2 days. ICT02 - Availability of primary systems. WEB01 - Website availability
- High Level Recovery Plan and Recovery Time/Point objectives available on request
- Successful tests of DR procedure – assuring that services can be restored within the secondary data centre using replicated data.
- PSN Compliance.
- Regular internal audits as reported to the Council's Audit Committee



Report for:	Finance and Resources Overview and Scrutiny Committee
Date of meeting:	9 March 2021
Part:	1
If Part II, reason:	

Title of report:	REPORT BY THE INDEPENDENT REMUNERATION PANEL 2021 - MEMBERS' ALLOWANCES FOR DACORUM BOROUGH COUNCIL
Contact:	Layla Fowell – Member Support Officer Farida Hussain – Group Manager Legal & Corporate Services Mark Brookes – Assistant Director – Corporate & Contracted Services
Purpose of report:	To formally receive the proposals of the Independent Remuneration Panel 2020 for a revised Scheme of Members' Allowances.
Recommendations	It is requested that the Committee: <ol style="list-style-type: none"> 1. Considers the report of the Independent Remuneration Panel following its review of the Council's existing Members' Allowances Scheme. 2. Decides whether or not it wishes to make comments to Cabinet on the recommendations suggested by the Independent Remuneration Panel in its report Annex A
Corporate objectives:	The role of Local Councillor is a major part of Dacorum Borough Council's delivery of an efficient, effective and modern Council. As such the remuneration that councillors receive should reflect this central role and assist in attracting the calibre of Council Member the residents of Dacorum deserve.
Implications:	<u>Financial</u> The estimated cost of the IRP recommendations is £428,782.50 for the Financial Year 2021/2022.
'Value for money' implications	The scheme of SRA payments recommended by the Panel (assuming all are claimed) will be £142,927.50, an increase of £714 over the current scheme The above figure is an increase of £2142 from the estimated cost of £426,640.50 for the Financial Year 2019/2020 due to

	the proposal to implement a 0.5% budget increase to the scheme of allowances (Basic Allowance and Special Responsibility Allowances) as recommended by the Independent Remuneration Panel.
Risk implications	<p>This is an opportunity for the Council to develop conditions that encourage participation in the democratic process and contribute to its strategies for engaging with and empowering the community.</p> <p>Failure to produce a relevant and appropriate Member Allowances Scheme could have an impact on the calibre and performance of Members.</p>
Community Impact Assessment	There are no community impacts resulting from this report
Health and safety Implications	None
Consultees:	<ul style="list-style-type: none"> • The Independent Remuneration Panel • Members
Background papers:	The Report of the Independent Remuneration Panel (Annex A)
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The Local Authorities (Members Allowances) (England) Regulations 2003 (as amended) requires the Council to put in place a policy for members' allowances. Before it can agree the policy, the Council is required to have regard to the views and recommendations of an Independent Remuneration Panel (IRP)
Glossary of acronyms and any other abbreviations used in this report:	<p>IRP – Independent Remuneration Panel</p> <p>BA - Basic Allowance</p> <p>SRA - Special Responsibility Allowances</p> <p>LGPS - Local Government Pension Scheme</p> <p>HMRC - Her Majesty's Revenue and Customs</p>

1. Background

1.1. The Local Authorities (Members Allowances) (England) Regulations 2003 (as amended) requires the Council to put in place a policy for members' allowances. The policy is valid for a period of up to 4 years and this revision will be effective from 1st April 2021.

1.2. The scheme covers:

- The Basic Allowance (BA)
- Special Responsibility Allowances (SRAs)
- Dependent Carers Allowance
- Travel and Subsistence Allowances

- Co-optees Allowances
 - Any arrangements to backdate allowances
 - Any arrangements to withhold or recover allowances in the event that a member is suspended or disqualified
 - Arrangements (if any) to make Basic or Special Responsibility Allowances pensionable under the Local Government Pension Scheme (LGPS).
- 1.3. Before it can agree the policy, the Council is required to have regard to the views and recommendations of an Independent Remuneration Panel (IRP) on all of the above issues, with the exception of the withholding or recovery of allowances.
- 1.4. In the case of making allowances pensionable, the Regulations provide that the Council can only do so based on a recommendation from the IRP that this should happen. It follows that the recommendation from the IRP to the effect that allowances should not be made pensionable will, in effect, be binding on the Council. (Note that it has not at present been clarified as to whether Councillors will be included in Auto Enrolment under Government Pension legislation, and therefore if the above-mentioned Regulations will remain in place).
- 1.5. The Independent Remuneration Panel met on 14th, 16th and 21st December 2020 to consider its recommendations on the scheme. The Panel consisted of:
- Lynda Evans (Chair), a graduate in Computer Science has been a technology professional working at Reuters in the 1990s, a mother, and a paid and unpaid project worker in the charity sector. Married with one daughter Lynda has lived in Dacorum for 23 years.
 - Brendan Henry who lives in Hemel Hempstead and has been a Dacorum Resident since 1995.
 - Carla Brandon who lives in Dunstable, Bedfordshire. Carla has worked in Dacorum for 20 years and was previously a resident for 26 years.
- 1.6. The Panel considered a copy of the Council's current Members Allowances Scheme. It was also provided with the following relevant papers, as reference documents:
- What is an Independent Remuneration Panel
 - Programme 2020
 - What we would like from the Panel
 - Cabinet Portfolios and Directorates
 - Membership of Cabinet and Committees
 - List of Councillors
 - Timetable of meetings 2019-2020
 - Government Guidance on Regulation for Local Authority Allowances
 - I&DeA Members' Allowance Survey 2008
 - HM Revenue & Customs – Mileage and Fuel Allowances
 - Payment of Members Allowances 2019/20
 - Members' Allowances Scheme 1st April 2012
 - Report by the Independent Remuneration Panel 2016
 - Minutes from the Finance and Resources Overview and Scrutiny Committee – 7th February 2017
 - Cabinet Agenda Report 14th February 2017

- Cabinet Minutes 14th February 2017
- Other Hertfordshire Remuneration Information
- Other Hertfordshire Member Allowance Schemes
- Last IRPs and their recommendations
- Members Questionnaire Analysis

1.7. In arriving at its recommendations, the Panel considered the replies given to a Members Questionnaire on the Scheme. Those members expressing a wish to meet with the panel were invited to attend the meeting.

1.8. The Panel met with:

- Councillor Ron Tindall – Leader of the Opposition
- Councillor Colin Peter
- Councillor Adrian England
- Councillor Andrew Williams – Leader of the Council

2. Terms of Reference

2.1. The Independent Remuneration Panel was asked by the Council to review the existing policy and recommend a revised Member Allowances scheme for the Council, in accordance with the requirements for such a scheme set out in the 2003 Regulations. The Panel was therefore required to review each of the issues set out in paragraph 14, above.

3. The IRP Approach in 2020

3.1. The IRP considered the existing scheme was working satisfactory and decided to leave it in place with an annual increase based on September CPI figure. An increase of 0.5% which is the CPI figure for September 2020 is therefore the panel's recommendation.

3.2. It was the panel's wish that the allowances remain broadly in line with those of neighbouring councils.

3.3. The panel considerations remained consistent with the concept that allowances were provided to enable members to recover the immediate costs they incurred in their duties, and to provide some recompense for the time spent on those duties, accepting that a proportion of that time would be given voluntarily. In this context, allowances are not, and should not, be seen as 'payment' for work undertaken in the sense that applies to ordinary employment.

3.4. The Panel agreed two key tenets, which governed its overall approach to its review of Members Allowances.

3.5. Firstly, it was made clear that it was open to the Panel to recommend change to any aspects of the current scheme in any way that seemed appropriate. The Panel took the view that, where elements of the existing scheme were operating in a manner which all concerned thought was satisfactory; there was little point in change for the sake of change.

3.6. The second tenet was the Panel's support for the continuation of the concept that allowances were provided to enable members to recover the immediate

costs they incurred in their duties, and to provide some recompense for the time spent on those duties, accepting that a proportion of that time would be given voluntarily. In this context, allowances are not to be seen as “payment” for work undertaken in the sense that applies to ordinary employment.

3.7. It was clear to the Panel that such a concept had been applied in deriving the existing allowance scheme, and that the great majority of members continued to support it. The Panel was thus anxious to maintain the principle that the Councillors role is essentially about service to the local community, not private gain.

4. The Questionnaire Survey

4.1. The results of the 2020 survey are given in detail in Appendix A.

4.2. The remainder of this report describes the Panel’s recommendations and the reasons behind them.

5. The Basic Allowance (BA)

5.1. In the questionnaire survey, a majority of Councillors responding thought that the current level of BA should be increased by 2.75% in line with staff pay. The September CPI figure is 0.5% and the panel recommends increasing the BA by that amount. The panel agreed that in the current climate that the CPI figure of 0.5% was the most appropriate to recommend.

5.2. The indexing arrangement should be changed whereby the allowances are increased in April in line with the Consumer Price (CPI) as at the previous September and last until to the end of the following financial year

6. Special Responsibility Allowances (SRAs) – General Considerations

6.1. In looking at the current SRA payments the Panel felt that the current levels and relativities were still appropriate and should remain in place. Special Responsibility Allowances should however be increased by 0.5% in line with the Basic Allowance.

6.2. Current SRAs appeared to comply with the DCLG (Department for Communities and Local Government) guidance that they should be paid only to those members who have a significant additional responsibility over and above the generally accepted duties of a Councillor.

6.3. The Panel also noted that, whilst the Regulations do not prohibit the payment of more than one SRA to any one member, the Council’s existing scheme provided that no member is able to draw more than one SRA at any one time. The Panel felt that this was a sensible provision, as it tends to safeguard against individual members seeking to accrue too many roles or an undue number of allowances. The Panel agreed to recommend that the allowance scheme should continue to provide that no member is able to draw more than one SRA at any one time.

6.4. The Panel recommends that the Leader of the Council continues to receive three times the BA, the Cabinet Members receive twice the BA, the Cabinet Support Member receive one times the BA and Committee Chairs receive between a quarter and one times the BA. Some Committee Vice-Chairs also

receive a half times the BA. These multiples were based on the observation of the additional work required to perform these functions. We believe that this allows for a fair and equitable distribution of the available allowances.

- 6.5. The Local Government (Committees and Political Groups) Regulations 1990 defines a political group as constituted if 2 or more members of a Council wish to be treated as a political group. With regards to the Special Responsibility Allowances for the Opposition Group Leaders, the scheme stipulates that an Opposition Group leader must be leading a group of 5 before an SRA is payable as agreed by Full Council 14 July 2010.
- 6.6. In 2011 the IRP recommended that the formulae for remuneration for the First Opposition Group Leader be simplified to a multiple of the BA. The Panel suggested a multiple of 1.25, which left the actual amount payable largely unchanged. The 2013 Panel recommend no changes to the Special Responsibility Allowance for the Opposition Group Leader.
- 6.7. The Panel further recommends no change to the current arrangement of there being no additional remuneration to the 2nd or subsequent Opposition Group Leader.

7. Summary of Proposed SRA Payments

The Panel note that the current SRAs to be paid for the period 1st April 2021 to 31st March 2022 are as follows:

Role	BA Multiplier	SRA 2017/18	Number payable	Total Cost
Leader	3	16,815	1	16,815
Cabinet members(* see note 23 above)	2	11,210	5*	56,050
Cabinet Support Officer	1	5,605	1	5,605
Chairman of Development Management Committee	1	5,605	1	5,605
Chairman of Licensing and Health and Safety Enforcement Committee	1	5,605	1	5,605
Chairman of Licensing and Health and Safety Enforcement Sub Committee Or, and only if this allowance is unclaimed, Vice Chairman of Licensing and Health and Safety Enforcement Committee	0.50	2,802.50	1	2,802.50
Chairman of Appeals Committee	1	5,605	1	5,605
Vice Chairman of Appeals Committee	0.50	2,802.50	1	2,802.50
Chairman of Audit Committee	1	5,605	1	5,605
Chairman of Overview and Scrutiny Committees	1	5,605	3	16,815
Vice Chairmen of Overview and Scrutiny Committees	0.50	2,802.50	3	8,407.50
Vice Chairman of Development Control Committee	0.50	2,802.50	1	2,802.50
Chairman Standards Committee	0.25	1,401.25	1	1,401.25
1 st Opposition Group Leader	1.25	7,006.25	1	7,006.25

8. Care Allowances

- 1.1. The IRP recommends retention of the Council's current care allowances, as it may continue to provide some marginal encouragement for a wider range of people to consider becoming Councillors, and may mean that existing members do not have to stand down simply because they have acquired caring responsibilities. The Panel therefore has no hesitation in recommending that the new allowances scheme should include retaining the existing Care Allowance scheme in its current format.
- 1.2. The IRP recommend that the hourly rate payable for child care should be in line with the National Minimum Wage which will be £8.72 from 1st April 2020 up to a maximum of £906.88 for the year. The hourly rate and annual maximum should increase in line with any future increases in the National Minimum Wage.
- 1.3. The IRP recommend that the Dependent Carer's Allowance continue at £13.32 per hour up to a maximum of £1281 per year.

9. Travel and Subsistence Allowances

- 9.1. No change is proposed to the existing scheme of subsistence allowances or the indexation methods. However, the Panel recommend that the mileage payments made in respect of all "approved duty" journeys undertaken by members in their own vehicles be kept in line with the current per mile operating cost of the vehicle concerned determined by the Her Majesty's Revenue and Customs (HMRC). (Changes in line with HMRC approved rates can be made without reference back to the IRP).

10. Allowances for Co-opted Members

- 10.1. It is proposed that co-opted committee members continue to be paid an allowance for the time they spend in meetings. The allowance for co-opted members of any committee, who are not Chairman of the Committee, should stay at £400 p.a.
- 10.2. We understand that there are no current plans to co-opt a person to chair a Committee. Should such a co-option be made in the future we propose that the co-opted Chairman's allowance should be 0.5 of a Councillor's Basic Allowance.
- 10.3. The allowances payable to co-optees should continue to be covered by the same indexing arrangements that apply to the Basic Allowance.
- 10.4. Co-opted members should continue to receive the same rates of travel allowance in respect of travel to and from meetings as Councillors.

11. Ceasing Payments of Allowances to Members Who Have Been Suspended

11.1. The Panel recommends the current regulations continue to apply.

12. Pensions

12.1. The Panel recommends that Councillors should not be given the option of joining the Local Government Pension Scheme.

13. Date of Implementation

13.1. The effective date of implementation for this scheme is 1st April 2021.

14. Backdating of Allowances

14.1. The Panel recommends that the Council continue with its current policy of making retrospective payments of SRAs to individual members where circumstances justify it.

15. Office Equipment

15.1. The Council will consider the provision of Broadband to those who do not already have it. It also offers them an “allowance” of £200 every four years to cover the cost of any office furniture or equipment (such as a paper shredder) they need to purchase for use in their homes in their Councillor role. The Panel understands that, whilst the latter is called an allowance, it is not paid to members as a cash sum, but is held as an account by the Member Support section, which will make or fund purchases from the account on the member’s behalf. This means that it falls outside the member’s allowance scheme, as it is more akin to the Council agreeing to provide members with office equipment of a value of up to £200 over their 4-year term of office.

This will be an item to look at in more detail in the future

16. Financial Implications

16.1. The following represents the Panel’s assessment of the overall financial implications of the revised scheme.

16.2. The Panel’s recommendation is that the BA should be increased in April 2021 by 0.5%.

16.3. Basic Allowance is paid to 51 Councillors and (assuming all claim) has a total cost of £285,855, an increase of £1,428 over the current scheme.

16.4. The scheme of SRA payments recommended by the Panel (assuming all are claimed) will be £142,927.50, an increase of £714 over the current scheme.

16.5. Therefore the Panel estimates that the overall financial impact of its recommendations would result in a total cost of £428,782.50 for the financial year 2021– 2022. This represents an increase of £2142 over the current scheme for the CPI increase.

17. Accountability

- 17.1. The Panel feels that much of the work done by Councillors is still not appreciated by their electorate and that more readily available information on the varied work that they undertake would enable the public to be better informed and may even encourage more people to consider becoming a Councillor themselves.
- 17.2. The council meeting minutes list those present and those who have offered apologies for non-attendance. The Council Website now gives the opportunity for this information to be readily placed in the public domain, along with details of ward work and other meetings/consultations that individual Councillors attend. Such web pages should help to promote the work done by Councillors and educate and inform the public.
- 17.3. Whilst our remit does not include training and development, the Panel appreciates the significant support available to Councillors and would encourage them to make full use of it. Increasing public awareness of the training and support available may also help to encourage more people to come forward as candidates.
- 17.4. The panel acknowledges there was a view among a significant number of councillors that allowances should be increased by a percentage in keeping with staff salary increases. Although noting this, the panel's view remained that allowances for neighbouring councils was the most appropriate comparison and any link to staff may make the distinction between an allowance and salary less clear.
- 17.5. The panel heard there could be a significant difference in both meeting attendance and contributions by council members. The panel felt that making a formal link between these two duties and the paying of an allowance was outside of its remit. However it felt the point should be noted and the council asked to review its policies to ensure that appropriate actions are taken - in a timely fashion- to address the situation of a councillor not performing their duties without good reason.

Appendix-A: 2020 IRP Questionnaire

Responses to 2020 Questionnaire

1. Replies were received from 34 members out of a possible 51, this represents a 67% return.

How long have you been a borough councillor?

- 0 - Less than 1 year
- 16 - 1-3 years
- 3 - 3-5 years
- 5 - 5-7 years
- 2 - 7-9 years
- 8 - More than 9

2. Please tell us how many hours a week on average you spend on your various duties as a councillor. (Please note this does not include activities you may have under any Special Responsibility Allowance (SRA) arrangements you may have, as you will be asked about this later in the survey)

	Less than 1 hour per week	1 to 3 hours per week	3 to 5 hours per week	5 to 7 hours per week	7 to 9 hours per week	9 hours or more per week
Ward work (including phone calls, emails, visiting constituents etc)	0	4	10	5	7	7
Preparation for committees	1	9	14	6	0	3
Attendance at committees	0	9	12	7	2	2
Any other activity (please give details in box below)	3	8	3	3	4	1

3. Do you regard the level of activity on Council work as ...?

- 0 – Less than I anticipated
- 17 – About the same as I anticipated
- 15 – More than I anticipated

4. Do you regard the level of activity and time commitment expected of your Council work as:
- 2 – Less than it should be
 - 28 – Reasonable
 - 3 – More than it should be
5. The Basic Allowance has been increased every year since 2017 and the allowance for 2020/2021 is £5,577. Which of the following proposals for basic allowances would you support
- 3 – Decrease
 - 5 – Continue with current allowance
 - 20 – Increase allowance of £5,577 by 2.75% in line with staff pay
 - 5 – Increase by another amount (please specify)
6. The posts shown below attract a Special Allowance (SRA). Please indicate whether you consider the different SRAs are appropriate or not in each case:

*No member is allowed to draw more than one SRA at any one time

	Too High	Fair	Too Low
Leader (£16,731)(3 x basic)	3	19	12
Cabinet members (£11,154)(2 x basic)	4	23	7
Chair of Overview and Scrutiny Committees (£5,577)(1 x basic)	3	27	4
Vice Chair of Overview and Scrutiny Committees (£2,789)(0.5 x basic)	4	23	7
Chair of Development Committee (£5,577)(1 x basic)	3	23	8
Vice Chair of Development Committee (2,789)(0.5 x basic)	3	22	8
Chair of Licensing and Health and Safety Committee (£5,577)(1 x basic)	5	22	7
Vice Chair of Licensing and Health and Safety Committee (£2,789)(0.5 x basic)	6	22	6
Chair of Appeals Committee (£5,577)(1 x basic)	8	22	4
Vice Chair of Appeals Committee (£2,789)(0.5 x basic)	7	23	4
Chair of Audit Committee (£2,789)(0.5 x basic)	4	19	11
Chair of Standards Committee (£1,394)(0.25 x basic)	2	23	9
Opposition Group Leader (£6,971)(1.25 x basic)	2	24	8

7. Please indicate which roles, in addition to those listed, you consider should receive SRA and supply any comments or supporting evidence below – 16 comments received on this question.

Written responses:

- None (x8)
- DMC members as there is a lot of paperwork to get through and preparation if done properly. Also it is a big responsibility making key strategic decisions.
- Chair and vice chair of the member development steering group, this group heavily influence the quality and training of councillor's and should be recognised for it's value to all members. The 'Mother and father' of the council too, in recognition of long service to Dacorum
- Chair of Health Scrutiny Committee
- All members of scrutiny committees should receive an allowance. That would stop the scrutiny committees filling up with (semi) active chair and lots of members who contribute nothing apart from showing up on the night.
- Opposition lead on Scrutiny Ctees Chair Member development Cttee
- Mayor because (I assume) the member concerned would lose other responsibility allowances while in office.
- Shadow Portfolio-holder
- Small SRA for short term additional duties such as Task and Finish groups

8. Please indicate any roles for which a SRA is currently paid which, in your view, should not receive such an allowance and supply any comments or supporting evidence below – 12 comments received on this question.

Written responses:

- None (x8)
- I am not sure that vice chairs do in terms of preparation and extra work. I'm not convinced a vice chair needs a big allowance, maybe they should instead receive a small allowance for each time they chair a meeting instead?
- Advisor to the cabinet – why does the role even exist? Disappeared this year but needs not to return, especially in this climate
- Chair/Vice Chair of Appeals Committee. Few meetings and insignificant workload
- Mayor Deputy Mayor Most Councillors are desperate to become Mayor. They do it for the status and the perks, like free meals at events and the mayoral car. Surely this is enough reward without a salary as well.

9. How many hours per week do you estimate you spend on each of the following Council activities as a direct consequence of your special

responsibilities, separate from your involvement as a member elected to represent your constituency?

	Less than 1 hour per week	1 to 3 hours per week	3 to 5 hours per week	5 to 7 hours per week	7 to 9 hours per week	9 hours or more per week
Attending committees	0	6	0	2	1	0
Meeting preparation	0	2	4	3	0	0
Dealing with members of the public about matters relation to the areas you have responsibility over	1	3	1	3	1	0
Any other activity	0	3	0	1	0	0

10. Do you feel that your time commitment and responsibility that you carry is adequately reflected in the current level of SRA applicable to you?

- 4 – Yes
- 5 - No

11. If no, on what basis do you feel it is inadequate?

3 comments received on this question. Written response:

- Your time is taken up by other things not in survey
- It is totally inadequate – it does not even comply with the legal minimum wage! To comply, it should be a Minimum of £300 / WEEK
- Too low in view of the amount of background research needed to do the job properly.

12. Do you consider that the current scheme for Child Care Allowance is:

- 1 – Too high
- 26 - Satisfactory
- 6 - Too low

13. Do you consider that the current scheme for Dependent Carers Allowance is:

- 1 – Too high
- 22 - Satisfactory
- 10 – Too low

14. Do you consider that the levels of the allowances generally are:

- 0 – Too high
- 28 - Satisfactory
- 5 - Too Low

15. Please leave any evidence or comments below if necessary:

5 comments received on this question. Written responses:

- The allowance for meals: too low. BUT re imbursement in full as stated for journeys on trains etc, is fair.
- In 2 places in this survey, we are asked to specify, but there is no box to do so. More attention needs to be paid to the amount of time spent on research (including attendance at other committees eg cabinet) adequately to carry out SR's. We have excellent Council officers, but Members are not adequately incentivised by comparison with other District Councils to do the work to keep up with and maintain the standards of our Officers' output.
- Allowances should be set at a level to attract professionals to be able to dedicate sufficient time to scrutinise the council's work. I would like to be able to take time off work to do this. My employer will allow me to take unpaid leave if I want to, but cannot afford it.
- Travelling time and use of own vehicle to/from meetings and parking should be paid
- The allowances no longer reflect the real price of subsistence and some hotel accommodation

16. Were you aware of the level of remuneration available before you became a borough councillor?

- 10 – Yes
- 24 – No

17. Did your level of remuneration have any influence on your decision to become a borough councillor?

- 1 - Yes
- 33 – No

18. Do you incur any significant costs which you believe are not covered by your present allowance?

- 9 – Yes
- 25 - No

19. If Yes, please leave any comments below

12 comments received on this question. Written responses:

- It's not significant but I spend £240 a year on a mobile phone that I did not use before so I have a separate one for council business.
- Number of hours that I have to take off work is not sustainable for the level of remuneration received.
- Excess time
- Managing community centres can be a full time job and this is not remunerated
- Opportunity cost of working elsewhere due to workload of the council.
- Domestic Broadband, printing the documents as still better IMO than on-screen document for detailed checking etc.
- Inability to accept consultancies and to pursue investment opportunities owing to lack of time.
- I have avoided taking time off work (which would mean I would lose pay) which often means I cannot attend day time meetings. Though my employer is extremely flexible.
- As DBC is paperless it is necessary to print certain documents to take part in meetings as only have one DBC screen
- Own equipment (including home office), electricity, travel etc, In line with other Council employees I believe the compensation is woeful compared to others having to work from home on Council business.
- Attending Parish and Resident related issues in terms of time, fuel costs, telephone and correspondence.

20. When considering whether or not to stand for re-election in the future, how significant a factor would the level of allowance be to you? (1 being not at all significant and 5 being extremely significant)

Average number - 2

Clerk: Trudi Angel (x2224)

Finance and Resources Overview & Scrutiny Committee: Work Programme 2021/22

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
8 June 2021	28 May 2021	Action Points (from previous meeting)		
		Budget Monitoring Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Finance & Resources Q4 Performance Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Corporate & Contracted Services Q4 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	To review and scrutinise quarterly performance
		Performance, People & Innovation Q4 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	To review and scrutinise quarterly performance
6 July 2021	25 June 2021	Action Points (from previous meeting)		
7 September 2021	27 August 2021	Action Points (from previous meeting)		
		Budget Monitoring Report	Assistant Director, Finance & Resources	To review and scrutinise quarterly

			Nigel.howcutt@dacorum.gov.uk	performance
		Finance & Resources Q1 Performance Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q1 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q1 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
5 October 2021	24 September 2021	Action Points (from previous meeting)		
2 November 2021	22 October 2021	Action Points (from previous meeting)		
		Budget Monitoring Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Finance & Resources Q2 Performance Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q2 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q2 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

1 December 2021	25 November 2021	Action Points (from previous meeting)		
		<p>*** Joint Budget ***</p> <p>*****</p> <p><i>Ideally no further items to be added</i></p>	<p>Corporate Director, Finance & Operations</p> <p>James.deane@dacorum.gov.uk</p>	
5 January 2022	23 December 2021	Action Points (from previous meeting)		
2 February 2022	24 January 2022	Action Points (from previous meeting)		
		<p>*** Joint Budget ***</p> <p>*****</p> <p><i>Ideally no further items to be added</i></p>	<p>Corporate Director, Finance & Operations</p> <p>James.deane@dacorum.gov.uk</p>	
8 March 2022	25 February 2022	Action Points (from previous meeting)		
		<p>Budget Monitoring Report</p>	<p>Assistant Director, Finance & Resources</p> <p>Nigel.howcutt@dacorum.gov.uk</p>	<p><i>To review and scrutinise quarterly performance</i></p>
		<p>Finance & Resources Q3 Performance Report</p>	<p>Assistant Director, Finance & Resources</p> <p>Nigel.howcutt@dacorum.gov.uk</p>	<p><i>To review and scrutinise quarterly</i></p>

Clerk: Trudi Angel (x2224)

			<i>performance</i>
	Corporate & Contracted Services Q3 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Performance, People & Innovation Q3 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

Items to be scheduled:

- Berkhamsted Sports Centre (Mark Brookes)
- Garages Strategy (James Deane)