

CABINET AGENDA



TUESDAY 22 JUNE 2021 AT 7.30 PM
COUNCIL CHAMBER, THE FORUM

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

Membership

Councillor Williams (Leader)	Councillor Anderson
Councillor Griffiths (Deputy Leader)	Councillor Banks
Councillor Elliot	Councillor Barrett

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

AGENDA

1. MINUTES (Pages 3 - 10)

To confirm the minutes of the meeting held on 20 April 2021.

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 and ask questions in accordance with the rules as to Public Participation.

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Pages 11 - 12)

7. TRANSFORMATION PHASE 2 BUSINESS CASE (Pages 13 - 32)

8. EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.

Local Government Act 1972, Schedule 12A, Part 1, paragraph 3.

9. LEISURE CONTRACT (Pages 33 - 42)

10. WATER CHARGES (Pages 43 - 50)

11. PROVISIONAL FINANCIAL OUTTURN (Pages 51 - 71)

MINUTES

CABINET

20 APRIL 2021

Present:

Members:

Councillors: Williams (Chair)
Griffiths
Elliot
Anderson
Banks
Barrett

Officers:	Claire Hamilton	Chief Executive
	Mark Brookes	Assistant Director - Corporate and Contracted Services
	James Deane	Corporate Director - Finance and Operations
	James Doe	Assistant Director - Planning, Development and Regeneration
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Ben Hosier	Group Manager - Procurement and Contracted Services
	Melanie Parr	Climate Emergency and Sustainability Programme Lead

Also Attendance:

M Kange (Clerk)

The meeting began at 6.30 pm

CA/20/21 MINUTES

Minutes of the meeting held on 16 March 2021 were agreed by Members present.

CA/21/21 APOLOGIES FOR ABSENCE

There were no apologies for absence.

CA/22/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/23/21 PUBLIC PARTICIPATION

There was one member of the public present.

CA/24/21 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/25/21 CABINET FORWARD PLAN

Cllr Ron Tindall queried the removal of the future items on the Forward Plan this time around.

He also asked about when the Bury Project and South West Herts Strategic Plan would be coming forward.

James Doe stated that Bury project has been delayed during pandemic and therefore not scheduled at the moment, however a further report on it will be produced at the right time. With regards to the SW Herts Strategic Plan – a report would be going to Strategic Planning and Environment OSC as an information update and once a programme had been agreed, a report would follow in due course. Unfortunately no set timescales at the moment.

Cllr Andrew Williams advised that the items would be brought forward as and when they were ready and therefore the Forward Plan was a work in progress.

The update was therefore Noted.

Claire Hamilton advised that the sub-cabinet future items forward plan was removed following internal discussions because some of the items were a long way off and therefore it was considered better to only reflect the issues that were forthcoming in order to simplify the arrangements. Claire Hamilton advised that if Cabinet felt they would like to see a list of future items, then this would be considered internally as to the best way to present that information going forward.

Mark Gaynor said that a report on Climate and Ecological Emergency Strategy and Action Plan was coming to Cabinet on 20th July 2021.

Cllr Margaret Griffith queried the lack of items on the Forward Plan scheduled for May 2021.

Mark Brookes stated that at the moment there are no items and therefore it would be cancelled.

Cllr Andrew Williams stated that he did not think it was necessary to list the future items on the forward plan until we knew what was coming forward and on what date.

The additional Report put forward by Mark Gaynor and the discussion regarding the forward plan were therefore Noted.

CA/26/21 CLIMATE CHANGE EMERGENCY UPDATE

Decision:

Agreed that the Council's Green Community Grants scheme be doubled to £20,000 for 2021/22 (funded from the Climate Emergency Budget)

Agreed that the Council no longer maintain the ISO140001 Energy Management accreditation given the shift to the more comprehensive action being taken on carbon reduction across all services and actions in the Council.

Agreed that the Council notes the progress and actions set out in the report.

Agreed that the Council agrees that the draft Climate and Ecological Emergency Strategy be presented to Cabinet in July.

Agreed that the Council agrees that the Council makes an application to the On-street Residential Charge point Scheme and initially uses the Climate Emergency Budget to match-fund.

Advice:

Mark Gaynor and Melanie Parr noted that the report was comprehensive and that there was a focus on the rights things and delivery of the carbon reduction we are looking for. Important to have national and international context and specifically a national one with the 10 point plan and may need to be update with Prime Minister's update today. Very ambitious in respect to carbon reduction and requires a significant shift in terms of action from the government in order deliver and investment and direction required, where reluctant companies may not want to participate and where encouragement may not be appropriate.

The Report itself does cover issues such as ongoing housing and the way to deal with the retrofit of our Council homes and is a longer term process.

Excellent work on community and communications process which Melanie Parr has been focussing on, appended "learning from lockdown strategy" which has helped advice. Ecological emergency and updating of Ecology and Bio-diversity strategy. Happy to take questions rather than run through entire report.

Cllr Julie Banks – Appreciative of reports put forward and huge sense of pride that we are ahead of the game. Criticism in the lack of branding and communication with residents, particularly Cupid Green, Electric Vehicle Charging points and no celebration of what impact we have made or even signposting the good things we have been doing. We are not promoting or speaking out about what we've done. Need signage, website update, notices in and around the Forum.

Mark Gaynor – We have not had the public platform we would like and the report demonstrates the direction we would like to go, including online presence and community group involvements. Accept part of moving forward will involve communication and publicity, communication, consultation, feedback and dialogue with residents. Fair criticism and one we are working on. Expect to see a lot more coming forward.

Cllr Banks – what are the timescales for seeing signs on grass verges, wildflower meadows being celebrated, electric vehicle points and signage being promoted? Perhaps a fanfare at entrance. We should have window stickers available to residents to say they have carbon neutral homes/business. We should consider ideas such as "push a button to donate a tree" and get a Facebook page and/or

website to promote, to let residents see what we are responding to demands on climate change.

Melanie Parr said she is hoping to schedule a large event later in the year, around November to promote the Dacorum Climate Action Network and hopefully have a programme to allow residents to get training and advice on how to make their homes more energy efficient. The Strategy would be coming forward to Cabinet in July.

Cllr Alan Anderson – understands rationale for curtailing ISO4001 accreditation, these would be embedded as part of this strategy action plan and wants assurance that this will be the case to keep the processes going as part of this strategy.

Mark Gaynor –the interventions now will be greater than those in ISO4001. Will show how we are moving towards 0 carbon. Need to collect, publish data and show how moving towards the aim of 0 carbon and looking at offset of net 0 to make the difference. Recording and reporting will therefore increase rather than decrease. Happy to accept any comments from Members to take things forward.

Cllr Graham Barratt – Vehicle charging points –Who many do we need? Who is going to pay for it? Where will they be? And how will people have access to them? 39% of residents in Dacorum don't have off-street parking and so where will the charging points be put? Can they be vandalised? How feasible is it to do it? Should we be paying for this?

Mark Gaynor – We have had a meeting with one of the companies to provide the answers to questions. Charging points allowed in car parks providing publicly accessible charging and we will be introducing charging points that way. It is not a simple process and the County will have an input on this, as they own the lamppost etc. Complicated given the number of households.

Melanie Parr – just started working with a consultancy, by 2030 estimated to have around 30,000 electric vehicles and we need to plan for this around infrastructure. Will be looking at where there is a need for the charge points and looking at who will be responsible for implementation. Also looking at destination charging – car parks, work places, shopping malls etc. and not all will cost DBC money.

Mark Gaynor – Shouldn't be a DBC cost solely, however important to get infrastructure in place prior to electric vehicle roll out by Government.

Ben Hosier – Vast majority of users likely to require destination charging. Consultants are looking into all data and whether they can charge on their own property or street and based on number of miles driven.

Melanie Parr – the plan in the meantime is to apply for government funding and put more charge points into our car parks.

Cllr Margaret Griffiths – Don't want all the good work being undertaken undermined if not keeping residents informed and involved. Suggest that we put signage and branding on some of our buildings such as St Peters Court and Kilner Court. A little motif with our climate change promotion displayed.

Ben Hosier – A “Green Plaque” is a suggestion for this.

Cllr Andrew Williams – It is about looking at the right places to promote and the opportunities to do it are widespread.

Cllr Ron Tindall – Happy with the report. What has happened to the power supply to the car parks? A third of people are working from home after Covid and so will there be a need to charge their cars at home instead of outside? This needs consideration.

Ben Hosier – Transfer over a number of EV charge points from HCC, however there are earthing issues and so need to be replaced. Contractors need to undertake investigations before touching them. This is now in process.

Claire Hamilton – We are developing our Corporate Communication Strategy and will be coming forward on the Forward plan in the coming months.

Cllr Andrew Williams – This should be a theme throughout the Council in terms of communication.

Cllr Alan Anderson – On-street charging is impractical and need to get charging times down like filling up at a petrol station is the way forward.

Cllr Williams said see how things go as speed of change will dictate.

James Deane – Looking at pros and cons of different sites at the moment and will be reporting back to Members in due course. Possibility if residents unable to charge cars at home, could need to go to charge cars in Town Centre which will provide dual benefit.

Recommendations Agreed.

CA/27/21 HEMEL HEMPSTEAD PLACE STRATEGY

Approved;

1. The preparation of a Hemel Place Strategy, subject to final approval by Cabinet and Council once further work has been carried out.
2. The establishment of a Hemel Place Board as outlined in the report to oversee the development and implementation of the Place Strategy, and delegates authority to the Leader of the Council to approve the final membership of the Place Board and its Terms of Reference.
3. The proposals as outlined in the report to carry out engagement with key partners, stakeholders and local residents to help shape the Hemel Place Strategy vision and objectives.
4. Endorsing the creation of a comprehensive strategy for the future physical, economic, social and environmental development of Hemel Hempstead Town Centre as an early priority for the Hemel Place Strategy work.
5. The provision of resources to develop the Hemel Hempstead Place Strategy and the related Town Centre Strategy.
6. **RESOLVED TO RECOMMEND;**
That Council approves a budget of £500K to be drawn down from the Dacorum Development Reserve as required to fund the work to develop the Place Strategy.
7. To delegate authority to the Chief Executive in consultation with the Corporate Director (Finance & Operations) to draw down the allocated funds to produce the work set out in this report.

8. To delegate authority to the Chief Executive, in consultation with the Leader, to prepare and submit a bid to MHCLG for funding under the Levelling Up Fund programme.

Advice:

James Doe – There are a lot of things coming together for Hemel Hempstead at this time and the existing Hemel Hempstead Town Centre Strategy is in need of a refresh but other critical projects such as Hemel Garden Communities and Two Waters and Apsley Master Plan are really starting to take off with a number of key sites coming forward. Very important Trends around how people will live and work in the future post-Covid will need to be looked at, as well as fundamental structural changes in economy.

The report proposes Cabinet to consider the establishment of Hemel Hempstead Place Strategy to pull all different strands together, drawing upon work already approved under the growth and infrastructure strategy and the Hemel garden community spatial vision, this applies to whole of the town.

To coordinate action across the town and transformative approach across the town. Section 3 of report outlines things it would cover. There is a need for climate change to be underpinned.

Looking at the strategy around the Town Centre, the next main part needs to be an early piece of work and considering the impact on retailing post-Covid. We need to tackle key sites within the town centre. See appendices for information on addressing key changes and how to make town centre successful, vibrant and ambitious in the future. Looking at all aspect of life and economy within the town centre such as urban design, need for transport, community and wellbeing issues, as there has been a considerable rise in new residential properties within town centre.

In terms of taking work forward, this will be a major piece of work and needs a lead consultant, specialising in urban futures and ability to fully assess economics of commercial development to pull together all strands as discussed above. We are asking Cabinet to agree to the procurement process to have things moving forward with view to having a full consultancy team in place for June/July this year.

Section 6 of the Report – covers this, for such a Strategy to be successful, it is dependent on an extensive amount of engagement with residents, land owners, developers and business. Consultancy called Thinking Place will look into this aspect. There is a Part II element on cost plan for this work.

Cllr Alan Anderson – supports it and considers it is fundamentally important to do it and whilst extensive investment is required, still needs to be done. In summary happy to support.

Mark Gaynor – Timing of this is crucial and needs to take opportunity to be proactive on economic recovery. Will be a different town centre and need to attract people in, need to have new attractions coming in and systems will make it easier to make that happen. If the Council is on board, private investment will be willing to come on board and hopefully attract potential investment. It is crucial to have vision which is sellable.

Cllr Margaret Griffiths – Happy to support and need to be ahead of the game, this should not be done on the cheap and is a major issue for Dacorum as a whole, not just Hemel. Dacorum has been known for innovation in the past and so need to make sure that we are taking residents with us and not seen as being done to them or wasting money. Important to check with residents and businesses along the process. This is exciting and should be viewed that way.

James Doe – Agrees with need for engagement and this being a platform for investment is crucial. Need to be on the same level as others doing this. Having a Town Centre fit for purpose in the long term. The Town Centre is something we need to keep on top of. This is about taking us onto the next step and needs appropriate resourcing.

Cllr Andrew Williams – Aware that this focusses on Hemel Town Centre and not forgetting that there are other Town Centres in Dacorum, however it is necessary given the situation the Town Centre finds itself in. Not forgetting the impact on retail, this will be different in different places and Hemel Town Centre is different to other centres. Others are largely in Conservation Areas with listed buildings and constraints which would not be possible to undertake this type of project. Consideration of bringing forward an independent Chair on this project.

Claire Hamilton – Creating the right environment for investment. We will foster an environment of excitement in this project and trust in the Council as a good partner, good to do business with and a good curator of the Town Centre. If we can get these conditions right, then it will install confidence and therefore investment will come.

James Doe – other centres are not being forgotten just need a different approach as different constraints to consider.

CA/28/21 BERKHAMSTED SPORTS CENTRE

Noted;

1. The feasibility work for the project and the options for facility mix as set out in Section 5 to allow the next stages of the project to be developed and considered in more detail during the next project stage.
2. (a) the consultation undertaken with stakeholders and the further consultations required, including public consultation, as set out in Section 4. (b) the indicative project timeline at Section 7.
3. The potential forecast project costs for each option (detailed in Part II Appendix) and agree to use £420,000 of the approved project budget to proceed with the next project stage (RIBA Stage 2 – Concept Design).

Agreed;

4. To award the multi-disciplinary consultant project team contract to Faithful+Gould (via the CCS Project Management & Full Design Team Services Framework (RM3741)) with contractual break clauses at the end of each RIBA stage.
5. Endorsed the proposal to provide a further update to Cabinet at the end of RIBA Stage 2 (Concept Design), at which point a more detailed level of understanding of the site will have been achieved and a design, cost and business plan developed accordingly.

Advice:

Mark Brookes – As report notes, now concluded stage 1 of the project, extensive early consultation and strong support shown for the project and given valuable insight. Feasibility studies indicate that the site is suitable for development and can meet needs.

The appointment of Faithful and Gould as leading consultants, they stood out as having collective experience on similar projects and creativity.

Detailed design and costs will be reported back to OSC and Cabinet. The report should set out the information but happy to take questions.

Cllr Ron Tindall – In the report paragraph 4.6, it states that the intention is to have wider public consultation. Will they be brought to H&C OSC and F&R OSC before going to wider consultation?

Mark Brookes – noted the comments and will try to build that into the programme.

The member of the public was excluded from this part of the meeting in order to discuss the Part II items.

James Deane – requested a move into Part II to discuss finances.

Cllr Andrew Williams agreed to move to Part II to discuss and then back to Part I for the recommendations.

Cllr Margaret Griffiths – We have had consultation with residents and we have listened to the residents.

Recommendations 1-5 were Agreed.

CA/29/21 EXCLUSION OF THE PUBLIC

The member of the public was excluded from this part of the meeting in order to discuss the following items:

Appendix – Berkhamsted Leisure Centre Development – Part II item

Recommendations were Agreed.

CA/30/21 HIGHBARNES

This part II item was discussed and the recommendations were Agreed.

The Meeting ended at 7.55 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Processes	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
	20/07/21	Approval to Delegate Authority to the Director of Housing in conjunction with the Director of Finance and Portfolio Holders for the appointment of contractors for Wilstone, Randalls Ride and 6 Garage Sites		01/07/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk David Barrett, Group Manager Housing Development 01442 228252 David.barrett@dacorum.gov.uk	To be provided as one report
	20/07/21	Syrian Refugees		01/07/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	To be provided
	20/07/21	Medium Term Financial Strategy		01/07/21	James Deane, Corporate Director Finance & Operations 01442 228278 james.deane@dacorum.gov.uk	To review and approve the updated Medium Term Financial Strategy.
	20/07/21	Dacorum Borough Local Plan		01/07/21	James Doe, Assistant Director of Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk	To be provided
	20/07/21	The Elms Contract		01/07/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	To be provided
	20/07/21	Garage Strategy		01/07/21	James Deane, Corporate Director Finance & Operations 01442 228278 james.deane@dacorum.gov.uk	To update on the progress of the Garage Strategy Project
	20/07/21	Appointment of a principal Contractor for Mountbatten View		01/07/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk David Barrett, Group Manager Housing Development 01442 228252 David.barrett@dacorum.gov.uk	To be provided
	20/07/21	Climate & Ecology Emergency Strategy and Action Plan		01/07/21	Mark Gaynor, Corporate Director Housing & Regeneration 01442 228575 mark.gaynor@dacorum.gov.uk	To be provided
	21/09/21	Appointment of Consultant to Undertake the Design for Refurbishment Works to Pelham Court Flats		02/09/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	Refurbishment works to the tower block at Pelham Court to include new roof, windows and railings.
	21/09/21	Housing Development Programme, land purchase/appropriation, and appointment of Contractors for various schemes		02/09/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	Land purchase of Bulbourne Site and appropriation of General Fund land at LA1 Marchmont to the HRA Appointment of Contractors for Wilstone

	DATE	MATTERS FOR CONSIDERATION	Decision Making Processes	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
						Development, Mountbatten View', Randalls Ride, Garage Project A29, and LA1 Stage 1 PART 2
	21/09/21	South West Herts Joint Strategic Plan Statement of Common Ground and Statement of Community Involvement		02/09/21	James Doe, Assistant Director of Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk	To be provided
	19/10/21	Financial Regulations		23/09/21	Nigel Howcutt, Assistant Director Finance & Resources 01442 228662 Nigel.howcutt@dacorum.gov.uk	To approve the updated Financial Regulations.



Report for:	Cabinet
Date of meeting:	22 June 2021
Part:	1
If Part II, reason:	

Title of report:	Transformation Programme – Phase 2 and beyond Business Case
Contact:	Andrew Williams, Portfolio Holder for Corporate and Contracted Services Sponsor - Claire Hamilton, Chief Executive Author/Responsible Officer – Linda Roberts, AD People, Performance and Innovation
Purpose of report:	<ol style="list-style-type: none"> 1. To provide Cabinet with an update on the progress of Phase 1 of the council's Transformation Programme – Future Dacorum. 2. To set out the proposed Phase 2 and beyond of the Transformation Programme.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet note: <ol style="list-style-type: none"> (a) The context and the background to the need for the Transformation Programme in sections 1 and 2 (b) The achievements delivered in Phase 1 in section 3 (c) The planned activities for Phase 2 and beyond in section 3 2. That Cabinet recommend to Council the following supplementary budget amendments to fund the recommendations in this report: <ol style="list-style-type: none"> (a) A draw down of £361k from the Management of Change reserve to fund the General Fund elements of the programme. (b) A reduction of £305k in the HRA contribution to capital to fund the HRA elements of the programme.
Period for post policy/project review	It is proposed that the service reviews are an annual cycle going forward and therefore the outcomes will be reviewed annually. The effectiveness of the Leadership work-stream and any revised organisation structures will form part of the annual update to the People and OD strategy. The effectiveness of any ICT changes will form part of the annual update to the IT and Data Strategy.

Corporate objectives:	The Transformation Programme is essential to the delivery of the “Ensuring efficient, effective and modern service delivery” corporate objective. The resultant change will assist the services in the delivery of the other Corporate Priorities.
Implications: 'Value for money' implications	<u>Financial</u> The Transformation Programme is required to equip officers with skills and tools to be able to improve service delivery. In addition to being able to focus on improvement of overall service delivery these skills will enable the services to be more efficient and effective as well as identify potential new sources of income. The programme is being funded from reserves. <u>Value for money</u> The programme is being undertaken at market rates for this nature of professional services support as well as the utilising our own support services team.
Risk implications	In order to minimise any risks of necessary change that will be introduced to services, the council has chosen to create an overall Programme to oversee the governance and delivery of the transformation. The Transformation Programme reports to the Transformation Board and each work-stream reports fortnightly and there is a RAID log to ensure that we have an overall view of any risks and issues and are able to intervene where necessary.
Community Impact Assessment	A Community Impact assessment for the Transformation Programme has not been undertaken as this is primarily a programme of change to equip officers to improve service delivery. Any subsequent projects that do have direct impact on the community will provide suitable assessments.
Health and safety Implications	No implications from this report.
Monitoring Officer/ S.151 Officer Comments	The programme will involve the appointment of various consultants to assist with the programme and therefore it will be important to ensure that each appointment complies with the Council's procurement and commissioning rules and ensure that appropriate terms and conditions are agreed with each consultant prior to commencement of work. The total cost for this programme of works is £865k of which £665k is required to fund Phase 2 and beyond. The General Fund element of £365k can be drawn down from the Management of Change Reserve, which will reduce the remaining balance to c340k for future projects. The HRA element of £305k will be funded through a reduction in the contribution to capital. This will not have a material impact on the capital programme.

Consultees:	Corporate Leadership Team
Background papers:	Appendix A Future Dacorum Transformation Budget Appendix B Future Dacorum Transformation Programme Deliverables
Glossary of acronyms and any other abbreviations used in this report:	

1. Context for the Dacorum Transformation Programme – Future Dacorum

- 1.1. Local Government is facing yet more challenge as it moves from the Covid response stage to the pressing task of supporting long-term economic and social recovery. The past year has seen significant pressure placed on local government officers and resources and Dacorum is no different to other authorities.
- 1.2. At Dacorum, we have committed £7.5m of our reserves to the Covid recovery fund and many staff have been working under significant pressure for a prolonged period of time. We are faced with increased service costs and significant reductions in forecast income.
- 1.3. During the pandemic we have seen an increase in the complexity of issues within our communities and we also know that some of the impacts of Covid are yet to be felt and there is still far more to do to support our residents and businesses through these difficult times. We have developed strong partnerships and working arrangements which we need to continue to maintain in order to jointly respond to the challenges of a post Covid world and the way we work and deliver services has changed for good.
- 1.4. As we come out of the pandemic, we need to look forward as a Council, anticipate the future challenges and co-design solutions with the full engagement with our communities across our places. This means that we need to consider the resources that we have and how they are best applied to provide capacity where it is needed to meet community need and deliver our Corporate Plan.
- 1.5. The pandemic has had a marked effect on Dacorum’s businesses and residents. The number of workers on furlough is higher than the UK average, 124 per 1,000 compared to England 111 per 100,000 this is taken from latest published ONS

data. The long-term effects of furlough are still uncertain until the autumn but may well lead to higher unemployment in the Borough.

- 1.6. Significant numbers of people in Dacorum have started to work from home and the effects of home working are especially felt in the district's town centres, where many businesses are reliant on workers to use their services. Footfall in Dacorum's town centres between January and March 2021 was down between 45% - 65%, forcing many businesses to close. This is from data provided by Google Mobility. We are still analysing the number of businesses who have been able to reopen but it is clear that some have not been able to sustain the challenges of the lockdown period. A number of key retailers are closing stores in Dacorum and we also know that landowners are seeking to diversify their portfolios so that they are less reliant on retail uses alone.
- 1.7. Dacorum also has an overreliance on the sectors most affected by Covid which are retail and hospitality (reflected in the high numbers of furlough), and this will make recovery a further challenge. The Council is putting together a Recovery Plan with partners to identify priority areas for immediate actions but also for longer term sustainability.
- 1.8. We anticipate that much urgent work will be needed and many local public and private services will need to change course again. We must provide the local leadership needed to convene local public services, businesses, universities and third sectors for a unified local effort. Our Economic Recovery Board is at the heart of this engagement. Local partnerships have been refreshed and strengthened during the crisis and the expectations of local leaders is high. We need to develop these local alliances further, to plan collectively for long-term recovery in our places, to optimise the work of multiple national programmes and to help build the stability needed for private sector investment.
- 1.9. In January 2021, KPMG published a report setting out how COVID-19 will transform England's town and city centres. The report looked at the impact of the pandemic on towns and cities in England, and considered what needs to change, if they are to continue to be vibrant places to live, work and visit. In the report Hemel Town Centre has been identified as one of the UK's town centres which will be most affected by the downturn in retail activity post Covid. It is clear that there is a pressing need to ensure that the town centre provides a better and more balanced offer for the community, visitors and investors alike. The development of a new Hemel Place Strategy and the establishment of a Hemel Place Board is the start of that process and we need to create the right environment for future investment in Hemel and all parts of Dacorum.
- 1.10. We have also seen increased statutory requirements placed on the Council in relation to the Prevent Duty, Domestic Abuse and Safeguarding and we are expecting increases in homelessness presentations, now that the moratorium on evictions has ended. Re-alignment of our resources to meet statutory obligations will be essential.

- 1.11. As part of the Phase 1 Transformation Programme we have introduced a new approach to service planning across the Council which is service-led, with a focus on cross cutting solutions and innovation. This will then be supported by the Medium Term Financial Strategy (MTFS). Our financial challenges remain acute, so it is ever more important that we carefully consider where our finite resources need to be directed in order to deliver the best outcomes for our communities.
- 1.12. Our recently introduced internal Corporate Governance Framework will help to ensure the effective delivery of the Corporate Plan commitments and a new performance system and performance indicator review will help us to make sure we are measuring the things that matter most to our residents and businesses.
- 1.13. We also need to ensure that communications and engagement, both internally and with our communities, are front and centre stage of all we do. Our new Communications Strategy for 2021 and beyond will underpin our approach to this crucial area and will ensure that we are using all possible platforms to undertake meaningful engagement with our communities.
- 1.14. The transformation programme will ensure that we continue to transform the way the Council operates and consider how we use technology and digital solutions to the best effect for the benefit of customers and the Council. This approach will be embedded in a new Digital Strategy. We will also be placing our people resources at the heart of what we do and our new People Strategy will support us to do this.
- 1.15. In addition, and in line with many other Councils, Dacorum has declared a climate and ecological emergency and has made a commitment to tackling Climate Change and to being Carbon neutral in many areas of our business by 2030. This simply will not happen without targeted resources and serious effort across all parts of the Council.

2. Background to the Transformation Programme – Future Dacorum

- 2.1. In order to achieve these ambitions, and deal with the challenges as set out in Section 1 of this report, we need to ensure that we have the capacity within the Council in the right places. This requires Dacorum to be agile, appropriately structured, have robust leadership and a culture that is committed to delivering excellent public services with customers and communities at the heart of what we do.
- 2.2. To ensure the most efficient and effective delivery of these improvements we have created a Council-wide Transformation Programme – Future Dacorum.
- 2.3. The programme has been divided into a number of phases. Phase 1 started in December 2020 through to the end of March 2021. Phase 2 activities are planned to take place between April 2021 and the end of August 2021. Phase 3 activities

are being planned to take place between September 2021 and the end of March 2022.

3. Transformation Programme – Phase 1 Achievements

- 3.1. The programme has been divided into 7 interconnected and interdependent work-streams and Phase 1 of the programme, which was approved by Cabinet on 15 December 2020, has taken place from the end of last year to the end of March 2021. Descriptions of the work-streams are as follows:

Work-stream	Outcome
Operational Efficiency	Our leadership layer is more efficiently designed to meet the new challenges of a post-COVID world
Leadership Development	Senior managers have the confidence and courage they need to lead
IT and Data Strategy and Management	Technology frees our people from transactional work so they can focus on more complex issues. Data better informs our decision-making
Great Places to Work	A wide range of working practices better suit the varied needs and preferences of residents, businesses, partners and staff
Improving Services	The Council's cross-cutting priority outcomes are delivered collectively
Effective Project Management	A sharpened capability to identify, prioritise and deliver projects
Refresh Corporate Governance	A series of Boards, empowered to deliver the objectives set out in the Corporate Plan

- 3.2. Phase 1 started in December 2020 and included a lot of preparatory work in securing the skilled advisors that we required to establish and develop the work-streams. The achievements in Phase 1 to meet the work-stream objectives are as follows:

Operational Efficiency – Senior Leadership Review

- EELGA (East of England Local Government Association) has been commissioned as advisory partner.

Operational Efficiency – Communications Strategy

- secNewgate has been commissioned as a suitable partner to develop a new Communications Strategy for DBC.

Leadership Development

- Vital Minds has been commissioned as Leadership Development partner and the HR Team is working with them to develop the next stages of the Leadership Programme.

- 1-2-1 coaching for all the Corporate Leadership Team (top 25 managers) is underway plus additional front line officers, who are under particular strain as a result of the impact of Covid on their services.

IT and Data Strategy and Management

- We have been working with Differentis, building on previous engagements, to develop our preferred approach to the development of a new IT and Data Strategy.

Great Places to Work and New Ways of Working

- Girdiefski Consulting Ltd has been commissioned as advisory partner for this work-stream.
- Questionnaires have been sent to all office-based staff for their views on new ways of working when lockdown restrictions are lifted. Over 390 responses have been received which is an excellent result, as approximately 425 staff are based out of The Forum, this represents a 94% return.
- Team Leaders have provided structured information so that we can further understand ways of working within teams and their requirements going forward to ensure excellent service delivery to our customers.

Improving Services – Service Planning and Service Reviews

- Ameo Group has been commissioned as advisory partner.
- A new approach to Service Planning is underway across the Council – new service plan proposals will dovetail into the budget planning process.
- The Service Review process commenced with a focus on Housing Services.
- Pecme Ltd has been commissioned to undertake this review with the Housing Team. The lead consultant is Paul Langford who has many years' experience in this sector.

Effective Project Management

- Differentis has been commissioned as advisory partner.
- Revised Project Management Templates have been developed and published for use across the organisation.
- A draft approach to Project Management has been developed and published.
- A register containing all of the projects presently in the pipeline or underway across the organisation is now in place.

Corporate Governance Refresh

- Differentis has been commissioned as advisory partner.
- They have developed, promoted and published a set of Terms of Reference for the range of internal Corporate Boards and inaugural meetings are now underway.

4. Next steps – Transformation Programme Phase 2 and beyond

- 4.1. Phase 2 of the Transformation Programme will build on and consolidate the achievements of Phase 1. Activities proposed for each of the work-streams are as follows:

Operational Efficiency – Leadership Review

- 4.2. In order to drive through the improvements in the leadership and direction of the Council, as well as taking into account best practice in other Local Authorities, EELGA is conducting a Leadership Review of DBC with the CEO. This will ensure that the leadership structure aligns more closely with the Council's future ambitions and plans.
- 4.3. It is considered that there is some work to do to re-balance the organisation so that Leadership resources are best applied to provide capacity where it is needed to meet community need and expectations and deliver our Corporate Plan.
- 4.4. During Phase 3, the Senior Leadership Team (Tiers 1 and 2) will work with EELGA to review the next management level (Tier 3) and its alignment with the revised leadership structure and Corporate Plan priorities.
- 4.5. Following the Tier 3 review, during Phase 3, the Tier 4 management level will be reviewed.

Operational Efficiency – Communications Audit and Strategy

- 4.6. We have identified a skilled partner, secNewgate, to work with our internal comms team to look at ways to improve the Council's communication with

residents and stakeholders. This work will seek to bring the priorities in the corporate plan to life and to communicate the Council's plans for recovery post-Covid and our emerging Place Strategies.

- 4.7. This will be achieved through a strategic overview of the Council's communications and will include an audit of the current strategy and plan, the development of a revised strategy and an action plan along with a timetable for implementation.

Operational Efficiency – People and OD Strategy

- 4.8. The Council's People Strategy, and associated HR delivery programme, requires a review for 2021. This work will focus on making sure we have the right people, with the right skills working for the Council. This work will also ensure that our culture creates an environment where people are supported to succeed to help us deliver the Council's objectives over the coming years.

Leadership

- 4.9. To lead DBC in a post-Covid world and deliver on the corporate priorities DBC requires a leadership group that understands each other implicitly, takes ownership of the organisation's purpose and is, and feels, aligned.
- 4.10. Covid has forced us into new ways of working and delivering services. This post-COVID world provides a great opportunity to look at how we want to work together, maintain beneficial working practices as well as engage the staff in the way ahead.
- 4.11. At the end of the programme we will have skilled leaders able to engage with their teams, facilitate their growth and development using a range of interventions in the form of a sustainable tool kit.
- 4.12. During Phase 1 of the transformation programme, we identified the need for each of the members of the Corporate Leadership Team, plus some key front line operatives to receive up to 6 sessions of formal professional coaching to help them understand the impact of Covid on them as individuals, as well as their teams, and to provide them with support. The coaching would enable them to think of their future development and what can be learned from this challenging period of time.
- 4.13. The next phase within the Leadership work-stream will deliver psychometric testing and focused workshops to build and develop the Council's Leadership teams. This phase will take some time to complete. It will be coordinated so it aligns with the Leadership Review to ensure that we have suitably skilled leaders in our refreshed structure.

- 4.14. In order to align the leadership and development work with the review of the Council's Leadership structure we plan to commence the next phase of the Leadership Programme when the new structure is in place. This will provide an excellent platform to build new teams and refresh existing teams. This means that this work will occur during Phase 3 (September 2021 onwards).
- 4.15. Working with the teams throughout this process, our partners will also develop a Management Enabler toolkit which will support our leaders to use in "real time" with their larger teams in the organisation. They will also conduct workshops as a piece of staff engagement to reflect what employees want to see from their leaders.
- 4.16. The HR team will work with the Corporate Leadership Team to assess what we can do to support the leadership skills of their Team Leaders within their services.

IT and Data Strategy and Management

- 4.17. The objective of the IT and Data work-stream is to use technology to free DBC people from transactional work, so that they can focus on more complex issues, and to use the data held to better inform DBC decision making.
- 4.18. During Phase 2 we will commission Differentis to partner on the development of this new IT and Data Strategy. Differentis has worked with DBC before and they already have a good appreciation of the technological opportunities that could be deployed by the Council.
- 4.19. This work will deliver both the new IT and Data Strategy along with an IT and Data Business Case containing options, costs and recommendations for the most effective way to implement the strategy.
- 4.20. The team will also design and embed a Technical Design Authority to assure the technology choices and decisions made by the organisation.
- 4.21. The team will also provide the technical support to the Great Places to Work work-stream to support the new ways of working.
- 4.22. During Phase 2, the team will also identify tactical projects to deliver early process improvement and service benefits.
- 4.23. During Phase 3 the team will plan to deliver pathfinder projects in line with strategy principles as well as deliver mobile technology to support field-based remote workers.

- 4.24. The team would also, during Phase 3, seek to implement changes to the IT Organisation to improve capability and governance building on the implementation of a Technical Design Authority and the introduction of IT Business Partners to liaise between the service teams and ICT.

Great Places to Work and New Ways of Working

- 4.25. During Phase 2, the team will analyse the feedback from both questionnaires and the workshops with teams to gain further understanding and commitment to new ways of working within DBC. A new operating model will then be developed to cover the range of ways in which people will work in the future. Some reconfiguration of The Forum may be needed to facilitate collaborative working and provide creative working spaces for teams.
- 4.26. DBC officers will also seek to procure appropriate property support to enhance proposals for further partner occupation of the Forum.
- 4.27. During Phase 3, the team will engage with staff working at the Cupid Green Depot with a view to refreshing their working spaces as necessary.

Improving Services – Service Planning

- 4.28. The new Service Plans will be completed across all services during Phase 2 to ensure that they dove-tail into the budget planning process. This process is well underway but there is considerable work needed to pull all of this together into a coherent set of plans for the Council. During the process some cross-service opportunities have been identified which will benefit from further discussion so a set of themed workshops will be run such as Automation, Customer Information etc.

Improving Services –Service Reviews

- 4.29. There are a number of legislative and policy changes at a national level that are currently being implemented within the Housing sector and service. This coupled with a changing environment around service delivery accelerated by the need to respond to the Covid pandemic, has resulted in most Housing organisations across the country reviewing their Housing Services comprehensively. DBC wants to ensure that our model for service delivery and culture moving forward is focused on ensuring the best outcome for our residents and that the resident voice is always heard and responded to with empathy and respect .
- 4.30. Key legislative changes include a new Charter for Social Housing Residents, which sets out actions Government will take to ensure social housing residents are safe, are listened to, live in good quality homes, and have

access to redress when things go wrong. To support and compliment the White Paper the Government have also introduced a new Housing Building Safety Bill, focused on the fabric and management of homes and has also strengthened and extended the powers of the Social Housing Regulator and Housing Ombudsman .

- 4.31. An experienced housing professional, is now leading an in-depth service review of Housing Services. This was commissioned at the beginning of Phase 2 and is being funded by the HRA and partly by the General Fund.
- 4.32. This review will cover a range of areas within housing including:
 - Review and steer development of an informed Asset Management Strategy that can support the maintenance of safe, good quality homes and better inform the overarching HRA Business Plan.
 - Work with the Housing Development Team to review the current strategy for delivering social and intermediate housing supply.
- 4.33. During Phase 2, a review of Commercial Assets and Property Development team is to be scoped, which will be the next service to be reviewed. Following this review in Phase 3 we will plan to refresh the Council's commercial strategy.
- 4.34. A programme of service reviews will be in place to ensure that the Council's services reflect both community/stakeholder need and also good practice.
- 4.35. During Phase 3, and following the start of the new AD Neighbourhood Delivery, we would expect the next service review to be Waste Services.
- 4.36. In addition during Phase 2 we are planning to procure a "root and branch" review of our approach to Customer Services.
- 4.37. We are also planning to procure an advisory partner to enable us to adopt a completely new best practice approach to Customer Complaints, Freedom of Information (FOI) enquiries and MP enquiries. This will involve delivering a new process along with behavioural change work and will also involve the procurement of a new IT system to support the process

Effective Project Management

- 4.38. During Phase 2 the work-stream will develop and implement a range of dashboards to be used to monitor and control projects and performance against KPIs.
- 4.39. The team will gain approval for the new approach to Project Management and embed this across the organisation. In addition they will embed the concept and practice of effective project sponsorship with senior managers in DBC.

- 4.40. The team will complete the data migration from the old KPI system, Rocket, to the new tool InPhase which will improve performance reporting.

Establishing a Corporate Project Management Office (PMO)

- 4.41. In order to consolidate the work done in relation to Service Planning, improvements in performance reporting and internal corporate governance arrangements, there is a need to build a function which will continue to drive and oversee these new ways of working. It is therefore proposed that this is achieved by building a new Corporate PMO function.
- 4.42. PMOs function as a communication bridge between strategy planning and strategy execution. They bring together processes, methods, knowledge and people throughout the organisation and deliver continuous improvement and monitoring activities to ensure that the various elements of the Council's services and project portfolio are properly coordinated and consistently delivered.
- 4.43. They are trusted sources of information and act as an independent, objective and unbiased entity. PMOs provide visibility and transparency to Leadership Teams, thus enabling confidence in delivery and informed decision making to take place. This new function will also ensure that the Council's objectives are translated into clear deliverables for residents and businesses.
- 4.44. It is considered that the best approach to quickly create an effective Corporate PMO is to recruit a Local Authority experienced contractor to setup up the PMO, develop the associated reporting across the Council, and take on the leadership of the Performance Team. This contractor will also recruit a full-time replacement at the end of the contract, in line with the Tier 3 leadership structure proposals which are being developed.
- 4.45. In addition, the Corporate PMO Lead will lead a full KPI review following the completion and approval of the Council's new service plans. This will significantly improve the quality of performance reporting across the Council.

Corporate Governance Refresh

- 4.46. During Phase 2, the team will assure the embedding of the Boards operation and performance through follow ups with the Chairs to make sure that things are working as we would like.

- 4.47. In addition the team will support Boards in their use of project and KPI performance dashboards and ensure that the Boards have access to the relevant data and information on which to base their recommendations.

5. Recommendations

- 5.1. This paper has outlined the aims for the Transformation Programme and its constituent work-streams.
- 5.2. Appendix A is a summary table of all the activities over the three phases (from April 2020 through to the end of March 2022).
- 5.3. Appendix B shows a summary of all costs.
- 5.4. **It is recommended that Cabinet release £361k from the Management of Change reserve** to enable this transformation programme to continue. In addition the HRA is required to contribute £304k. This work will enable us to deliver the necessary change within the organisation so that the capacity of Council's resources are in the right places and that the Council operates as efficiently and effectively as possible to deliver excellent services to our residents, businesses and communities.

Appendix A -Future Dacorum Transformation Budget

Workstream	Phase 1 Dec 20 - Mar 21	Phase 2 Apr 21 - Sep 21	Phase 3 Sep 21 onwards
Operational Efficiency			
Leadership Review			20
Communications Audit and Strategy			15
People and OD Strategy			30
Leadership Development		70	45
IT and Data Strategy and Business Case			60
Improving Services			
Service Planning		80	20
Service Reviews			200
Customer Service Review			30
Complaints, FOI, MP Enquiries			30
Great Places to Work			25
Effective Project Management		25	30
Establish Corporate PMO			45
Governance Refresh		25	10
Total		200	455
Total required for this business case	665		
Overall total	865		

Workstream	Phase 1 Dec 20 - Mar 21	Phase 2 Apr 21 - Sep 21	Phase 3 Sep 21 onwards
Operational Efficiency			
Leadership Review			13
Communications Audit and Strategy			12
People and OD Strategy			0
Leadership Development		0	0
IT and Data Strategy and Business Case			46
Improving Services			
Service Planning		59	15
Service Reviews			86
Customer Service Review			23
Complaints, FOI, MP Enquiries			23
Great Places to Work			19
Effective Project Management		19	23
Establish Corporate PMO			35
Governance Refresh		19	8
Total	361	97	249
Total required for this business case from GF	361		
Total required for this business case from HRA	304		
Overall total	665		

Notes	Proposed Rationale.	General Fund Percentage	HRA Percentage	Comments
Revised senior leadership structure	Proportion of top 9	67%	33%	
Revised Communications strategy and delivery plan	Headcount	77%	23%	
Revised People and OD strategy and delivery plan	Staffing HRA 187:637	77%	23%	
Complete coaching for all leadership team and key front line officers	SLT and CLT			
Revised IT and Data strategy, Business Case and delivery plan	Headcount	77%	23%	
Complete plans workshop cross-council themes	15 service plans 4 HRA	73%	27%	
Housing commenced, next Commercial Assets and Property Management, followed by Waste Services	3 Service reviews.	43%	57%	HRA are paying £160k for the review. £900 a day for 6 months.
Root and branch review of approach to customer and customer services	Headcount	77%	23%	
Create new approach, embed process, create spec for solution for Complaints, FOI and MP Enquiries	Headcount	77%	23%	
Engage with workforce to deliver a hybrid approach to working and improve office space in DBC	Headcount	77%	23%	
Complete InPhase implementation and embed new reporting	Headcount	77%	23%	
Setup corporate PMO. Lead KPI review. Recruit full-time successor	Headcount	77%	23%	
Embed new Corporate Boards and ensure they have necessary information for decision making	Headcount	77%	23%	

Appendix B: Future Dacorum Transformation Programme Deliverables

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
<p>Operational Efficiency <i>Senior Leadership Review</i></p> <p><i>Communications Strategy</i></p> <p><i>People and OD Strategy</i></p>	<ul style="list-style-type: none"> Commissioned EELGA as advisory partner. Identified suitable partner to develop a Communication Strategy with the internal comms team for DBC. 	<ul style="list-style-type: none"> A Senior Leadership Review will get underway CEO will work with COG and SLT to ensure that the future Tier 2 structure aligns more closely with the Council’s future priorities, ambitions and plans. Creation of new structure, JDs and Person Specs. Consultation process. Implementation phase. Comprehensive and strategic review of the Council’s communication arrangements and focus– this will include an audit of current activities and issues, a revised approach and new Communications Strategy and a plan of action and timetable for implementation. Identified suitable partner to develop a People and OD Strategy with the HR team for DBC. 	<ul style="list-style-type: none"> Review of Tier 3 of management levels and alignment with revised leadership structure. Consultation and Implementation processes. Followed by Tier 4 review. Consultation and Implementation processes. Comprehensive and strategic review of the Council’s People Strategy – this will include an audit of current activities and issues, a revised approach and

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
			new People and OD Strategy and a plan of action and timetable for implementation.
Leadership Development	<ul style="list-style-type: none"> • Commissioned Vital Minds as leadership development partner. • Commenced 1-2-1 coaching for all Corporate Leadership Team (top 25 managers) plus additional front line service officers. 	<ul style="list-style-type: none"> • Complete coaching (6 sessions) per coachee. 	<ul style="list-style-type: none"> • Psychometric testing and focussed workshops to build and develop the Council’s Leadership teams
IT and Data Strategy and Management	<ul style="list-style-type: none"> • Worked with Differentis, building on previous engagements, to develop our preferred approach to the development of a new IT and Data Strategy. 	<ul style="list-style-type: none"> • Commission Differentis to partner on the development of new IT and Data Strategy. • Deliver IT and Data Strategy • Deliver IT and Data Business Case containing options, costs and recommendations • Design and embed a Technical Design Authority to assure the technology choices and decisions made by the organisation • Provide the technical support to the Great Places to Work work stream • Identify tactical projects to deliver process improvement and service benefits 	<ul style="list-style-type: none"> • Deliver pathfinder projects in line with strategy principles • Deliver mobile technology to support field-based remote workers • Implement changes to the IT Organisation to improve capability and governance building on the implementation of a Technical Design Authority and the introducing IT Business Partners.

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
<p>Improving Services <i>Service Planning</i></p> <p><i>Service Reviews</i></p>	<ul style="list-style-type: none"> Commissioned Ameo Group as advisory partner. 	<ul style="list-style-type: none"> Service Planning underway across the Council – new service plan proposals will dovetail into the budget planning process. Service Review process commences with focus on Housing Services. Commissioned Paul Langford to undertake review. Customer Services review to be procured New approach to Customer Complaints, FOI and MP Enquiries to be developed – procurement underway and initial stages commenced. Commercial Assets and Property Development review to be scoped. 	<ul style="list-style-type: none"> Rolling programme of service reviews to be developed Refresh of Council’s commercial strategy Waste Services Review to be scoped New process embedded. Tender for new ICT solution. Implement new ICT solution. Review of Commercial Assets and Property Development to be undertaken.
<p>Great Places to Work</p>	<ul style="list-style-type: none"> Commissioned Alison Girdiefski as advisory partner. Sent out Questionnaires to all staff for views on new ways of working when lockdown restrictions are lifted. Sent out Questionnaire to all Group Managers to understand ways of working within teams and requirement going forward to ensure 	<ul style="list-style-type: none"> Analysis of feedback and workshops with teams to gain further understanding and commitment to new approaches. Reconfiguration of The Forum, dependent on the feedback, to facilitate collaborative working and provide creative working spaces. 	<ul style="list-style-type: none"> Engage with staff working at the Cupid Green Depot with a view to refreshing their working spaces as necessary. New arrangements to be developed for sharing of partnership space at the Forum.

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
	excellent service delivery to our customers.	<ul style="list-style-type: none"> • Procurement of property support to enhance proposals for partner occupation of the Forum. 	
Effective Project Management	<ul style="list-style-type: none"> • Commissioned Differentis as advisory partner. • Developed and published a set of revised Project Management Templates for use across the organisation • Developed and published a draft approach to Project Management. • Developed and delivered a register containing all of the projects presently in the pipeline or underway across the organisation. 	<ul style="list-style-type: none"> • Develop and implement a range of dashboards to be used to monitor and control projects and performance against KPIs. • New approach to Project Management to be embedded across the organisation. • Embed the concept and practice of effective project sponsorship • Engage senior managers to participate in the regular and frequent priority management of the entire portfolio of projects across the organisation, including resource supply and demand. 	
Implement a Corporate PMO	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Plan for the creation of a new Corporate PMO function which will report into the AD People, Performance and Innovation. • Develop an 18 month fixed term contract to recruit a contractor to setup up the PMO, develop the associated reporting across the Council, and take on the leadership of the Performance Team. They will also recruit a full-time replacement at the end of the contract. 	<ul style="list-style-type: none"> • Recruit contractor to build and manage the Corporate PMO to include the Performance Team. • Lead a full KPI review following the completion and approval of the service plans as they are embedded in next year's budget to improve the quality of reporting across the Council. • Manage the review of projects across the Council to check for inter-dependencies, stakeholder impact and resource mapping.

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
			<ul style="list-style-type: none"> • Manage the review and update mechanism for policies across the Council.
Corporate Governance Refresh	<ul style="list-style-type: none"> • Commissioned Differentis as advisory partner • Developed, promoted and published a set of Terms of Reference for the range of internal Corporate Boards • Developed and promoted the governance for Performance Reporting and Control 	<ul style="list-style-type: none"> • Assure the embedding of Board performance through a series of pilots and active application • Support Boards in their use of project and KPI performance dashboards 	

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Report for:	Cabinet
Date of meeting:	22 June 2021
PART:	1
If Part II, reason:	

Title of report:	Provisional Financial Outturn 2020/21
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) James Deane, Corporate Director (Finance & Operations)
Purpose of report:	To provide details of the outturn position for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	It is recommended that Cabinet considers the Outturn Report and: <ol style="list-style-type: none"> 1. Approves movements on earmarked reserves as set out in section 9. 2. Approves the transfer of the HRA surplus of £362k to revenue reserves as set out in section 7. This surplus includes the £2m provision for water charges refunds. 3. Reviews and approves the capital slippage into financial year 2021/22 as set out in Appendix C. 4. Recommends to Council approval of the following supplementary capital budgets in financial year 2021/22: <ul style="list-style-type: none"> • £95k for Fire Door improvement works at Hemel Hempstead Leisure Centre • £50k for Hemel Hempstead swimming pool dosing equipment
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for

	<p>2020/21 and also summarises the financial implications of service decisions for the financial year.</p> <p><u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.</p>
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 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.
Statutory Officer Comments:	<p>Deputy Section 151 Officer: This is a Deputy S.151 Officer report with comments included in the body of the report.</p> <p>Monitoring Officer: No comments to add to the report.</p>
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:	<p>GF – General Fund HRA – Housing Revenue Account MRP- Minimum Revenue Provision MHCLG – Ministry of Housing, Communities and Local Government EA – Everyone Active HCC – Herts County Council AFM – Alternative Financial Model</p>

1. Executive Summary

- 1.1 The Council has faced significant financial pressures as a result of the Covid-19 pandemic. The provisional year-end financial outturn is showing a deficit of £2.4m on the General Fund, which is consistent with previous forecasts relating to the effect of the pandemic on Council services. It is proposed that this deficit is funded from a contribution from the Economic Recovery Reserve, which has been set up specifically for this purpose.
- 1.2 It should be noted that Collection Fund adjustments are yet to be finalised, and the outturn position may be subject to change as a result of these.
- 1.3 The HRA is reporting a surplus of £362k. It is proposed that this is transferred to a revenue reserve to allow the surplus to be used flexibly for revenue or capital purposes going forward.
- 1.4 General Fund Capital budgets have seen slippage of £2.9m with overspend of £62k. More detail is provided in Section 8 of this report.

1.5 The HRA Capital programme is showing slippage of £2.7m with an underspend of £2.5m.

2. Introduction

2.1 The purpose of this report is to present the Council's Provisional Outturn for 2020/21, prior to the production of the Statement of Accounts. Outturn is reported for the following:

- General Fund
- Housing Revenue Account (HRA)
- Capital Programme

2.2 The Council's outturn position is a primary source of information for the production of the Statement of Accounts. The outturn position detailed in this report will be subject to further amendment as work continues on the preparation of the Accounts. The Final Outturn position, along with movements in reserves, will be reported to Audit Committee for sign off on 8th September 2021, subject to confirmation of this date at Full Council.

3. General Fund Revenue Account

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

3.2 Appendix A provides an overview of the General Fund provisional outturn position.

The table below outlines the service areas where significant financial pressures have arisen:

Table 1	Key Financial Pressure	Description
Scrutiny Committee		
Finance & Resources	£0.85m	Commercial Property income
Finance & Resources	£1.4m	Car Parking income
Finance & Resources	£0.75m	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	Provisional Outturn £000	Variance	
			£000	%
Finance & Resources	8,027	11,852	3,825	47.7%
Strategic Planning and Environment	10,906	12,760	1,854	17.0%
Housing & Community	1,666	1,945	279	16.7%
Total	20,599	26,557	5,958	28.9%
Core Funding	(20,599)	(24,199)	(3,600)	17.5%
Deficit to be funded from Economic Recovery reserve	0	2,358	2,358	

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	Provisional Outturn £000	Variance	
			£000	%
Employees	14,188	14,394	206	1.5%
Premises	2,946	3,027	81	2.7%
Transport	296	269	(27)	(9.1%)
Supplies & Services	3,984	4,721	737	18.5%
Third-Parties	729	669	(60)	(8.2%)
Capital charges and other items	(3,093)	(2,304)	789	(25.5%)
Income	(11,136)	(8,983)	2,153	(19.3%)
Earmarked Reserves	113	59	(54)	(47.8%)
Total	8,027	11,852	3,825	47.7%

4.1 Employees - £206k over budget

The variance in this area relates to:

- £100k agency pressure 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 has a permanent staffed up workforce for the first time in over 5 years.
- £90k pressure within Neighbourhood Delivery due to interim resource to support delivery of new initiatives within the service.

4.2 Supplies and Services - £737k pressure against budget

The outturn includes the following items:

- A pressure of £0.75m 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 £0.5m was provided to EA in the first half of the financial year, and due to ongoing restrictions and further lockdowns imposed from November 2020, a further £0.5m has been required for the second half of the year in order to protect the ongoing financial viability of the leisure centres. This is partially offset by a contribution from central government towards these support costs of £0.3m, which the Council successfully bid for.
- £81k relating to investigative work at High Barns. It is requested that this is funded from a drawdown from the Dacorum Development reserve (see section 9).
- £140k underspend in the budget for Car Parking contract costs. An underspend has arisen due to the Covid-19 pandemic, as parking enforcement staff were furloughed during Quarter 1 of the year. There has also been a reduction in volume-based credit card transaction fees during the various periods of lockdown and social restrictions.

4.3 Income - £2,153k below budget

The main variances in this area are income streams which have been affected by Covid-19:

- £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 falling back to Q1 levels. Around 72% of the net losses of car parking income have been 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.
- £160k pressure in Commercial Property income. This figure is a net pressure on income invoiced. There is a further pressure of £680k reported in the Capital Charges line, which relates to an increase in anticipated uncollectable debt from the Council's commercial customers. The service continues to work proactively with tenants to arrange payment plans to support businesses in the short term, however the level of arrears has risen year on year, and it is possible that some of this debt may not be collected as pressure on businesses continues. 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.

- £100k 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 through to end of year.
- A pressure of £90k has arisen in the Cemeteries service due to delays in contractual negotiations around the new cemetery site at Bunkers Park.
- Surplus of £90k in Benefits Administration Subsidy. The anticipated reduction in budget for Administration Subsidy did not materialise. In addition, a one-off grant of £30k was awarded in March 2021 to reflect the additional pressures the service has borne as a result of Covid-19.

4.4 Capital Charges and Other Items – pressure of £789k

The variance here of £789k has arisen due to an increase in the level of bad debt provision. As mentioned in paragraph 4.3 above, £680k of this relates to Commercial Property. A further £90k pressure has arisen on the Council's other commercial income streams, reflecting the fact that arrears across the Council are at increased risk this financial year.

4.5 Core Funding - £3.6m additional funding / reduction in expenditure

A surplus of £3.7m has been achieved on corporate grant income. This relates to the following:

- £2.05m of Covid-19 support grant has been received from MHCLG
- £1.34m of Income Guarantee Scheme compensation, which reimburses local authorities for 75% of lost income after the first 5% of the budgeted total.
- £99k of New Burdens funding relating to welfare reform within the Revenues and Benefits service.
- £109k Homelessness Prevention funding has been utilised to offset service pressures.
- £76k of new burdens funding to support the Local Authority Discretionary Grants scheme.
- £68k of Test and Trace admin support grant.

In addition, there are variances on the following corporate items:

- £140k pressure in General Fund investment income budgets due to the reduction in interest rates announced by the government in March 2020.
- £99k surplus on interest and MRP (Minimum Revenue Provision) charges.
- £122k under budget on the recharge to the HRA. This is due to temporary accommodation void costs being higher than expected. These are initially

borne by the HRA as part of the Total Asset Management contract but allocated to the General Fund in line with the ownership of Temporary Accommodation properties.

5. Strategic Planning and Environment

Table 4 Strategic Planning and Environment	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	10,078	10,807	729	7.2%
Premises	990	1,001	11	1.1%
Transport	1,240	1,485	245	19.8%
Supplies & Services	2,422	2,720	298	12.3%
Third-Parties	366	373	7	1.9%
Income	(5,359)	(4,818)	541	(10.1%)
Capital Charges	1,571	1,605	34	2.2%
Earmarked Reserves	(402)	(413)	(11)	2.7%
Total	10,906	12,760	1,854	17.0%

5.1 Employees - £729k pressure against budget

The pressure in employees' costs includes:

- A pressure of £655k 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 due to maternity leave in the service.
- Pressure of £40k in the Vehicle Repair Shop due to additional staffing requirements as a result of Covid-19.

5.2 Transport - £245k pressure against budget

A pressure of £185k 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.

These are offset by some more minor variances in fuel budget and in employee travel budgets which have not been fully utilised as a result of less business travel.

5.3 Supplies and Services - £298k pressure against budget

A pressure of £235k has arisen in Waste Services from the increased cost of disposal of commingled 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 £70k 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 – £541k pressure against budget

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

- Pressure of £170k related to Waste Services income. No income has been generated this financial year against a budgeted £310k in the Alternative Financial Model (AFM) with 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. This is partially offset by an increase of £140k in recycling credit income due to increased tonnages of recycled waste.
- Pressure of £55k in Planning Income. This income stream has held up well given the uncertainties in the market to be just slightly below budget.
- Pressure of £180k in Commercial Waste Income. This variance has arisen due to businesses being closed during the various periods of lockdown.
- Pressure of £50k in Maylands Business Centre income. A pressure in rental income has arisen, due to the effect of the pandemic on smaller businesses.
- There are other pressures in income streams such as Cesspool emptying £55k, Pest Control £30k and Bulky Waste £16k as a result of Covid-19.

6. Housing and Community

Table 5 Housing and Community	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Employees	4,159	4,286	127	3.1%
Premises	1,003	899	(104)	(10.4%)
Transport	14	3	(11)	(78.6%)
Supplies & Services	1,141	1,116	(25)	(2.2%)
Transfer Payments	5	2	(3)	(60.0%)
Income	(5,701)	(5,262)	439	(7.7%)
Capital Charges	1,083	1,083	0	0.0%
Earmarked Reserves	(38)	(182)	(144)	378.9%
Total	1,666	1,945	279	16.7%

6.1 Employees - £127k over budget

Pressure of £120k in the Garages service - a garages project manager is being employed to manage the investment strategy, which will direct the appropriate long term investment in garages to improve occupancy levels. It is proposed that this is funded from a contribution from the Management of Change reserve.

6.2 Premises - £104k under budget

Underspend of £140k - an underspend has arisen in the Garages service. A considerable amount of refurbishment work was undertaken in the final quarter of the financial year, once a targeted plan of work which would achieve the greatest results was established, however the full budget was not spent in year.

6.3 Income - £439k pressure against budget

Pressure of £400k in Garages income – the void level has remained fairly consistent throughout the financial year at 31%.

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 provisional outturn position for the HRA is shown at Appendix B.

7.2 The HRA balance at the end of 2020/21 is a surplus of £362k. It is proposed that this surplus is transferred to revenue reserves, where it can be used most flexibly towards revenue or capital requirements going forward.

7.3 Dwelling rents - £0.15m underachievement of income

The void rate has been slightly higher than the budgeted 0.8%, at 1.08%. This is particularly attributable to voids at sheltered schemes.

7.4 Tenants' Charges – pressure of £0.16m

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 pass on a maximum increase of CPI +1% (which is in line with current rental policy).

7.5 Interest and Investment Income – underachievement in income of £0.1m

Investment income has not achieved the budgeted target due to a reduction in interest rates earlier in the financial year.

7.6 Repairs and Maintenance - £3.7m underspend against budget

A underspend in Repairs and Maintenance was anticipated early in the financial year due to the 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 have been undertaken as required.

7.7 Supervision and Management - £0.13m underspend against budget

The underspend arises from vacancies and staff turnover in year, plus reduced costs associated with tenants moving which has been much reduced this financial year.

7.8 Provision for Bad Debts and Other Charges - £1.34m above budget

This variance has arisen due to the need to set aside a provision in the sum of £2.0m for historical refunds of water charges payable by the HRA. There is a specific Part 2 Cabinet paper detailing this issue as part of the agenda.

The budget line also contains the budget for bad debt provision top up. It had been expected that an increase in arrears of rental income would be seen this financial year, which would require a significant increase to the provision for bad debt. This situation did not arise for two main reasons: firstly the Housing Income team have worked closely with tenants, to arrange payment terms and support with accessing benefits if appropriate. Secondly the level of bad debt provision which existed at the end of financial year 2019/20 was sufficient to ensure the Council was well provided for already.

7.9 Depreciation - £2.75m above budget

An increased depreciation charge has been seen this year due to increases in the value of the Council's housing stock.

7.10 Revenue Contribution to Capital - £1.54m under budget

Due to underspends in the capital programme predominantly in the budget for Planned Fixed Expenditure as a result of access issues, the capital programme has been fully financed without the need to use the full revenue contribution.

7.11 Housing Balances and Reserves - £0.80m variance to budget

A contribution of £433k was expected from HRA reserves to fund a one-off secondary pension contribution in 2020/21. Due to surplus generated overall on the HRA, this was not required in 2020/21.

8. Capital Programme

8.1 Appendix C shows the provisional 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.

Table 6	Current Budget	Rephasing	Revised Budget	Provisional Outturn	Variance	
	£0	£0	£0	£0	£0	%
Finance & Resources	4,081	(1,443)	2,638	2,669	31	0.8%
Strategic Planning & Environment	3,055	(999)	2,055	2,250	195	6.4%
Housing & Communities	5,076	(459)	4,617	4,454	(164)	(3.2%)
GF Total	12,211	(2,901)	9,310	9,373	62	0.5%
HRA Total	22,240	(2,681)	19,559	17,027	(2,532)	(11.4%)
Grand Total	34,451	(5,582)	28,869	26,400	(2,469)	(7.2%)

8.2 General Fund Major Variances

There is re-phasing of £2.9m into 2021/22 on the General Fund, with an overspend of £62k.

The re-phasing to future years includes:

- Line 12: Slippage of £0.3m 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 early summer 2021.

- Line 29: Slippage of £0.28m on Hemel School Astro turf renewal. The project has been unavoidably delayed due to the need for planning permission for the floodlights.
- Line 35: Slippage of £0.15m on Car Park Refurbishment scheme. Works at Canal Fields and Alexandra Road have been delayed due to capacity issues.
- Line 38: Slippage of £0.5m on the budget for Civic Zone Upgrade and other commercially sensitive ventures. This budget is to be slipped into 2021/22 and transferred to the Berkhamsted Leisure Centre Redevelopment budget to fund the design phase of this project.
- Line 52: Slippage of £0.275m on Affordable Housing Development Fund. This budget will be required in 2021/22 to fund grants of “1-4-1 receipts” to housing associations.
- Line 56: Slippage of £0.2m on Disabled Facilities Grants. The full budget has not been spent this financial year due to restrictions on internal works.
- Line 61: Slippage of £0.9m on fleet replacement programme. New waste vehicles have been ordered and 5 have already been delivered this financial year, but a further 9 that had been expected will now be delivered in financial year 2021/22.

The overspend of £62k includes the following items:

- Lines 2 and 38: Overspend of £0.12m on the budgets for Demolition of the Civic Centre and Civic Zone Regeneration Upgrade. This is due to the costs involved in the diversion and relocation of utilities from the site.
- Lines 31-33: Underspend of £0.2m on replacement of air handling units at the leisure centres. These were installed during the period of lockdown which resulted in a lower cost.
- Line 53: Underspend of £0.2m on the garage developments at Northend and Westerdale. The schemes are now complete and have been delivered slightly under the project budget.
- Line 57: Overspend of £0.11m on Wheeled Bins. The demand for new bins has increased due to new properties coming on line and increased volumes of domestic waste during the pandemic.

8.3 Supplementary Budgets Requested

- A supplementary budget of £95k is requested for Fire Door improvement works at Hemel Hempstead Leisure Centre, to ensure that these continue to meet the required fire safety standard.
- A supplementary budget of £50k is requested for dosing equipment at Hemel Hempstead swimming pool. This essential equipment monitors and controls the PH and chlorine levels in the pool, and now requires renewal.

8.4 Housing Revenue Account Major Capital Variances

There is slippage of £2.7m in the HRA capital programme, and underspend of £2.5m. This includes the following items:

- Line 70-75: slippage of £1.5m. The capital maintenance programme has seen a reduction in expenditure following new restrictions announced in January.
- Line 77: £2.0m 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 79: underspend of £0.55m on Stationers Place. The project is now complete and contingency within the budget has now been released.
- Line 82: accelerated spend of £0.17m on Coniston Road. The scheme is now on site and has progressed more quickly than previously anticipated.
- Line 84: slippage of £0.16m on St Margaret's. The scheme is slightly delayed to due legislative changes as a result of the coronavirus pandemic.
- Lines 88: slippage of £0.8m on Garage Sites. This variance relates to the timing of land appropriation from the General Fund to the HRA. This can take place once planning permission has been granted.

9. Balances and Reserves

9.1 The Reserves Summary at Appendix D reflects the movements approved by Council in February 2021 and updated for the reserve movements as set out below.

9.2 In cases where reserves were to be drawn down in 2020/21 to fund budgeted expenditure which was not spent in full, only the amount required to fund actual expenditure was drawn down. Where the balance is now required in 2021/22, the carry forward of unspent reserve budgets is recommended.

9.3 Approved reserve movements to support the payment of upfront pension contributions in 2020/21 are reflected in Appendix D. Any changes in the accounting treatment of these contributions will be presented as part of the final outturn report to Audit Committee.

9.4 Additional reserve movements are:

- Contribution from Management of Change reserve of £120k to fund one-off costs in the garage service
- Contribution from Dacorum Development reserve of £81k to fund investigative work at Highbarns
- Contribution from Earmarked Grants reserve to fund Homelessness expenditure £44k
- Transfer of £581k to Covid-19 Hardship Reserve

- Contribution from Economic Recovery Reserve of £2.358m which has been set up specifically to fund the deficit in the General Fund as a result of Covid-19 pressures.
- 9.5 It is recommended that Cabinet recommend to Council these additional reserves movements arising from the provisional year-end position, and delegate approval to the Audit Committee for any changes to these movements as a result of the final outturn position following completion of the external audit.



Dacorum Borough Council
Revenue Budget Provisional Outturn 2020/21 By Scrutiny Committee

	<i>Full Year</i>		
	Budget £000	Provisional Outturn £000	Variance £000
Cost of Services			
Finance and Resources	8,027	11,852	3,825
Housing and Community	1,666	1,945	279
Strategic Planning and Environment	10,906	12,760	1,854
Net Cost of Services	20,599	26,557	5,958
Other Items			
Investment Income	(300)	(159)	141
Interest Payments and MRP	916	817	(99)
Parish Precept Payments	972	972	0
Government Grants	(1,979)	(5,743)	(3,764)
Taxation (Council Tax and Business Rates)	(15,824)	(15,824)	0
Surplus / Deficit on Provision of Services	(16,215)	(19,937)	(3,722)
Transfers between Reserves / Funds			
Net Recharge to the HRA	(4,384)	(4,262)	122
Net Movement on General Fund Working Balance	0	2,358	2,358

 Housing Revenue Account 2020/21 Outturn Revenue Budget Monitoring Report				
	Budget £000	Outturn £000	Variance	
			£000	%
Income:				
Dwelling Rents	(54,435)	(54,288)	147	-0.3%
Non-Dwelling Rents	(102)	(102)	0	-0.1%
Tenants Charges	(1,517)	(1,356)	161	-10.6%
Leaseholder Charges	(593)	(665)	(72)	12.1%
Interest and Investment Income	(192)	(77)	115	-59.7%
Contribution towards Expenditure	(645)	(558)	87	-13.5%
Total Income	(57,484)	(57,045)	439	-0.8%
Expenditure:				
Repairs & Maintenance	12,068	8,371	(3,697)	-30.6%
Supervision & Management	14,196	14,066	(130)	-0.9%
Rent, Rates, Taxes & Other Charges	36	174	138	384.4%
Interest Payable	11,586	11,486	(100)	-0.9%
Provision for Bad Debts and Other Charges	975	2,317	1,342	137.6%
Depreciation	12,866	15,618	2,752	21.4%
HRA Democratic Recharges	335	339	4	1.1%
Revenue Contribution to Capital	5,855	4,312	(1,543)	-26.4%
Total Expenditure	57,917	56,683	(1,234)	-2.1%
Transfer to / (from) Housing Reserves	(433)	362	795	0.0%
HRA Deficit / (Surplus)	0	(0)	0	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2020	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(0)	0	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2021	(2,892)	(2,892)	0	

CAPITAL OUTTURN 2020/21 BY SCRUTINY COMMITTEE

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Provisional Outturn	Slippage	Over / (Under)
General Fund											
Finance and Resources											
Commercial Assets and Property Development											
1 Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	(50,000)	(50,000)	10,000	0	0	(10,000)	0
2 Demolition of Civic Centre	Richard Rice	0	78,208	0	0	0	78,208	341,681	341,681	0	263,473
3 Old Town Hall Seating Replacement	Richard Rice	40,000	0	0	0	0	40,000	30,858	30,858	0	(9,142)
4 Berkhamsted Civic Centre Staircase Renewal	Richard Rice	23,000	0	0	0	0	23,000	24,229	24,229	0	1,229
5 Berkhamsted Civic Centre Improvements Works - Creation of new area	Richard Rice	20,000	0	0	0	0	20,000	18,954	18,954	0	(1,046)
6 Victoria Hall Tring lighting Upgrade Works	Richard Rice	23,000	0	0	0	0	23,000	17,890	17,890	0	(5,110)
7 Berkhamsted Civic Centre Electrical Upgrade Works	Richard Rice	0	0	24,000	0	24,000	24,000	23,574	23,574	0	(426)
8 Victoria Hall Tring Electrical Upgrade Works	Richard Rice	0	0	19,000	0	19,000	19,000	18,598	18,598	0	(402)
9 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
10 Bennetts End Community Centre Stairlift Replacement	Richard Rice	18,000	0	0	0	0	18,000	0	0	0	(18,000)
11 Boiler Replacement Programme	Richard Rice	185,000	0	0	0	0	185,000	256,245	256,245	71,245	0
12 Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	0	300,901	0	0	(300,901)	0
13 100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	0	14,000	0	0	(14,000)	0
14 Long Chaulden Roof	Richard Rice	0	55,020	0	0	0	55,020	0	0	(55,020)	0
15 Bellgate - Walkway Renovation	Richard Rice	0	43,000	0	0	0	43,000	16,000	16,000	(27,000)	0
16 Bennettsgate - Window Renewal	Richard Rice	0	85,750	0	(72,750)	(72,750)	13,000	10,970	10,970	(2,030)	0
17 Commercial Assets - Shopping Centres	Richard Rice	70,000	0	0	0	0	70,000	65,103	65,103	(4,897)	0
18 Northbridge Road Highway Improvements	Richard Rice	0	45,000	0	0	0	45,000	61,678	61,678	0	16,678
19 Queens Square Canopy Renewal	Richard Rice	0	31,436	0	0	0	31,436	10,722	10,722	0	(20,714)
20 Apsley Industrial Estate Improvement Works	Richard Rice	25,000	0	0	0	0	25,000	0	0	0	(25,000)
21 Improvement Works to Market Stores	Richard Rice	20,000	0	0	0	0	20,000	0	0	(20,000)	0
22 Stevenage Rise Road Resurface	Richard Rice	33,000	0	0	0	0	33,000	32,000	32,000	0	(1,000)
23 Bellgate Roof Renewal	Richard Rice	25,000	0	0	0	0	25,000	17,800	17,800	0	(7,200)
24 Roofing Improvements The Denes	Richard Rice	0	0	15,000	0	15,000	15,000	13,780	13,780	0	(1,220)
25 Allotment Improvement Programme	Richard Rice	40,000	0	0	0	0	40,000	30,410	30,410	(9,590)	0
26 Bunkers Farm	Richard Rice	0	0	180,000	0	180,000	180,000	212,738	212,738	0	32,738
27 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	1,222,731	1,222,731	(383,337)	229,359
Procurement and Contracted Services											
28 Dacorum Athletics Track - Resurface Track	Ben Hosier	0	133,712	0	(79,129)	(79,129)	54,583	16,683	16,683	(37,900)	0
29 Hemel Hempstead Sports Centre - Astroturf renewal	Ben Hosier	0	70,000	210,000	0	210,000	280,000	0	0	(280,000)	0
30 Leisure Works - Replace Pool Cover Structure (Hemel)	Ben Hosier	0	0	0	0	0	0	803	803	0	803
31 Leisure Works - Replace Air Handling Unit in the Pool (Hemel)	Ben Hosier	0	270,000	0	0	0	270,000	347,899	347,899	0	77,899
32 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)
33 Leisure Works - Replace Air Handling Unit in the Sports Hall (Hemel)	Ben Hosier	250,000	0	0	0	0	250,000	111,125	111,125	0	(138,875)
34 Berkhamsted Leisure Centre Improvements Works	Ben Hosier	0	52,000	0	0	0	52,000	100,250	100,250	0	48,250
35 Car Park Refurbishment	Ben Hosier	100,000	546,896	0	(476,896)	(476,896)	170,000	23,703	23,703	(146,297)	0
36 Multi Storey Car Park Berkhamsted	Ben Hosier	0	0	300,000	0	300,000	300,000	335,455	335,455	0	35,455
37 Town Centre Access Improvements	Ben Hosier	0	538,439	0	(400,000)	(400,000)	138,439	146,575	146,575	8,136	0
		500,000	1,611,047	510,000	(956,025)	(446,025)	1,665,022	1,082,492	1,082,492	(456,061)	(126,469)

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CAPITAL OUTTURN 2020/21 BY SCRUTINY COMMITTEE

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Provisional Outturn	Slippage	Over / (Under)
Finance and Resources (continued)											
Finance & Operations Management											
38 Civic Zone Regeneration Upgrade (DevCo) and Other Commercial Ventures (commercially sensitive)	James Deane	500,000	253,646	0	0	0	753,646	111,858	111,858	(500,000)	(141,788)
		500,000	253,646	0	0	0	753,646	111,858	111,858	(500,000)	(141,788)
Housing & Regeneration Management											
39 The Forum (Public Service Quarter)	Mark Gaynor	0	0	0	0	0	0	58,542	58,542	0	58,542
		0	0	0	0	0	0	58,542	58,542	0	58,542
Information, Communication and Technology											
40 Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	0	75,000	75,063	75,063	(0)	63
41 Software Licences - Right of Use	Ben Trueman	50,000	0	0	0	0	50,000	20,150	20,150	(29,850)	(0)
42 Future vision of CRM	Ben Trueman	55,000	75,000	0	(50,000)	(50,000)	80,000	6,400	6,400	(73,600)	0
		180,000	75,000	0	(50,000)	(50,000)	205,000	101,613	101,613	(103,450)	63
Legal and Corporate Services											
43 Audio-visual Improvement Works at The Forum	Mark Brookes	0	0	70,000	0	70,000	70,000	66,193	66,193	0	(3,807)
		0	0	70,000	0	70,000	70,000	66,193	66,193	0	(3,807)
People											
44 EIS Replacement	Matt Rawdon	0	10,151	0	0	0	10,151	25,250	25,250	0	15,099
		0	10,151	0	0	0	10,151	25,250	25,250	0	15,099
Totals: Finance and Resources		1,717,000	2,674,303	818,000	(1,128,775)	(310,775)	4,080,528	2,668,678	2,668,678	(1,442,848)	30,998
Housing and Community											
Procurement and Contracted Services											
45 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,745	0	0	0	26,745	25,289	25,289	(1,456)	0
46 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	0	(33,627)	0
47 CCTV Equipment Refresh	Ben Hosier	(380,000)	490,000	0	10,000	10,000	120,000	151,713	151,713	31,713	0
		(355,000)	525,372	0	10,000	10,000	180,372	177,002	177,002	(3,370)	0
Communities											
48 Verge Hardening Programme	Layna Warden	450,000	79,884	0	0	0	529,884	594,782	594,782	24,898	40,000
49 Adventure Playgrounds Improvement Programme	Layna Warden	0	0	411,812	0	411,812	411,812	421,190	421,190	(0)	9,378
50 Capital Grants - Community Groups	Layna Warden	20,000	0	0	0	0	20,000	16,500	16,500	(3,500)	0
		470,000	79,884	411,812	0	411,812	961,696	1,032,472	1,032,472	21,398	49,378
People											
51 Self Service Kiosks	Matt Rawdon	0	25,000	0	(25,000)	(25,000)	0	25,656	25,656	25,000	656
		0	25,000	0	(25,000)	(25,000)	0	25,656	25,656	25,000	656
Strategic Housing											
52 Affordable Housing Development Fund	David Barrett	2,691,000	0	0	0	0	2,691,000	2,415,386	2,415,386	(275,614)	0
53 Northend and Westerdale (Garage Development)	David Barrett	0	385,885	0	0	0	385,885	175,479	175,479	0	(210,406)
54 Temporary Accommodation - creation of new units	David Barrett	50,000	0	0	0	0	50,000	26,614	26,614	(23,386)	(0)
55 Upgrade to Civica Abrisas 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	2,680,279	2,680,279	(299,000)	(213,606)
Property and Place											
56 Disabled Facilities Grants	Jason Grace	741,000	0	0	0	0	741,000	538,158	538,158	(202,842)	(0)
		741,000	0	0	0	0	741,000	538,158	538,158	(202,842)	(0)
Totals: Housing and Community		3,663,000	1,016,141	411,812	(15,000)	396,812	5,075,953	4,453,567	4,453,567	(458,813)	(163,573)

CAPITAL OUTTURN 2020/21 BY SCRUTINY COMMITTEE

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Provisional Outturn	Slippage	Over / (Under)	
Strategic Planning and Environment												
Environmental Services												
57	Wheeled Bins & Boxes for New Properties	Craig Thorpe	10,000	0	90,000	0	90,000	100,000	212,400	212,400	0	112,400
58	Gadebridge Park - Renovation of White Bridge	Craig Thorpe	0	370,000	0	0	0	370,000	406,664	406,664	0	36,664
59	Upgrade of Hand Arm Vibration Monitoring System	Craig Thorpe	17,000	(20,052)	0	0	0	(3,052)	0	0	0	3,052
60	Resurfacing Works and Building Improvement to Depot	Craig Thorpe	60,000	0	0	0	0	60,000	0	0	(60,000)	0
61	Fleet Replacement Programme	Craig Thorpe	2,311,130	(300,398)	477,314	0	477,314	2,488,046	1,586,701	1,586,701	(901,345)	(0)
62	Fleet Services Renew Plant & Equipment	Craig Thorpe	0	0	0	0	0	0	(0)	0	0	0
63	Fleet Service Management System Upgrade	Craig Thorpe	0	0	0	0	0	0	16,500	16,500	0	16,500
			2,398,130	49,550	567,314	0	567,314	3,014,994	2,222,265	2,222,265	(961,345)	168,616
Development Management and Planning												
64	Planning Software Replacement	Sara Whelan	0	0	0	0	0	0	26,345	26,345	0	26,345
65	3D Modelling Software for Planning	Sara Whelan	60,000	0	0	(60,000)	(60,000)	0	0	0	0	0
66	Tablets for Planning	Sara Whelan	20,000	0	0	0	0	20,000	0	0	(20,000)	0
			80,000	0	0	(60,000)	(60,000)	20,000	26,345	26,345	(20,000)	26,345
Strategic Planning and Regeneration												
67	Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	(134,015)	(134,015)	0	0	0	0	0
68	Maylands Business Centre	Chris Taylor	0	0	0	0	0	0	0	0	0	0
69	The Bury - Conversion into Museum and Gallery	Chris Taylor	0	55,000	0	(35,000)	(35,000)	20,000	1,850	1,850	(18,150)	0
			0	189,015	0	(169,015)	(169,015)	20,000	1,850	1,850	(18,150)	0
	Totals: Strategic Planning and Environment		2,478,130	238,565	567,314	(229,015)	338,299	3,054,994	2,250,460	2,250,460	(999,495)	194,961
	Totals - Fund: General Fund		7,858,130	3,929,009	1,797,126	(1,372,790)	424,336	12,211,475	9,372,704	9,372,704	(2,901,157)	62,386

CAPITAL OUTTURN 2020/21 BY SCRUTINY COMMITTEE

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Provisional Outturn	Slippage	Over / (Under)
Housing Revenue Account											
Housing and Community											
Property & Place											
70 Planned Fixed Expenditure	Jason Grace	17,057,000	0	(3,700,000)	(4,977,000)	(8,677,000)	8,380,000	6,643,285	6,643,285	4,977,000	(6,713,715)
71 Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	(575,028)	(575,028)	0	(575,028)
72 M&E Contracted Works	Jason Grace	0	0	700,000	(250,000)	450,000	450,000	407,565	407,565	250,000	(292,435)
73 Communal Gas & Heating	Jason Grace	0	0	3,000,000	(1,000,000)	2,000,000	2,000,000	1,796,787	1,796,787	1,000,000	(1,203,213)
74 DBC Commissioned Capital Works	Jason Grace	750,000	901,068	0	(62,838)	(62,838)	1,588,230	2,614,221	2,614,221	(7,757,294)	8,783,285
75 Special Projects	Jason Grace	0	909,653	0	(850,000)	(850,000)	59,653	63,611	63,611	2,853	1,105
		17,807,000	1,810,721	0	(7,139,838)	(7,139,838)	12,477,883	10,950,442	10,950,442	(1,527,441)	(0)
Strategic Housing											
76 New Build - General Expenditure	David Barrett	(318,608)	318,608	0	0	0	0	0	0	0	0
77 Martindale	David Barrett	2,035,454	2,031,700	0	0	0	4,067,154	2,032,916	2,032,916	0	(2,034,238)
78 Kylna Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	(2,200)	(2,200)	0	(2,200)
79 Stationers Place / Apsley Paper Mill	David Barrett	0	1,450,785	0	0	0	1,450,785	903,561	903,561	0	(547,225)
80 Swing Gate Lane	David Barrett	0	0	0	0	0	0	51,960	51,960	0	51,960
81 Bulbourne	David Barrett	(689,700)	828,391	0	(72,471)	(72,471)	66,220	21,526	21,526	(44,694)	(0)
82 Coniston Road	David Barrett	1,705,800	(342,708)	0	(1,145,592)	(1,145,592)	217,500	385,005	385,005	167,505	(0)
83 Eastwick Row	David Barrett	1,084,951	(66,725)	0	(653,671)	(653,671)	364,555	304,037	304,037	(60,518)	0
84 St Margaret's Way	David Barrett	(324,148)	440,648	0	180,840	180,840	297,340	135,386	135,386	(161,954)	(0)
85 Paradise Fields	David Barrett	150,000	0	0	820,600	820,600	970,600	996,436	996,436	25,836	0
86 Gaddesden Row	David Barrett	964,679	(319,651)	0	0	0	645,028	575,546	575,546	(69,482)	(0)
87 Randalls Ride	David Barrett	80,000	112,451	0	0	0	192,451	184,432	184,432	(8,019)	0
88 Garage Sites - New Build Developments	David Barrett	525,000	490,270	0	40,096	40,096	1,055,366	247,085	247,085	(808,281)	0
89 Wilstone	David Barrett	33,438	105,013	0	(48,451)	(48,451)	90,000	63,048	63,048	(26,952)	0
90 Marchmont Fields	David Barrett	100,000	0	0	0	0	100,000	46,530	46,530	(53,470)	(0)
91 Paradise Depot	David Barrett	225,000	0	0	(70,000)	(70,000)	155,000	96,452	96,452	(58,548)	(0)
92 Cherry Bounce	David Barrett	300,000	0	0	(210,000)	(210,000)	90,000	34,810	34,810	(55,190)	0
Totals: Housing and Community		23,678,866	6,859,503	0	(8,298,487)	(8,298,487)	22,239,882	17,026,971	17,026,971	(2,681,208)	(2,531,703)
Totals - Fund: Housing Revenue Account		23,678,866	6,859,503	0	(8,298,487)	(8,298,487)	22,239,882	17,026,971	17,026,971	(2,681,208)	(2,531,703)
Totals		31,536,996	10,788,512	1,797,126	(9,671,277)	(7,874,151)	34,451,357	26,399,676	26,399,676	(5,582,364)	(2,469,317)

General Fund Reserves Summary	Balance as at 31/03/2020 £'000	Adjusted Budget 2020/21 £'000s	Net Reserve Movement 2020/21 £'000	Set up of Covid Support reserve	Covid Support Drawdown	Total Reserve Movement 2020/21 £'000	Balance as at 31/03/2021 £'000
Civic Buildings Major Repairs Reserve	200	(140)	(140)			(140)	60
Capital Development Reserve	300						300
Earmarked Grants Reserve	88		(44)			(44)	44
Management of Change Reserve	1,122	(251)	(366)			(366)	756
Technology Reserve	256	500	500			500	756
Savings Efficiencies Reserve	921	(459)	(444)			(444)	477
On Street Car Parking Reserve	120	(5)	15			15	135
Local Development Framework Reserve	616	(92)	(101)			(101)	515
Dacorum Development Reserve	3,199	2,164	2,149	(4,500)		(2,351)	848
Climate Change and Sustainability Reserve	0	300	266			266	266
Litigation Reserve	317						317
Vehicle Replacement Reserve	0						0
Invest to Save Reserve	0	61	82			82	82
Youth Provision Reserve	44						44
Election Reserve	0	40	40			40	40
Uninsured Loss Reserve	420	(60)	(60)			(60)	360
Training & Development Reserve	0	400	375			375	375
Housing Conditions Survey Reserve	46	15	15			15	61
Dacorum Rent Aid - Guarantee Scheme	15						15
Rent Guarantee Scheme Reserve	15						15
Funding Equalisation Reserve	6,297	(1,000)		(3,000)		(3,000)	3,297
Pensions Reserve	2,173	(2,173)	(2,173)			(2,173)	0
Maylands Plus Reserve	46	23					46
Covid 19 Hardship Fund	0		581			581	581
Economic Recovery Reserve	0			7,500	(2,358)	5,142	5,142
Total Earmarked Reserves	16,195	(677)	695	0	(2,358)	(1,663)	14,532
Working Balance	2,502						2,502
Total General Fund Reserves	18,697	(677)	695	0	(2,358)	(1,663)	17,034