



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

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

TUESDAY 8 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 Herbert Chapman	Councillor Sinha
Councillor Guest	Councillor Townsend (Vice Chair)
Councillor Tindall	Councillor Claughton
Councillor Adeleke	Councillor Symington
Councillor Arslan	Councillor Allen
Councillor Sobaan Mahmood	Councillor Douris
Councillor Suqlain Mahmood (Chairman)	

For further information, please contact Corporate and Democratic Support

AGENDA

- 1. MINUTES** (Pages 3 - 14)
To confirm the minutes from the previous meeting
- 2. APOLOGIES FOR ABSENCE**
To receive any apologies for absence
- 3. DECLARATIONS OF INTEREST**

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

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

6. ACTION POINTS FROM THE PREVIOUS MEETING (Pages 15 - 18)

7. LEISURE CONTRACT OPERATIONAL & FINANCIAL IMPLICATIONS OF COVID-19 (Pages 19 - 28)

8. PROVISIONAL FINANCIAL OUTTURN 2020/21 (Pages 29 - 48)

9. QUARTER 4 PERFORMANCE REPORT - FINANCE & RESOURCES (Pages 49 - 64)

10. QUARTER 4 PERFORMANCE REPORT - CORPORATE & CONTRACTED SERVICES (Pages 65 - 78)

11. QUARTER 4 PERFORMANCE REPORT - PERFORMANCE, PEOPLE & INNOVATION (Pages 79 - 97)

12. WORK PROGRAMME (Pages 98 - 101)

MINUTES

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

9 MARCH 2021

Present:

Cllr Adeleke	Cllr Sinha
Cllr Barrett	Cllr Stevens
Cllr Cloughton	Cllr Symington
Cllr Chapman	Cllr Tindall
Cllr Suqlain Mahmood (Chairman)	

Officers:

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

Also Present:

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

Lynda Evans – Chair of the Independent Remuneration Panel

The meeting began at 6.30 pm.

FR/009/21 MINUTES

The minutes of the meeting held on 2 February 2021 were agreed by the members present and will be signed by the Chairman at the next available opportunity.

FR/010/21 APOLOGIES FOR ABSENCE

There were no apologies for absence.

FR/011/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

FR/012/21 PUBLIC PARTICIPATION

There was no public participation.

FR/013/21 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

None.

FR/014/21 ACTIONS FROM THE PREVIOUS MEETING

The Chairman advised there was one action from the previous meeting that had been completed by N Howcutt so that was now closed.

Councillor Symington asked if there had been any progress with timescales for the decision making process in relation to Berkhamsted Leisure Centre.

M Brookes advised there was a report going to Cabinet in April on the proposed next steps and that would detail the timescales.

Councillor Symington asked if there were timescales or plans for individuals returning to work at The Forum when everyone is vaccinated.

L Roberts advised we were working according to the governments timelines and at the moment it is 21 June that all the legislation ceases to have an impact. Between now and then we're liaising with managers and staff to understand how we want to use The Forum going forward. She explained that some departments will return sooner than others but we're not expecting a large mainstream return before June.

FR/015/21 BUDGET MONITORING REPORT

N Howcutt introduced the item and gave a high level summary of the quarter 3 budget monitoring report. The report shows a general fund pressure of £3.2m of which £2.9m relates to Covid in terms of implications to services. The housing revenue account (HRA) is a different story, we're projecting a surplus by year end of £2.5m, a significant increase on the end of quarter 2; this is primarily due to the reduction in repairs and maintenance because of not being able to access people's homes throughout the year due to lockdowns and restrictions. In terms of the capital side, the general fund is relatively on line in terms of budget; there's a 7-8% slippage and underspend which is not significant. There's around 5% of slippage and underspend in the HRA so not vastly outside the realms of what we would be looking to see in a normal year.

He explained the big stories from the report was from the general fund prospective and was mainly around reduced income from a lot of our income streams which has really hit our bottom line and that's been the real pressure on the general fund. In terms of the HRA, a circa of £4m underspend of repairs and maintenance, netted off by an increase in bad debt provision of just over £1m which gives you that bottom line surplus. Members of the Housing and Community OSC that were at last week's meeting would have seen the revised 30 year Housing Business Plan that incorporates significant additional spend over the next three years to make up for the work that couldn't be done this year. From that perspective the work will be done but will have to be rescheduled for the next few years.

Councillor Tindall drew attention to the £85k pressure in neighbourhood delivery due to interim resource to support the delivery of new initiatives within the service. He queried if this was for new ideas that had been recently developed.

N Howcutt explained that there were a couple of schemes that he knew about in detail, such as the rollout of recycling to flats that happened earlier in the financial year that needed additional resource to deliver, and there are some additional resources that have been brought in for initiatives around Covid as well as some

additional advertising around what to recycle now more people are at home and disposing of more waste.

Councillor Tindall said he could understand the pressures around Covid but questioned why we were getting pressure on the waste from flats as that should have been in the programme over the last couple of years.

N Howcutt advised it was partly because more work fell into 2021 than was expected for 19/20 as there was slippage in the programme, and partly because the nature of what that involved and because of Covid we couldn't do mass participation events so it was more one-to-one provision and actually cost more to do than planned.

Councillor Tindall referred to the £140k pressure in insurance costs. He said he wasn't questioning the costs but was wondering if we were talking to our insurers as to what we can do to protect ourselves against future weather events which are likely to happen on a more regular basis due to climate change.

N Howcutt responded that we work very closely with our insurance partners and this year we aim to roll out several schemes; one of which related to vehicle insurance at Cupid Green by sending our drivers on additional and advanced training courses to reduce insurance premiums. We had some freak weather events last year the insurance team had been extremely busy. He advised they were looking at the provision of insurance because the present contract runs out next year and they're working with different insurance partners to see what they can do to prevent some of these events and what we can invest to be more preventative than reactive.

Councillor Tindall requested a report on Everyone Active at the next meeting so that members could have an up to date picture in view of the current situation.

Action: M Brookes confirmed that was possible.

Councillor Cloughton queried why all underspend didn't count as slippage.

N Howcutt advised that slippage was when works still need to be done and still need to be funded so we provide those funds in the next financial year and underspend is when the project is finished and costed less than we expected it to so effectively that can go back into a capital cycle.

Councillor Cloughton referred to the works at Canal Fields in Berkhamsted. He noted the report said there were delays because of capacity issues and asked if the officers could expand on that.

B Hosier advised that Herts County Council were doing some work to a bridge in the Canal Fields area and they were utilising part of the Canal Fields car park to act as their base, the car park will not be resurfaced until HCC have used that space to carry out their works. The alternative was for them to use the grassland as their base but B Hosier explained that it was felt it would cause damage to the grassland so it was just easier to delay the resurfacing of the car park.

Councillor Cloughton advised that Berkhamsted Town Council wanted the path that goes through Canal Fields to be resurfaced due to bad condition and said there was a suggestion that the contract for the bridge should be extended to include that. He sought clarification on whether that was the responsibility of DBC or Herts County Council.

B Hosier responded it would be the responsibility of Herts County Council.

Councillor Adeleke referred to the transport costs on page 11 and sought clarification on what the £3k variation was for.

Action: N Howcutt said he would need to come back to him on that variation.

Councillor Adeleke drew attention to the agency costs on page 12. He questioned how far we had got with the recruitment process and what would happen if we didn't succeed in getting the positions filled by professionals.

N Howcutt explained that as of the start of the 21/22 financial year we will have a fully staffed commercial assets team which is where the estates service sits for the first time in approximately 5 years so we won't have that pressure going forward. He said they had found recruiting qualified surveyors has been phenomenally difficult in recent years but that had become slightly easier at the moment, potentially as a result of other economic impacts.

Councillor Symington noted that there was £1m shortfall due to arrears in commercial property. She said Councillor Elliot gave quite an upbeat speech about occupancy rates being around 94% but equally some of those tenants are obviously taking a payment holiday, and then later in the report we've got data for bad debts. She asked for some clarification and detail about how the officers felt all those will play out.

N Howcutt advised we normally have around a 94% occupancy rate in our commercial assets division and at present that hasn't changed. Part of that is because there is a government moratorium in terms of evicting people so that percentage won't change. In terms of the £1m that relates to approximately 20% of the overall income from commercial assets; he explained the pressure is a combination of people who we think aren't going to be able to pay and may go bust at some point in the future or have debt at the moment at levels that worry us. He advised there was a Covid related report going to Cabinet this month that shows year on year we're down 10% on collection at this moment in time. He explained that we're expecting the final quarter of the financial year to be the worst as business grants have run out, businesses have used all their reserves and cash flow and the trading environment is far harsher than what we were projecting earlier in the year. He added we have some very secure tenants on our database which we RAG (red/amber/green) rate and we think we are very comfortable with around 50% of it and the other 50% falls into the amber or red due to the lack of communication and lack of understanding of how the economy will grow.

Councillor Symington said she had seen on the news recently that councils have been using incinerators to get rid of some of their recycling waste. She queried whether Dacorum had been involved in doing this.

Action: N Howcutt advised we have our recycling waste picked up and taken to a site to be sorted and then recycled. As far as he was aware this process had continued. He said he would investigate and let the committee know so they could be sure.

The Chairman asked if there was a significant difference in costs for agency staff compared to permanent staff as agency staff may not receive the same benefits as permanent staff, such as sick pay or holiday entitlement.

N Howcutt advised there wasn't a huge difference between agency and permanent staff costs, partly due to the reasons that the Chairman highlighted.

The Chairman referred to the works at the Forum to ensure the building was Covid compliant. He said he couldn't see anything in the budget that allows for reversing those works when we go back to some normality.

N Howcutt suggested there wouldn't be a huge amount of cost to remove some of the elements that we have put in. Some elements, such as the electric doors, will probably stay in place. He advised that there wasn't a full Covid recovery plan at the moment but in terms of what may or may not be done as part of that, we will allocate budget for it if required.

B Hosier advised that due to the ongoing work and discussions around what the Forum will be used for going forward, we would not know at this stage what would need to be removed or how the Forum would need to look.

Outcome:

The report was noted.

FR/016/21 QUARTER 3 PERFORMANCE REPORT – FINANCE AND RESOURCES

N Howcutt introduced the report and explained the quarterly performance falls into two sections; the performance report and the operational risk register. He advised we have 6 red rated KPI's that were shown at paragraph 6 of the report and highlighted in the attached appendix. Quarter on quarter that is an increase of 1 red KPI which is linked to the performance of Council tax and customer contact response within 14 days. He said this had always been a stretched target but we choose to set it despite other authorities choosing not to because we try to achieve a really high standard. Also the amount of additional work the revenues and benefits team has had this past year has been phenomenal. He explained that the other red areas were linked to commercial property rent and the general fund position, which had been discussed under the budget monitoring item.

In terms of the operational risk register, he explained we had seen a reasonable amount of change in the first two quarters but no change in quarter 3. He felt this was because they knew what the risks were and what we're mitigating for.

The Chairman referred to page 27 and asked for an explanation on the investment income streams.

N Howcutt explained that investment income is where we invest the cash that we hold on a daily or annual basis. He said interest rates on almost everything at the moment is zero, so we're getting very little returns on our investments; last year we were averaging 0.8% and this year we have 0.2%. Equally, in terms of how much cash we had to invest earlier in the year, we weren't receiving as much council tax or business rates as we normally would and so our cash balances (the amount we had to invest) were lower. He finalised by saying that those two direct impacts of Covid meant that the return on our investment income got hit significantly and it hits the general fund and the housing revenue account.

Councillor Tindall noted the wording *market leading level* on page 28 and asked if that was a positive or negative thing.

N Howcutt advised it was positive because it means our debt and vacancies were so low.

Councillor Adeleke referred to the performance for council tax queries. He asked if the queries were increasing in number or nature, and if it was a temporary Covid related issue or if they were considering changing working practices moving forward to cope with the increase.

N Howcutt advised that in terms of the council tax team this was both an increase in the volume and complexity of the queries they're receiving. He said there was more residents earning less money and asking more questions around council tax support and the ability to claim for those. There was also residents asking to delay their council tax payments, so instead of paying for the first ten months of the year they pay the last ten months. On top of that there has been a large number of homelessness and people in temporary accommodation which means the nature of their vulnerability and their needs is complex and therefore harder for the team to deal with. He added that the team require certain documents to validate claims and due to Covid and the building being closed it is more difficult to get that information but they had managed to find ways to improve the process so there are some positives.

Councillor Adeleke asked how the staff were coping during these difficult times and if they had increased staff numbers to manage the workload.

N Howcutt suggested there was a multitude of answers to that question. He felt as a council we had reacted very well from a workforce perspective, in terms of our flexible nature with staff being able to work hours around other commitments. We've done well with ICT and making things accessible to staff. He advised he hadn't seen a huge amount of sickness in his area or people leaving which would be a key indicator that staff were feeling pressurised or stressed. He explained there were far more team meetings, communications and informal conversations which supports evidence that the staff are happy. He finalised that staff had achieved everything we had asked them to achieve and despite the pressures the feedback was positive.

Outcome:

The report was noted.

FR/017/21 QUARTER 3 PERFORMANCE REPORT – CORPORATE AND CONTRACTED SERVICES

M Brookes introduced the performance report and drew attention to a couple of court cases we had been successful in; one environmental health prosecution and one taxi licensing prosecution. He advised that we had just finished the annual canvass which was particularly tricky this year due to the lockdown and all the PPE required. Despite the difficulties we had managed a really successful canvas with over 95% success rate which was actually the highest ever for the council. He gave credit to the team for that success.

Councillor Tindall referred to the legal cases in relation to Stone and Sherman. He said there was no indication of whether we were granted costs or not.

F Hussain advised that the Stone case was a closure and the defendant was possibly on benefits so sometimes it was not actually worth seeking costs that we're not going to recover. The Sherman case was struck out in the early stages so we wouldn't have applied for those costs.

Councillor Tindall referred to the developing Climate Change Strategy and Action Plan on page 54. He queried if there was a timeline on when that was going to be discussed.

Action: B Hosier said he would investigate and come back to members with a response.

Councillor Symington asked what consultation had been done with residents regarding the Berkhamsted Leisure Centre. She said she hadn't been made aware of any consultation with residents about what they might want, especially in view of the fact that we have a number of rival projects going on that have come through the Local Plan or have had planning permission granted. She sought clarification on how we're going to pull all this together.

M Brookes explained that the stage they just completed was the feasibility stage where they looked to see what was possible on the site in terms of a facility mix and options for reconfiguring the site. The consultation on that was more focused on user groups; so lots of sports clubs and also national and regional groups and bodies. He advised that the public focus hasn't happened yet because they wanted to focus on the art of the possible at this stage before we started the detailed design planning, and that would be carried out at the next stage which was stage two. The report going to Cabinet in April was to seek authority to award the consultants that develop that side of the project and that was where the public consultation would come in.

Councillor Symington asked for a timeline on how long it would be until it came back to the public domain.

M Brookes advised that after Cabinet in April they hope to award the contract and then begin the next stage which will be developing the plan, the design, the business plan and the revenue cost plan. It will be at that stage they would look to go out and do some public consultation. He suggested we would be looking at the summer time before we do that consultation.

Councillor Symington asked if there was an update on the ongoing discussions between DBC, HCC and Berkhamsted Town Council in relation to a potential TTRO (Temporary Traffic Regulation Order) on Berkhamsted High Street.

B Hosier advised that there had been correspondence sent through from HCC at the end of last week to the Leader of the Council with some final proposals. The Leader has been looking at it over the weekend and is due to go back to HCC at some point this week, either to clarify some further parts or to make a decision.

Councillor Symington sought clarification on the process of that decision.

Action: B Hosier replied he believed it was just an operational decision that would be made by the Portfolio Holder but he would need to speak to the Portfolio Holder responsible for parking for clarification.

Councillor Chapman asked what delays we were anticipating with legal cases now that the courts were open again.

M Brookes advised that prosecutions had been going ahead so we had been able to conduct those cases. It was only possession cases that had been delayed.

F Hussain said there was a significant backlog and some areas had been trialling weekend court as an attempt to clear the backlog. She added that when lockdown restrictions are eased we expect there will be a lot more activity in the courts, however that will put a strain on the legal team.

The Chairman referred to the Leadership Development Programme on page 47. He said he couldn't understand why we were procuring that and asked if we often go out to a lot of training organisations.

L Roberts explained that the Leadership Development Programme was a transformation programme that they were looking at across the council, and in terms of procurement, this particular party have worked in detail with the new Chief Executive and they thought it was more appropriate to work with a trusted partner rather than go out to a full tender because it would be very difficult to get the kind of response that we require for this type of personal work. The work will happen over the next few months and was quite important because to start with it is supporting the leaders who have been through Covid with coaching. They felt it was important to process what has happened and what it has meant to them, their teams and their leaderships styles before moving on to other areas.

The Chairman asked if they procured an agency to deliver temporary staff.

B Hosier advised they had a corporate contract that was used across the organisation for temporary agency staff to cover particular posts that were more generic. He said it was a framework agreement that they had that different services within the council can dip in and out of.

Outcome:

The report was noted.

FR/018/21 QUARTER 3 PERFORMANCE REPORT – PERFORMANCE, PEOPLE AND INNOVATION

L Roberts introduced the report and advised it covered Human Resources and ICT and Digital Services. She was pleased to report that sickness levels had been good although at this time of year we would expect an increase due to colds and flu. Overall sickness rates were lower this year than this time last year which was good considering the pandemic. Long term sickness was still being monitored closely to make sure we're taking all the right steps.

She wanted to update members on what they were doing for the health and wellbeing of all staff during this challenging period. She said they had developed an action plan to support staff and this included running webinars, expert advice on home schooling, time to talk to make sure people are communicating, specialist financial and loneliness workshops, exercise classes three times per week, bulletins to advertise where people can get help and the introduction of protect your lunch break to ensure staff get a break away from their screen. A monthly group has been set up to evolve that programme of work and to suggest what other things

could be done to support staff.

In relation to ICT and digital services, Microsoft Teams has been an essential part of how we all work now as well as the reliance on our systems to enable people to work from home. This does cause the ICT department a degree of complications as it's often not the kit that is the problem but the individuals connectivity to the internet which is harder for them to diagnose. Overall the KPI's show that we are performing well in those areas and staff have been very grateful for the support of the ICT team over the past few months. Finally, we have had an increase again on the number of website users and we're finding that more and more people are choosing to use it.

Councillor Adeleke commended the various activities and measures put in place for the welfare of staff. He said he had seen a video that had been sent by the Chief Executive to update staff which he felt was excellent. He asked if this would be something she intended to repeat given the current situation.

L Roberts said she would pass that question on to C Hamilton but believed it was something she would continue to do. She advised that on a regular basis the Chief Executive sent out messages to all staff to talk about things that are happening or coming up.

Councillor Adeleke felt staff would appreciate video messages more as they are more personal.

Councillor Symington firstly commended all the measures in place to support the staff. She also praised the ICT team and said they had been incredibly helpful during her recent contact with them about Internet Explorer issues. She then queried what the overall risk to the organisation was of using legacy platforms.

B Trueman advised that Internet Explorer was a supported product and wasn't a legacy product in the sense that it wasn't supported. There are security patches still being provided by Microsoft. He said we do intend to move away from it in the Autumn but we're just going through all of the line of business applications that we have to make sure they work with Edge which is Microsoft's replacement product.

Councillor Tindall questioned the timeline on when the Senior Leadership Team (SLT) would start to discuss how we resume operations and what options will be available to staff when the Forum opens again.

L Roberts explained SLT were actively discussing it now to try and understand what the staff want and what the managers and services needs are so we can plan the return to the Forum. She felt it would be unlikely that we would all return to how we worked before and that more workplaces would adopt a hybrid way of working. She said it would be a challenge and we needed to make sure our infrastructure was set up in the right way to support that way of working full time. She commended B Trueman and his ICT team for all the work they had done so far.

Councillor Tindall shared his concerns for the health and wellbeing of the staff and said he wouldn't want them to be forced into options that would be damaging. He queried the route of the decision and asked if this committee could have an input into future decisions.

M Brookes advised that within the Covid update report they included some operational matters in which they would bring to scrutiny for an overview. He

suggested they might be able to include a section to cover those concerns once the plan was developed more.

Councillor Tindall felt that instead of it going straight from the SLT to Cabinet it would be useful to have at least one member of each party should be able to have an input into it so they can share their views and review ongoing process.

M Brookes said they had noted the importance of member involvement in the review of working practices and gave assurance that they would ensure they receive input from members.

The Chairman asked if staff were involved in that process as well.

L Roberts replied that they were and said there would be a series of consultations and workshops for staff. She explained she had carried out a series of interviews with Group Managers after the first lockdown about what they had learnt from it, what worked well and what didn't, so they were building on that.

The Chairman queried if we had trained mental health advisors within the Council.

L Roberts advised we did have mental health first aiders but if individuals didn't feel comfortable talking to somebody within the work place for whatever reason there are other places that we're pointing them to as well for additional support.

Outcome:

The report was noted.

FR/019/21 REPORT BY THE INDEPENDENT REMUNERATION PANEL 2021 - MEMBERS' ALLOWANCES FOR DACORUM BOROUGH COUNCIL

The Chairman highlighted that a revised report for this item was circulated this morning.

F Hussain introduced the report and explained that there was an error in the base figure on the initial report because the number of Cabinet members had changed since the last review. She advised that the Council was required to put in place a policy for member's allowances and the current policy expires at the end of this financial year. The Council is required to take into account the views of an independent panel; the panel was made up of three members who either live or work in the borough. The panel met on three separate occasions and considered a number of documents including the results of a member's questionnaire, a timetable of committee meetings from the previous year and members allowances schemes from other Hertfordshire authorities. In summary, the panel recommended an increase of 0.5% to the basic and special responsibility allowances and this is in line with the consumer price index figure for September 2020 and the increase also reflects the schemes in neighbouring local authorities.

Councillor Symington referred to the office furniture and equipment allowance. She asked how that was communicated and paid to members as it wasn't something she was aware of. She advised that a number of members had applied for supplementary computer equipment and their requests had been rejected.

F Hussain said she understood that any requests for IT equipment should be passed on through to the IT department.

B Trueman agreed that requests should come to the IT service desk. He said there was a core set of equipment that is provided and then there were additional pieces of equipment that would be outside of their budget so in that instance they would ask democratic services for a cost code.

Councillor Symington advised that requests had gone through democratic services and suggested that some of the things that had been said and done possibly wouldn't have happened if there had been more awareness of this allowance. She asked that going forward, could members be made aware of and be given access to this sort of useful information.

Action: M Brookes suggested he could put together some guidance as to what that money was for and to ensure it was fairly claimed. This will be publicised through member's news.

The Chairman said he had thought about the report and the calculations and he wondered if it was worth the hassle. He queried why the panel had decided on a 0.5% increase against no increase.

Lynda Evans advised that if the panel didn't decide on an increase, even if it was a small amount over a number of years, then it would fall behind. She said the last time they did this report the members hadn't received a pay rise for a couple of years so they had to increase the allowances by the recommended amount which is the consumer price index in the September before. They also felt that member's should be given some recognition for the work they do. She added that it was now up to the Cabinet to decide whether they accept the increase or not.

Councillor Tindall felt it was dangerous to go outside of the present system. He said he liked the fact that the Leader and himself (as Leader of the Opposition) could meet with the panel and have their views heard. He felt that the best thing to do was to accept what the independent panel say.

Councillor Adeleke asked if the panel members changed every year.

F Hussain advised that they advertise for panel members so it depends who applies.

Lynda Evans said she had been on the panel five times and each time she had worked with different people.

The Chairman thanked Lynda Evans and her colleagues for their work as members of the Independent Remuneration Panel, and wanted to put on record the Committee's thanks and appreciation.

Outcome:

The committee considered the report and agreed with the recommendations made by the Independent Remuneration Panel.

FR/020/21 WORK PROGRAMME 2021/22

The following changes were made to the work programme:

June

- Add Garages report – J Deane
- Update on the leisure centres – M Brookes

To be scheduled

- Commercial Properties & Future Plans – requested by Councillor Symington

The meeting ended at 8.18 pm.

Finance and Resources OSC Action Points

Date of meeting	Action point	Responsible officer	Date action completed	Response
09/03/21	<p><u>Item: Budget Monitoring</u></p> <p>Councillor Adeleke referred to the transport costs on page 11 and sought clarification on what the small variation was for.</p> <p>N Howcutt said he would need to come back to him on that.</p>	Nigel Howcutt	07/04/21	Overall a reduction in transport spend of £3k (1%) that is made up various small under and overspends across the diverse transport budget.
09/03/21	<p><u>Item: Budget Monitoring</u></p> <p>Councillor Symington said she had seen on the news recently that councils have been using incinerators to get rid of some of their recycling waste. She queried whether Dacorum had been involved in doing this.</p> <p>N Howcutt advised we have our recycling waste picked up and taken to a site to be sorted and then recycled. As far as he was aware this process had continued. He said he would investigate and let the committee know so they could be sure.</p>	Nigel Howcutt	07/04/21	Recycling waste is not incinerated. The co-mingled waste is sorted by the recycling waste contractor and then sent for recycling. I believe there has been a recent paper presented to SPAE Scrutiny in regards to where all the DBC waste goes.
09/03/21	<p><u>Item: IRP Report</u></p> <p>F Hussain said she understood that any requests for IT equipment should be passed on through the IT department.</p>	Mark Brookes	27/05/21	<p>Within the Member Expenses budget there is a small sum of a maximum £50 a year for each councillor for the purchase of ICT Accessories & Consumables</p> <p>The budget is used to buy equipment that does not form part of the standard ICT issue to Councillors, that it is</p>

	<p>B Trueman agreed that requests should come to the IT service desk. He said there was a core set of equipment that is provided and then there were additional pieces of equipment that would be outside of their budget so in that instance they would ask democratic services for a cost code.</p> <p>Councillor Symington advised that requests had gone through democratic services and suggested that some of the things that had been said and done possibly wouldn't have happened if there had been more awareness of this allowance. She asked that going forward, could members be made aware of and be given access to this sort of useful information.</p> <p>M Brookes suggested he could put together some guidance as to what that money was for and to ensure it was fairly claimed. This will be publicised through member's news.</p>			<p>deemed necessary for an individual, or group of individuals, to be able to carry out their duties.</p> <p>This may be a special adaptation that is required to suit a specific need of an individual, or an add-on to devices that is considered beneficial to all. The budget is not meant to be used for the purchase of home office equipment, printer cartridges, paper or any other consumables, which is contrary to the Council's paperless work environment.</p> <p>Add-ons will be looked and suggested by Member Support and offered to all Councillors. Specific requests from individuals for adaptations to suit their specific needs should be requested via member.support@dacorum.gov.uk for assessment.</p>
09/03/21	<p><u>Item: Q3 Performance Report - Corporate and Contracted Services</u></p> <p>Councillor Tindall referred to the developing Climate Change Strategy and Action Plan on page 54. He queried if there was a timeline on when that was going to be discussed.</p> <p>B Hosier said he would investigate and</p>	Ben Hosier	7/4/21	<p>I have discussed this question with Mark Gaynor, and he has responded as follows: <i>'We developed an Action Plan in early 2020, which, with some changes and additions, we are working to. So we do have an existing strategy and action plan. The intention is to refine this, update it with a particular focus on action to reduce the Council's own emissions as the priority. A progress report to SPEOSC on 23/3/21, and then on to Cabinet, will demonstrate what has been and is</i></p>

	come back to members with a response.			<p><i>programmed. Many areas of work require a degree of technical information to ensure that interventions meet desired results.</i></p> <p><i>One example of this is the retrofitting of our Council homes and devising a long-term strategy that meet the specific needs of the property types.</i></p> <p><i>It is intended that an updated strategy and action plan will be developed for Members consideration in the Summer'.</i></p>
09/03/21	<p><u>Item: Q3 Performance Report - Corporate and Contracted Services</u></p> <p>Councillor Symington asked if there was an update on the ongoing discussions between DBC, HCC and Berkhamsted Town Council in relation to a potential TTRO (Temporary Traffic Regulation Order) on Berkhamsted High Street.</p> <p>B Hosier advised that there had been correspondence sent through from HCC at the end of last week to the Leader of the Council with some final proposals. The Leader has been looking at it over the weekend and is due to go back to HCC at some point this week, either to clarify some further parts or to make a decision.</p> <p>Councillor Symington sought clarification on the process of that decision.</p> <p>B Hosier replied he believed it was just an operational decision that would be made by the Portfolio Holder but he would need</p>	Ben Hosier	7/4/21	<p>I have discussed this question with both the Leader and Mark Brookes, and the response is as follows:</p> <p><i>As Portfolio Holder with the responsibility the Leader has asked for a PH Decision Sheet to be drafted showing the following:</i></p> <ol style="list-style-type: none"> <i>1. The agreement to temporary changes to current parking arrangements on Berkhamsted High Street as agreed with Hertfordshire County Council and Berkhamsted Town Council.</i> <i>2. Agreement to formally consult on proposed changes to current parking arrangements on Prince Edward Street.</i> <p><i>The PH Decision Sheet will then follow the Council's call-in process.</i></p> <p><i>The drafting of the PH Decision Sheet is dependent on receiving acceptance from HCC that they will not commence any work on the High Street until after the decision has concluded the call-in process.</i></p>

	to speak to the Portfolio Holder responsible for parking for clarification.			
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Agenda Item 7

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

Document is Restricted



Report for:	Finance & resources Overview and Scrutiny Committee
Date of meeting:	8th June 2021
PART:	I
If Part II, reason:	

Title of report:	Provisional Financial Outturn 2020/21
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Author/Responsible Officer Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager (Financial Services)
Purpose of report:	To update members on the provisional financial outturn position for 20/21 including the; <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	It is recommended that Committee note the financial performance in regards to: <ol style="list-style-type: none"> 1. The General Fund projected outturn, 2. The HRA projected outturn 3. The Capital programme financial performance.
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2020/21 and so summarises the financial implications of service decisions for the financial year. <u>Value for Money</u>

	Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 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:	Deputy Section 151 Officer: This is a Deputy S.151 Officer report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account MRP- Minimum Revenue Provision MHCLG – Ministry of Housing, Communities and Local Government EA – Everyone Active HCC – Herts County Council AFM – Alternative Financial Model

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 of 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 and pension 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. This is a reduction of £2.1m quarter on quarter and is driven predominantly by technical accounting changes related to capital accounting and accounting for bad debt provision as detailed in section 7 of this report, it is proposed that this surplus 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 will have 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 that is entirely linked to additional Covid financial support/grants. This includes the following:

- £2.05m of Covid-19 support grant has been received from MHCLG
- £1.34m of Covid 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 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 a revenue reserve, 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 other charges payable by the HRA due to policy changes.

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 Transfer to Housing 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 overall in year 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 £0	Rephasing £0	Revised Budget £0	Provisional Outturn £0	Variance	
					£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 rephasing of £2.9m into 2021/22 on the General Fund, with an overspend of £62k.

The rephasing 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 Astroturf 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 Housing Revenue Account Major 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.



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)

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)

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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



Agenda item:

Summary

Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	June 8th 2021
Part:	1
If Part II, reason:	

Title of report:	Finance & Resources Performance and Operational Risk Report Quarter 4 2020/21
Contacts:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources Nigel Howcutt, Assistant Director, Finance and Resources.
Purpose of report:	To provide Committee with analysis of quarterly performance and risk management within Finance & Resources for the 4 th Quarter of 2020/21.
Recommendations	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 4, 2020/21.
Corporate objectives:	The provision of effective financial services and the allocation of resources such as assets and facilities support all five of the Council's corporate objectives, with particular reference to <i>Ensuring efficient, effective and modern service delivery</i> and, through Revenues, Benefits and Fraud division, <i>Building Strong and Vibrant Communities</i> .
Implications:	<u>Financial</u> Contained within the body of the report.
'Value for money' implications	<u>Value for money</u> Contained within the body of the report.
Risk implications	Contained within the body of the report
Equalities implications	None
Health and safety Implications	There are no health and safety implications.
Consultees:	Group Manager (Commercial Assets & Property Development) Group Manager (Financial Services) Group Manager (Revenues, Benefits and Fraud)
Background papers:	Previous performance reports to Scrutiny.

Glossary of acronyms and any other abbreviations used in this report:	F&R OSC- Finance and Resources Overview and Scrutiny Committee.
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1. Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators, and to review how the key risks facing the Services are being managed.
2. The attached appendices provide comprehensive risk and performance information for Finance & Resources for Quarter 4 of 2020/21 (January - March).

Appendix A – Finance & Resources Qtr 4 Performance Report.

Appendix B – Finance and Resources Qtr 4 Operational Risk Register.

3. The Performance Report, Appendix A, highlights that there are 5 amber KPI's and 6 green where performance is good.
4. There are also 5 out of 16 KPI's that have been reported as red which is a decrease of 1 compared to the third quarter of 20/21.
5. The one KPI change quarter on quarter is the reduction in performance of RBF01, Average time taken to decide a new claim for housing benefit.

In the majority of 20/21 there has been an increased workload for this service as a direct impact of the covid-19 pandemic, with a large increase in applicants, in particular the new cases linked to the increase in Temporary accommodation.

In conjunction with this the service have given applicants more time to provide information and documents given the logistical effect of the pandemic. As the year has progressed the service has slowly got back to pre-pandemic levels of performance and as of quarter 4 are now ahead of the 19/20 KPI for this KPI, but still marginally behind the revised 20/21 stretch target set prior to covid.

6. The 5 red rated KPI's are as a direct impact of the Coronavirus pandemic and are;
 - **RBF06 Council Tax customer contact response** – The complexity of the council tax queries has increased in 20/21 and the communication channels have also been harder to manage in the current climate.
 - **FIN03 General Fund outturn projection** – See the agenda item on the provisional financial outturn. Although performance is below budgeted levels at year end it is within the quarterly financial projections presented to members throughout the year.
 - **FIN08 Investment Income** – This income stream is below expectations due to 2 directly linked issues, of reduced cash balances and reduced investment interest.

The pandemic has resulted in lower cash balances than expected as income collected from; capital receipts, council tax, business rates to fees and charges has fallen, whilst expenditure has increased where services need to react to the pandemic. At the same time interest rates on investments have plummeted in line with the world economy with some council investment funds now returning a 0% rate of return.

- **FIN02a Time taken for debtors to pay** – This is adversely impacted by the pandemic with cash recovery ceased for a period and with businesses not operating during the second and third lockdown. The service expected debt recovery actions to be back to normal in the third and 4th quarter but the additional lockdown meant debt recovery processes are still not back to what the industry would call “normal”. The council expects that from June, we will be operating more normal debt recovery procedures.
- **CP02 – Percentage arrears on commercial property rents** – The arrears on the commercial portfolio are historically at or around 7% which is considered to be a market leading level.

In the current market the arrears were expected to increase significantly and at 15% at year-end they are lower than previous projections. The majority of the commercial portfolio is in the retail sector and some retail landlords are reporting arrears as high as 87%.

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

7. All scores as set out in the Operational Risk Register at Appendix B have been reviewed for 2020/21 Quarter 4, and comments added to the report. The scores reflected have not changed since quarter 3.
8. As you will note from Appendix B the operational risk scores and outcomes are all impacted by the coronavirus pandemic which was both unexpected and significant.
9. As at quarter 4 controls and mitigations in place for operational risks are deemed to be strong, and the council's ability to monitor and respond to the impact of the pandemic has also been strong.

OSC Report - Finance & Resources - Finance and Resources Mar-2021

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
RBF01 - Average time taken to decide a new claim for Housing Benefit	18.3 Days 4115 / 225 Target: 17 Days	20.4 Days 4465 / 219 Target: 17 Days	17.6 Days 3484 / 198 Target: 20 Days	3 1 0	Updater Comments: A very good quarter, taking the service back to pre-pandemic levels of performance.	No Info
RBF02 - Average time taken to decide a change event for Housing Benefit	2.4 Days 27838 / 11380 Target: 6 Days	5.3 Days 22633 / 4257 Target: 8 Days	2.8 Days 34506 / 12285 Target: 6 Days	0 0 4	Updater Comments: Excellent performance within target. Performance in this quarter is always difficult to predict due to annual uprating.	No Info
FIN03 - General Fund expenditure - outturn forecast against budget	£27176000 Target: £20599000	£27219000 Target: £20599000	£22167000 Target: £21069000	4 0 0	Approver Comments: The position reported is that as at the end of February, the latest approved position available. Performance against this indicator has been adversely impacted by the coronavirus pandemic. Details of this impact are included in the regular Covid-19 update reports presented to Cabinet.	No Info
FIN04 - HRA expenditure outturn forecast against budget	£54463000 Target: £57917000	£56354000 Target: £57917000	£55643000 Target: £55831000	0 1 3	Approver Comments: The position reported is that as at the end of February, the latest approved position available.	No Info
FIN05 - HRA income - outturn forecast against budget	£57402000 Target: £57917000	£57390000 Target: £57917000	£55889000 Target: £55831000	0 4 0	Approver Comments: The position reported is that as at the end of February, the latest approved position available. Performance against this indicator has been adversely impacted by the coronavirus pandemic. Details of this impact are included in the regular Covid-19 update reports presented to Cabinet.	No Info
FIN06 - General Fund Capital Expenditure - outturn forecast against budget	£11081876 Target: £11978793	£11350510 Target: £12635139	£19072172 Target: £19908351	0 1 3	No Comments	No Info
FIN07 - HRA Capital Expenditure: outturn forecast against budget	£19453427 Target: £22239882	£20624455 Target: £23275981	£37987225 Target: £40903325	0 0 4	No Comments	No Info
FIN08 - Investment income: outturn forecast against budget	£234155 Target: £492000	£214640 Target: £492000	£833142 Target: £623000	4 0 0	Approver Comments: Performance against this indicator has been adversely impacted by the coronavirus pandemic. Rates of return on investment are lower than were expected at the time targets were set.	No Info

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
FIN11 - Investment Property Income ytd budget against ytd actual	£5216212 Target: £5387360	£4934570 Target: £4954937	£5251270 Target: £5266270	0 3 1	Updater Comments: Estimated year end position of £171k down on target which is 3.2%. This indicator measures invoices raised, but once an allowance for bad debt provision has been made, a variance of £900k in total is expected which is in line with expectations for total end of year performance during this unprecedented year	No Info
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	82% 8142 / 9972 Target: 97%	89% 8336 / 9397 Target: 98%	99% 9640 / 9783 Target: 94%	2 2 0	Approver Comments: A combination of pandemic-linked factors means that a large number of queries are more complex than usual and so take more time to answer.	No Info
Dacorum Delivers - Performance excellence						
FIN01 - Percentage of creditor trade invoices paid within 30 days	98% 3149 / 3213 Target: 97%	99.5% 2777 / 2792 Target: 97%	98.9% 3606 / 3646 Target: 97%	0 0 4	No Comments	No Info
FIN02a - Time taken for debtors to pay	66.2 Days Target: 40 Days	59 Days Target: 40 Days	42.2 Days Target: 40 Days	4 0 0	Approver Comments: Performance against this indicator has been adversely impacted by the coronavirus pandemic. Debtors of key income generating services within the Council are taking longer to pay.	No Info
Dacorum Delivers - Value for money						
RBF04 - NNDR (Business Rates) in-year collection rate	93.5% Target: 98.4%	71.5% Target: 76.6%	98.6% Target: 98.4%	1 3 0	Approver Comments: It is almost impossible to compare this year to any previous one - the Government's expanded retail relief reduced the collectable rates by about £26 million (roughly 35% of the usual total). Of the businesses which still had rates bills to pay, many of these have also been severely restricted in trading, and so have struggled to make payments to us. We plan to work with these businesses to agree extended repayment schedules for outstanding liabilities across the next few years.	No Info

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG 	Comments	Actions
RBF05 - Council Tax collection rate	96.8% Target: 98.4%	83.2% Target: 84.9%	98% Target: 98%	0 4 0	No Comments Approver Comments: As expected, the pandemic has had a severe impact on some resident's payments. Very little recovery action has taken place during the year, in order to help reduce pressure on the community, and this is reflected in this figure. It is worth noting that compared to last year, the amounts paid during February and March rose, which reflects the payments made by residents who deferred April and May instalments as the issues brought on by the pandemic first came to light.	No Info
Regeneration - Drive value from Council owned assets						
CP01 - Percentage of commercial property occupation	95.24% 580 / 609 Target: 95%	95.4% 581 / 609 Target: 95%	95.73% 583 / 609 Target: 95%	0 0 4	Updater Comments: There are currently 29 voids on our books. There are 6 properties (21%) under offer which we are hoping to complete shortly. 22 void properties (76%) need refurbishment or substantial remedial works before they could be marketed. There is 1 (3%) properties which is in a marketable condition. TA are looking at a number of maisonettes which if taken would reduce voids significantly. The current Covid-19 pandemic is having a detrimental impact on lettings in the short to medium term as businesses face unprecedented challenges. Legal completions are taking longer as applicants are hesitant and matters are slowed further by lockdown.	No Info
CP02 - Percentage arrears on commercial property rents	15% 888293 / 5877130 Target: 8%	14% 812880 / 5877130 Target: 8%	7% 388161 / 5831632 Target: 8%	4 0 0	Updater Comments: The overall debt level is 15.11%. Please note that reminders are being issued and the majority of tenants are being chased but due to the Government moratorium no formal legal debt collection can be undertaken. Many businesses still have not benefitted from a sustained trading period due to ongoing restrictions, so we anticipate businesses will suffer further until lockdown is lifted (for shops 12th April for example). We are assisting tenants where possible with deferred payment plans and we will recoup these sums over time (approx 26% of the debt).	No Info



Quarter 4 Operational Risk Report

Mar-2021

Summary

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

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

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

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

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

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

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR_F02 Delays to Capital programme

Quarterly Update

The General Fund capital expenditure has slipped in year due to the impact of covid, as part of that the supply of new fleet has been slower than expected and other projects were on hold for a period. The HRA planned fixed expenditure that includes repairs and refurbishment to kitchens and bathrooms, continues to be behind schedule as access to homes during the pandemic has been restricted, these works will be reprofiled to future years.

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

Impact

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

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

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

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

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

Controls to manage the risk

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

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

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

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

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

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

Evidence the risk is being managed

The General Fund and New House Building capital programmes will be concluded but the timeframes have extended as a result of covid. There is no significant financial pressures in the capital programme with projects been delivered to budget.

FR_F03 Variances in General Fund revenue budget

Quarterly Update

At provisional outturn the General Fund is facing a significant financial pressures as a result of the coronavirus, of £2.4m. This pressure is directly linked to the implications of the pandemic, and in particular to reductions in income streams. This pressure will be funded from the Economic Recovery reserve as planned in December 2020.

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

Impact

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

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

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

Controls to manage the risk

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

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

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

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

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

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

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

Evidence the risk is being managed

At year end 2019/20 the general fund returned a balanced budget with the ongoing mitigation plans assisting in delivering a balanced budget.

At Quarter 3 the projection on outturn was a financial pressure of £3.2m. The provisional outturn is presenting a £2.4m pressure a reduction of £0.8m Qtr on Qtr. This is due to various improvements on performance in comparison to Qtr 3 projections with investment income being a significant element of this.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR_I02 Failure to optimise income generated by commercial assets

Quarterly Update

The Provisional Outturn report shows a pressure of £0.8m related to investment property income this is an improvement of £0.2m on Qtr 3.
The first half yearly debt arrears increased to 15% from a DBC average of 7%, and this has been maintained throughout the financial year.

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

Impact

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

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

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

Controls to manage the risk

The following controls aim to mitigate the risk of under-performance of the Council's commercial assets by maintaining good communication links between relevant Council services, and by regularly monitoring performance against targets (see KPIs CP01 and CP02) to ensure that underperformance is identified and addressed as quickly as possible. The existence of these controls has led to the 'Inherent Probability' of this risk occurring reducing from a score of 4, which is shown in the Residual Probability (i.e. after controls implemented) being a 3.

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

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

Evidence the risk is being managed

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

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

In 20/21 the occupancy level remained strong at 95% with arrears increasing to 15% in 20/21. Arrears are significantly below the market average with some large landowners declaring upto 80% arrears for 20/21.

FR_R01 Council Tax and Business Rates collections rates drop below budget

Quarterly Update

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

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

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

The closing collection rate of council tax is 1.6% behind target, but on track with previous projections. In the first half of the financial year on average London boroughs were reportedly down 1.4% year on year, so DBC performance is comparable with neighbouring boroughs.

Business rates is harder to predict due to the impact of all the changes made in year combined with businesses being shut/Furloughed for long periods of time. Adjusting for annual changes in relief. Collection rates are down 4.9% on target which is inline with previous projections of 5% shortfall on target.

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

Impact

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

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

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

Controls to manage the risk

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

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

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

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

Evidence the risk is being managed

In 2018/19 and 2019/20 Business rates and council tax collection achieved or exceeded budgeted levels. The collection rates achieved are above national averages and specificaly business rates collection was in the upper quartile of national performances.

FR_R02 Delays and errors in the processing of Benefits claims

Quarterly Update

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

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

The processing of existing claimants changes has being strong as these are less impacted by a reduced need to provide validation data, and in quarter 4 the performance in dealing with new housing benefits claimants has improved significantly and is now back to similar levels prior to the pandemic.

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

Impact

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

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

Significant reputational risk associated with high-profile errors,

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

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

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

Controls to manage the risk

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

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

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

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

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

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

Evidence the risk is being managed

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

The 20/21 financial year has seen a surge in new cases and changes to existing claimants. The service have had to introduce new ways of working to deal with the new cases during covid. The performance on changes to existing housing benefit cases has remained strong with performance in Qtr 4 being the strongest achieved in over 18 months.



AGENDA ITEM

SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	8 th June 2021
PART:	I
If Part II, reason:	

Title of report:	Quarter 4 Performance Report – Corporate and Contracted Services
Contact:	<p>Cllr Andrew Williams, Portfolio Holder for Corporate and Contracted Services</p> <p>Author/Responsible Officers:</p> <p>Mark Brookes (Assistant Director – Corporate and Contracted Services)</p> <p>Ben Hosier – Group Manager (Procurement and Contracted Services)</p> <p>Farida Hussain - Group Manager (Legal and Corporate Services)</p>
Purpose of report:	To provide Members with the performance report for quarter two in relation to Corporate and Contracted Services.
Recommendations	That Members note the report.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	<p><u>Financial</u></p> <p>Financial implications are highlighted throughout the report, where applicable.</p>
'Value For Money Implications'	<u>Value for Money</u>

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

- Members will find attached to this report the Corvu performance data for Corporate and Contracted Services.
- The only Operational Risk which falls within this area is CE_R01 Failure to deliver successful elections and there have been no changes to this risk during the fourth quarter.
- The services included in this report are those services which fall under the Assistant Director (Corporate and Contracted Services), which are Legal, Licensing, Corporate Support (which includes the now combined teams of Members Support, Electoral Registration and Corporate Support) and Procurement and Contracted Services.

The Legal Team

- The Legal team frequently represent the Council in the courts and tribunals, leading on injunctions, prosecutions and defending employment tribunal cases and judicial review proceedings. The ban on evictions by bailiffs is in place until 1st June 2021. Until then, evictions have been granted in very limited circumstances such as severe anti-social behaviour and rent arrears of more than six months. In the last quarter the Legal team presented the following cases in court:-

Matter	Client/type	Case Detail
ASB – Possession	DBC V Payne (1 Saturn Way, HH)	Injunction granted and possession proceedings adjourned for 12 months. No order for costs as agreed.
PSPO breach	Larbi Sellam	Hearing scheduled for 17 th March withdrawn as defendant left the country.

Property and other matters:

Completion of disposal of Land at Green Lane, Hemel Hempstead, realising a significant capital receipt.

The Licensing Team

5. Key updates for the team are as follows:
- The Travel with Confidence taxi scheme launched, with a webinar, press release, and webpage. Over 50 taxi and private hire drivers signed up to scheme, which provides them with free training around covid safe practices when transporting the public, and gives them accreditation once the training is passed, so they can reassure passengers.
 - New Taxi and Private Hire Licensing Policy consulted on and finalised by the Licensing and Health and Safety Enforcement Committee. This was a significant piece of work, combining a number of guidance and standards documents into one overarching policy, as well as updating the content of these. Systems are currently being updated to allow for application of the policy, which will be published at the start of June.
 - Public Space Protection Order covering six different areas within the borough reinstated following consultation and Cabinet agreement, giving powers to Police and Council officers to tackle alcohol related disorder across the Borough.
 - Licensing fees annual review completed; fees amended and brought in at start of April.
 - Statutory review of Licensing Act Policy concluded in line with required timescales to allow for publication of revised policy at start of January.
 - One licensed driver appeared in front of Committee as part of their renewal application as a result of it coming to light that they had been given 6 points on their DVLA licence in the duration of their previous licence and had failed to disclose these at the time. Licence renewal granted by Committee with a warning to the applicant to ensure that similar incidents are avoided in the future.
 - Pavement Licensing delegations extended by Committee following indication from Government of intention to extend the temporary powers giving responsibility for this to Borough and District councils until 30 September 2022.

Corporate and Democratic Support

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

Corporate meetings

- Supported 7 corporate meetings

Committee meetings

- Supported 25 committees (including agendas & minutes)
- Processed 28 public speakers at virtual committee meetings
- Processed 8 members of the public to 'view only' virtual committee meetings (although more may have viewed)
- Published 8 Portfolio Holder Decisions
- Published 16 Officer Decisions

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

Member Development

During Quarter 4, 3 Member Development sessions were delivered, hosted virtually;

- Advanced Chairing Training. This was delivered by The Local Government Information Unit. There were 7 attendees
- Development Management Training. This was delivered by (Sara Whelan, Group Manager – Development Management & Planning). There were 13 attendees
- Questioning Skills for Scrutiny. This was delivered by The Local Government Information Unit. There were 15 attendees.

Mayoralty

During Quarter 4, the Mayor's Office continued to run virtual fundraising events for members of the public. These proved really successful and had high engagement rates, they included the following:

- Virtual Quiz Night - £215 raised
- Virtual Bingo Night - £172 raised
- Walk Dacorum - £720 raised
- Easter Raffle - £110 raised
- Virtual Civic Dinner - £868 raised

The greatest success of all of the above events was the Mayors Civic Dinner. We managed to get a three course meal delivered to each guests home and organise a night of entertainment and speeches via zoom. We also hosted an online raffle night in which three guests won prizes (all of which supported local businesses). The Mayor was able to attend the opening of the Sunnyside Northchurch facility which he had spent his first Mayoral Year fundraising for.

Feedback from the office of Mayor's & Chairs across Hertfordshire indicates that Dacorum is the only Council that has continued to deliver a fundraising programme during the COVID pandemic and the only authority that delivered a Civic Dinner this year.

Electoral Services

7. Electoral Registration

The day to day Electoral Registration work has continued without any issues, and in quarter 4 the following amendments were carried out:

3095 amendments to the register:

- 142 changes
- 1585 deletions
- 1286 creations
- 82 movers

The following tasks and projects have taken place during this quarter:

- All register distribution processes and procedures have now been produced, checked and tested
- AV Refresh – the team sent out 2174 initial letters, and then a further 554 reminders to the electors required to refresh their signature. To complete the process, 231 postal votes were removed as the electors did not respond within the specified time frame.
- HNL's (Household Notification Letters) – these were sent to the 45,000 route 1 properties from last year's annual canvass. As it was the first year those properties didn't need to respond, if all information was correct, we wanted to be absolutely sure that the data we had for them was correct, ahead of the elections in May 2021. Having sent the letters out, we were inundated with emails (over 300 on this matter alone in 3 days) and calls to make changes. This proved to be a very beneficial exercise ahead of such complex elections to ensure confidence in the accuracy of the data held.
- The Proxy audit was completed – 110 proxy voters and 30 postal proxy voters had to be audited. We needed to determine whether or not the elector was still entitled to have a proxy and contacted a further 36 electors, each letter tailored to their set of circumstances, to elicit the correct response and information required.
- Clinically Extremely Vulnerable electors – a lot of work was carried out to cross reference the CEV list supplied to us by the NHS, to compare it against those registered and those who already had a postal vote. The team worked their way through the remainder to send a postal vote application to them.

Election Preparation

- The core election team was set up and met regularly to review progress on the Project Plan.
- All 61 polling places were visited to assess how they would be Covid secure on polling day and to produce a suggested layout for the Presiding Officer to follow on polling day.
- Communication took pace with Everyone Active to make the necessary arrangements for the Verification and Counts.

- Communication with the County wide election group, the Electoral Commission and Cabinet Office was on a regular basis to ensure all procedures and Public Health guidance was followed.
- Election awareness was launched on the council's social media
- All staff on the Elections database (around 900) were contacted and following responses, they were appointed to the variety of roles. All staff details were checked and updated, all Presiding Officers and Poll Clerks were booked onto a training session and all election staff supplied next of kin details to be added to the database.
- Postal vote data was created and issued to the printers for just over 19,000 electors (which covered all elections – PCC, HCC, Tring, Leverstock Green).

Training

- The team attended:
 - the AEA annual conference, which covered areas such as postal voting, annual canvass, performance standards and election preparations. This was a very beneficial 2 days and the team refreshed their knowledge and learned new things which will be beneficial to the council.
 - the Civica annual conference which went through the Annual Canvass 2020 feedback and preparations for the elections in 2021
 - the AEA Course on Verification & Count processes ahead of the May 2021 elections, which was very beneficial.

Procurement & Contracted Services

8. Covid-19 Update

- In accordance with government guidance, IMT informed all staff who can work from home **must** do so, and follow the government guidance. Only staff carrying out essential roles in the Forum and other council buildings should continue to do so, as agreed with their line manager.
- Keyworkers who are working, but unable to work from home, will be able to access testing, with the recommendation that they test twice weekly. The testing service is accessed via booked appointments only, and will operate on a first come first served basis. This means that all Dacorum Borough Council staff who cannot work from home, can access this service.
- Herts Valley CCG are starting to return to the office in small numbers, a planned return to the office is being discussed post 21st June.
- The library opened back up for time-limited browsing on 12th April 2021, members of the public continue to have access to the Forum for visa applications and PC usage. The library will open back up fully (7 days per week) with no time-limited browsing from 1st June.

- The Registry Office have reopened back up for weddings, customers that wish to register births, and deaths are now allowed back in to the Registry Services office.
- Work on re-fixing the panels in the Council Chamber and the atrium have been completed and a new 12-month warranty period starts again.

Procurement

9. A number of procurement exercises and projects have been ongoing:
- Paradise Fields New Build Scheme
 - Berkhamsted Sports Centre Refurbishment
 - Asbestos removal contract for Housing
 - Temporary Agency Staff
 - Stair lift contract for Housing Properties
 - Telecoms renewal contract
 - Telecoms audit
 - Printing for the annual canvass and election
 - The purchase of Bins and Caddies for the Council's Refuse Team
 - Disabled Facility Grants / Disabled Adaptations
 - The Council have awarded new contracts to the voluntary sector for a further 2 years which will allow us to support the voluntary sector organisations through Covid-19 and beyond:
 - Supporting the Voluntary Sector (Community Action Dacorum (in partnership with the Volunteer Centre Dacorum)
 - Information, Advice and Advocacy (Citizens Advice Dacorum)
 - Reducing Social Isolation for Older People and their Carers (Age UK Dacorum)
 - Promoting Healthy Relationships (Relate Dacorum, Watford and Three Rivers (in partnership with Mediate Herts)
 - Purchase of Light Commercial Vehicles
 - Rossgate Shops Window Replacement
 - Parking consultancy
 - Fire Safety work to Housing Properties
 - Main Contractor for Garages
 - Main Contractor for Randall's Ride New Homes Scheme
 - WAN and Internet connectivity for Data Centres and Remote Sites
 - LA1 Marchmont Laidon Square New Homes Scheme
 - Garage Demolition Contract (New Homes)
 - 43-89 Fennycroft Road Fire Safety Works
 - Dacre House Refurbishment works

Parking Services

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

Parking Sessions

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	2,066	3,005	7,870	12,746	11,774	13,487	13,182	9,846	8,443	5,814	6,841	9,307
Off Street	12,941	19,988	39,723	70,274	78,980	83,646	89,027	40,596	91,775	30,133	43,234	47,499
Total	15,007	22,993	47,593	83,020	90,754	97,133	102,209	50,442	100,218	35,947	50,075	56,806

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	16,817	17,681	17,184	18,060	16,154	16,261	17,784	17,428	16,758	16,387	16,052	12,376
Off Street	97,975	105,540	102,656	105,040	102,356	103,454	103,760	102,237	104,958	97,825	94,823	82,003
Total	114,792	123,221	119,840	123,100	118,510	119,715	121,544	119,665	121,716	114,212	110,905	94,379

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-14,751	-14,676	-9,314	-5,314	-4,380	-2,774	-4,602	-7,582	-8,315	-10,573	-9,211	-3,069
%	-88%	-83%	-54%	-29%	-27%	-17%	-26%	-44%	-50%	-65%	-57%	-25%
Off Street	-85,034	-85,552	-62,933	-34,766	-23,376	-19,808	-14,733	-61,668	-13,183	-67,692	-51,589	-34,504
%	-87%	-81%	-61%	-33%	-23%	-19%	-14%	-60%	-13%	-69%	-54%	-42%
Total	-99,785	-100,228	-72,247	-40,080	-27,756	-22,582	-19,335	-69,223	-21,498	-78,265	-60,830	-37,573
%	-87%	-81%	-60%	-33%	-23%	-19%	-16%	-58%	-18%	-69%	-55%	-40%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021

During 2020/21, the number of parking sessions is 47% down when compared to 2019/20

PCN's Issued

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	0	135	128	522	379	475	422	558	628	415	395	504
Off Street	0	0	26	268	231	409	420	370	298	240	223	292
Total	0	135	154	790	610	884	842	928	926	655	618	796

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	576	660	632	683	792	624	581	523	357	483	487	377
Off Street	437	686	659	658	592	599	633	340	334	375	326	211
Total	1,013	1,346	1,291	1,341	1,384	1,223	1,214	863	691	858	813	588

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-576	-525	-504	-161	-413	-149	-159	35	271	-68	-92	127
%	-100%	-80%	-80%	-24%	-52%	-24%	-27%	7%	76%	-14%	-19%	34%
Off Street	-437	-686	-633	-390	-361	-190	-213	30	-36	-135	-103	81
%	-100%	-100%	-96%	-59%	-61%	-32%	-34%	9%	-11%	-36%	-32%	38%
Total	-1,013	-1,211	-1,137	-551	-774	-339	-372	65	235	-203	-195	208
%	-100%	-90%	-88%	-41%	-56%	-28%	-31%	8%	34%	-24%	-24%	35%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021

During 2020/21, the number of PCN's issued is 42% down when compared to 2019/20

TRO's

TRO's

1. Marlowes changes
Live 10 May
2. CPZ – Ebbens Road
Statutory consultation to be undertaken mid-June
3. Redbourn Road
Live 10 May
4. Wood Lane End
Live 10 May
5. Chaulden Terrace
Live 10 May
6. Berkhamsted High Street/Manor Street
Live 10 May
7. Marlowes (North)
Portfolio Holder decision submitted to statutory comments.

CCTV

11. During the year the CCTV control room and installation works have returned to normal.
 - We are working with Children's services to install a new camera and intercom system at the new 3G pitches at Grovehill Adventure Playground. This is all now completed and operational.
 - A meeting has taken place with Cllr Colette Wyatt Lowe at Swallowfields regarding the installation of additional CCTV cameras.

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

Proposed Upgrade/Replacement cost					
Year	2020/21	2021/22	2022/23	2023/24	2024/25
Budget	£148,041	£89,958	£108,002	£119,072	£139,574
Outstanding	£32,055	£89,958	£78,058	£113,29	£139,574
Spent	£115,986	£0	£29,944	£5,782	£0
Remaining	£32,055	£89,958	£78,058	£113,920	£139,574

Leisure Contract

12. A separate report providing an operational and financial update on the leisure contract is on the agenda.

Leisure Modernisation – Berkhamsted Leisure Centre

13. A report was presented to Cabinet in April, where it was agreed to award the Project Management & Full Design Team Services contract to Faithful+Gould and to move to RIBA stage 2 - Concept Design. RIBA stage 2 will cost £420k and will be funded from the approved project budget.
The contract documentation is being drafted and a meeting with Faithful+Gould has been arranged for May, to discuss the project programme and kick start RIBA stage 2.

Parking & Access Movement Project

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

- Trees on Leighton Buzzard Road have been removed **(completed, although additional tree and remaining tree stumps are needed to be removed and this will be carried out by the main contractor)**
- Informal TRO consultation will commence in **March 2020 (completed)**
- A tentative date of the Planning Pre-Application Meeting of 04 April has been arranged. **(completed)**
- Given the traffic survey discussions, the Traffic Survey is currently scheduled for completion on **05 June** – subject to successfully attaining the permission from Ringway. **(delayed due to lockdown) (subsequently completed)**
- An indicative period of the BT diversionary works of: **01 Jun. to 28 Sep. (delayed due to lockdown)**, Discussions have commenced again with BT and dates for the diversion works are being discussed. Updated drawings from WSP will be available in mid Jan 21 **(BT plan to complete the civils/changeover diversion work during Mar-Apr 21) This has continued in to May**
- Assumed that there will be no Planning Conditions following the statutory 8-week Period of Determination and therefore the Term Contractor can immediately commence with the works. **Planning application will now be submitted 5 Mar**
- Subject to the above – the result of the Planning Application is scheduled as 23 Nov. (delayed as other stages will not be complete) **Planning determination is expected to be 28 May – this includes an extra 3-week period for Covid delays**

- Assumed that said Term Contractor would already be mobilised in the vicinity of the works, undertaking resurfacing work of the North Car Park who will then immediately switch to undertake the works for the South car park. (site visit with contractor took place in mid Nov) **Confirmation that resurfacing work is being delayed so that work can move straight on to the PAM project in June 21**
- Subject to planning consent a construction period of **04 Nov. 2020 to 15 Feb. 2021** (3 months). (delayed as other stages will not be complete, start date likely to be May 2021) **Construction period will be June – Sept 21**

Climate Emergency and Sustainability

15. Work is ongoing to draft the Climate and Ecological Emergency (CEE) Strategy ready for this to go to Cabinet in July for approval.
- The Sustainability Officer vacancy is now live with a closing date of 27 June.
 - We have achieved a Carbon Literate Organisation Silver Accreditation status and will be doing promo work related to this.
 - A date has been set for a public Climate and Ecological Emergency event – on Wednesday 3 November to coincide with COP26.
 - Workshops have been ongoing with a consultant to help us progress with the development of data for our Electric Vehicle (EV) strategy and our On-Street Charge point funding application.
 - We have set up two events for Biodiversity Day (May 22) – one is a week-long Wildflower Seed Giveaway to Dacorum residents, anyone can apply. The second is a primary school competition to win an insect sit-and-study centre.
 - Articles are being written ready to go into the new Dacorum Life magazine as CEE work has its own double page spread.
 - We have been working with YES Energy Solutions and they will be doing a mail-out to targeted residents to promote the ECO funding scheme. This scheme can help with home energy improvements and is available to residents that meet certain criteria.

OSC Report - Finance & Resources - Corporate and Contracted Services Mar-2021

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£1382992 Target: £2772710	£1096362 Target: £2079532	£2267451 Target: £2356440	4 0 0	<p>Updater Comments: The final year end position is 50% down on budget as expected, due to lockdowns and reduced footfall in town centres</p> <p>Approver Comments: We will continue to monitor the income on a monthly basis. But due to the period where the car parks were unused, it is very unlikely that this will recover during 2020/21 to reach the targets.</p>	N/A
Dacorum Delivers - Performance excellence						
LG03 - Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days of receipt of full instructions	100% 12 / 12 Info Only	100% 11 / 11 Info Only	100% 12 / 12 Info Only		No Comments	No Info
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	100% 4 / 4 Info Only	100% 2 / 2 Info Only	100% 1 / 1 Info Only		No Comments	No Info
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	100% 8 / 8 Info Only	100% 2 / 2 Info Only	100% 2 / 2 Info Only		No Comments	No Info
Dacorum Delivers - Reputation and profile delivery						
DPA01 - Percentage of DPA requests met in 31 days	100% 11 / 11 Target: 100%	100% 20 / 20 Target: 100%	100% 28 / 28 Target: 100%	0 1 3	No Comments	No Info
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	78.26% 36 / 46 Target: 80%	81.82% 36 / 44 Target: 80%	62.16% 46 / 74 Target: 80%	1 1 2	No Comments	No Info

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	75% 3 / 4 Target: 80%	55.56% 5 / 9 Target: 80%	80% 4 / 5 Target: 80%	 2 1 1	No Comments	No Info
FOI01 - Percentage FOI requests satisfied in 20 days	88.55% 147 / 166 Target: 100%	86.9% 146 / 168 Target: 100%	94.29% 198 / 210 Target: 100%	4 0 0	Updater Comments: Missed Requests; DM & Planning:5 Environmental Services:5 Regulatory Services:5	No Info
MS01 - Average number of training opportunities taken up per Member	No Data Info Only	No Data Info Only	0.1 Opportunities Info Only		No Comments	No Info



AGENDA ITEM

SUMMARY

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

Title of report:	Performance and Risk report Quarter 4 2020/21 – Performance, People & Innovation
Contact:	Andrew Williams, Leader of the Council and Portfolio Holder Corporate & Contracted Services Author/Responsible Officer: Linda Roberts (Assistant Director – Performance , People and Innovation), Matt Rawdon (Group Manager – People and Communities) and Ben Trueman (Group Manager – Technology and Digital Transformation)
Purpose of report:	To provide the Committee with analysis of performance and risk management for the services and functions provided by the Performance, People & Innovation Division.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 4 2020/21.
Corporate objectives:	The Performance, People & Innovation division supports the delivery of all corporate objectives, although there is a particular focus on ‘modern and efficient council’.
Implications:	<u>Financial</u> Poor performance could lead to increases in costs as well as reducing the value of our service offer.
‘Value For Money Implications’	<u>Value for Money</u> The work of the division supports the achievement of value for money in the pursuit of the Council’s objectives
Risk Implications	Risk Assessment regularly reviewed
Equalities Implications	There are no equalities implications arising from this report.
Health And Safety	There are no health and safety implications arising from this

Implications	report.
Consultees:	None
Background papers:	Attached: 1. Quarter 4 Operational Risk and Performance reports
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>This is a regular report to the committee detailing the performance of the relevant services for this committee over the last quarter.</p> <p>The review also considers operational risks and highlights any additional controls and assurances needed to address the issues raised.</p>
Glossary of acronyms and any other abbreviations used in this report:	<ul style="list-style-type: none"> • IT – Information Technology team • FirstCare – The Council’s sickness management system • KPIs – Key performance indicators

Introduction

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

Monitoring Performance

Human Resources

The total sickness absence outturn for Q4 has decreased in this quarter from last (Q3), which is a positive outturn. Short term sickness has slightly increased against Q3, but improved from Q3 last year. The significant reduction has been the reduction of long term sickness days in this quarter.

The Council is continuing to operate a robust management process that involves a senior management team (supported by HR) reviewing every case of sickness on a monthly basis to ensure that we are taking robust, timely and fair action.

There has been a huge drive from the HR team in expanding the Council's support for staff on their health and wellbeing. A staff health and wellbeing survey was undertaken to understand the areas that the Council needed to focus on. There is an established action plan that is being delivered which we publish and have worked with staff to develop further. Some of examples of the initiatives include;

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

We have experienced good attendance figures on what we are offering and utilised feedback from staff to help develop our offering further. A good example of this is that we have identified that the our mental health first aid programme needed some attention so we are in the process of re-training eight members of staff to assist with the programme we offer to our workforce. The overall health and wellbeing programme will evolve further in the next few months as we have been awarded by the Herts Protection Board £18k to develop our staff health and wellbeing even further so that we can support our staff through the difficulties of CV-19.

Staff turnover can help the organisation to understand its performance in relation to employee retention and motivation. The turnover for this quarter is comparable to other quarters and aligns to industry standard.

IT and Digital Services

IT Systems availability (100%) was positive within the quarter demonstrating the continued reliability of the Council's technology infrastructure. Throughout the pandemic services have depended on this fundamental reliability of access to longstanding systems, as well as the deployment of newer collaborative technologies such as Microsoft Teams.

Supporting users working from home, and to a degree hybrid working with some officers in offices, continued to bring complications, with some technical elements of home working outside of the Council's direct control. A significant issue of compatibility/interoperability with a particular element of the standard laptop software set-up was identified within the quarter. This had been causing occasional but profound issues and the removal of the relevant software proved a rapid resolution to issues experienced. The primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) was green within the quarter at 90% and the Service Desk continue to work effectively throughout.

Numbers of Website Users (221,413) was another new high, representing a 17.5% increase over the previous quarter and a very significant 28.5% over the same period in the preceding year. We assume that a lack of face-to-face contact has continued to drive increased traffic to the Council's online services and in this context. Q4 saw more COVID specific forms developed rapidly by the Web Team at short notice and high priority as well as the rapid development of a mobile application specifically for the use of COVID Advisers.

OSC Report - Finance & Resources - Performance, People and Innovation Mar-2021

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
Dacorum Delivers - Performance excellence						
HR02a - Turnover of staff	9 % Info Only	8 % Info Only	7 % Info Only		Approver Comments: A healthy staff turnover rate is considered to be anything under 15%.	No Info
HR04a - Total days lost through SHORT TERM sickness absence	734.03 Days Info Only	657.62 Days Info Only	1084 Days Info Only		Approver Comments: The sickness scrutiny group continue to review all short term sickness on a monthly basis to identify any cases where there is a cause for concern and that formal procedures are being followed where applicable. Sickness absence trends are also analysed to ensure that policy decisions/initiatives are implemented.	No Info
HR04b - Total days lost through LONG TERM sickness absence	779.11 Days Info Only	1276 Days Info Only	1187.5 Days Info Only		Approver Comments: This is a positive result from last quarter. The sickness scrutiny group continues to monitor all long term sickness cases to ensure the Council is doing all it can to support staff back to work.	No Info
HR04c - Long term sickness as a percentage of total sickness	51.49% 779.11 / 1513.14 Info Only	65.99% 1276 / 1933.62 Info Only	52.28% 1187.5 / 2271.5 Info Only		Approver Comments: No comments.	No Info
HR04e - Short term sickness as a percentage of all sickness	48.51% 734.03 / 1513.14 Info Only	34.01% 657.62 / 1933.62 Info Only	47.72% 1084 / 2271.5 Info Only		Approver Comments: No comments	No Info
ICT01 - Percentage of incidents resolved in less than 2 days	289.43% 3780 / 1306 Target: 90%	311.56% 4393 / 1410 Target: 90%	320.24% 5601 / 1749 Target: 90%	0 0 4	Approver Comments: The ICT Service Desk have continued to provide effective support throughout the quarter in difficult circumstances and under great pressure, missing the performance target very narrowly.	No Info
ICT02 - Availability of primary systems (office hours)	100% Target: 100%	100% Target: 100%	100% Target: 100%	0 0 4	Approver Comments: Consistent availability throughout the quarter demonstrating resilience of core systems.	No Info
HR03 - Total days lost through sickness absence	1489.68 Days Info Only	1933.62 Days Info Only	2271 Days Info Only		Approver Comments: A good reduction in days compared to the last quarter and the same quarter last year.	No Info

Indicator Name	Results Mar-2021	Last Months Results Dec-20	Last Years Results Mar-20	RAG	Comments	Actions
HR05 - Average days lost due to sickness absence per FTE - profiled target	0.7 Days 1489.68 / 2114.78 Info Only	0.92 Days 1933.62 / 2107.69 Info Only	1.11 Days 2271 / 2044.98 Info Only	 0 0 1	No Comments	No Info
ICT06 - Total number of incidents and service requests reported (ICT)	2598 Info Only	2455 Info Only	3366 Info Only		No Comments	No Info
Dacorun Delivers - Reputation and profile delivery						
WEB03 - Number of Website Users	221413 Info Only	188258 Info Only	172080 Info Only		Approver Comments: An increase of 17.6% in website traffic in the previous quarter and more than 28% over the same quarter last year.	No Info



Quarter 4 Operational Risk Report

Mar-2021

Summary

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

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

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

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

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

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

Take-up of the MyDacorun portal for residents grew through the quarter (from 5663 at the end of Q3 to 6513 at the end of Q4).

Q4 has seen continued development of the MyDacorun platform, including work on repairs reporting and pest control appointment booking. The Web Team have also delivered a number of COVID related forms for business grants and self-isolation payments as well as the development of a mobile application for use by COVID advisers in the field.

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

Impact

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

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

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

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

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

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

Controls to manage the risk

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

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

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

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

The majority of performance indicators and projects are in target and continue to be monitored jointly by members and senior officers. The Council is investing in the deployment, later in 2021, of a new performance management system.

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

Impact

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

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

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

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

Controls to manage the risk

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

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

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

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

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

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

Impact

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

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

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

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

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

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

Controls to manage the risk

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

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

We will agree KPIs with each contract.

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

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

We have commissioned specialist advice from legal and leisure consultants.

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

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

Impact

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

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

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

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

Controls to manage the risk

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

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

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

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

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

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

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

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

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

Impact

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

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

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

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

Controls to manage the risk

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

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

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

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

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

Evidence the risk is being managed

- Very few employment appeals to Members.
- Staff turnover is low.

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

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

Impact

Managing and adapting to change is key if we are going to deliver the Council's vision.

That's why we need to develop and foster a workforce that is flexible, responsive and able to manage organisation change.

The consequences of this risk include dis-engaged staff, service delivery issues and low productivity.

We could also experience high levels of turnover and a likelihood that key staff would relocate to other organisations.

Controls to manage the risk

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

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

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

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

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

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

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

Technology has been a key part of the New Normal Programme and will continue to be a major strand of transformation work, providing an opportunity to review the Council's technology approach and to ensure it is fit for purpose for future ways of working within DBC.

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

Robotic Process Automation (RPA) went live in the Council within the quarter and further opportunities for the use of this technology are under review.

The Council is planning the drafting of a new Technology Strategy within Q1 and Q2.

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

Impact

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

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

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

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

Controls to manage the risk

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

The service is based around core elements:

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

We have an Digital Technology Strategy Service Plan.

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

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

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

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

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

We take a category management approach to procurement.

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

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

Quarterly Update

In Q4 overall systems availability was 100%. The Council deploys a wide range of security controls and resilience including diverse routes on the BT network to the Council's primary sites and data replicated across production and Disaster Recovery data centres.

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

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

Impact

ICT is central to the performance of departments.

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

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

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

Controls to manage the risk

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

Technical Controls -

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

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

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

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

Process controls -

Data back-ups are stored off site.

Security -

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

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

Evidence the risk is being managed

Assurance

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

Agenda Item 12

Clerk: Trudi Angel (x2224)

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

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

Meeting Date	Report Deadline	Items	Contact Details	Background information
6 July 2021	25 June 2021	Action Points (from previous meeting)		
		Garages Project Presentation	Corporate Director, Finance & Operations James.deane@dacorum.gov.uk	<i>To receive a presentation on the garages project</i>
7 September 2021	27 August 2021	Action Points (from previous meeting)		
		Budget Monitoring Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Finance & Resources Q1 Performance Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q1 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q1	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise</i>

		Performance Report		<i>quarterly performance</i>
5 October 2021	24 September 2021	Action Points (from previous meeting)		
2 November 2021	22 October 2021	Action Points (from previous meeting)		
		Budget Monitoring Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Finance & Resources Q2 Performance Report	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q2 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q2 Performance Report	Assistant Director, Performance, People & Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
1 December 2021	25 November 2021	Action Points (from previous meeting)		
		*** Joint Budget ***	Corporate Director, Finance &	

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

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