



# 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 7 SEPTEMBER 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 Chapman	Councillor Sinha
Councillor Guest	Councillor Townsend (Vice-Chairman)
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 on 01442 228209 or via email [member.support@dacorum.gov.uk](mailto:member.support@dacorum.gov.uk)

### AGENDA

- 1. MINUTES** (Pages 3 - 8)  
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**

There were no actions from the previous meeting.

#### **7. QUARTER 1 BUDGET MONITORING REPORT (Pages 9 - 22)**

#### **8. QUARTER 1 PERFORMANCE REPORT - FINANCE & RESOURCES (Pages 23 - 38)**

#### **9. QUARTER 1 PERFORMANCE REPORT - CORPORATE & CONTRACTED SERVICES (Pages 39 - 53)**

#### **10. QUARTER 1 PERFORMANCE REPORT - PERFORMANCE, PEOPLE & INNOVATION (Pages 54 - 70)**

#### **11. WORK PROGRAMME (Pages 71 - 73)**

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

6 JULY 2021

**Present:**

Cllr Adeleke	Cllr Sobaan Mahmood
Cllr Allen	Cllr Sinha
Cllr Chapman	Cllr Townsend (Vice-Chairman)
Cllr Cloughton	Cllr Tindall
Cllr Douris	Cllr Suqlain Mahmood (Chairman)

**Officers:**

N Howcutt	Assistant Director – Finance and Resources
C Baker	Group Manager – Revenues, Benefits and Fraud
T Angel	Corporate and Democratic Support Officer (Minutes)

**Also Present:**

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

The meeting began at 7.30 pm.

**FR/033/21 MINUTES**

The minutes of the meeting held on 8 June 2021 were agreed by the members present and then signed by the Chairman.

Councillor Tindall apologised that he hadn't got round to contacting the Chairman and Vice-Chairman regarding items for the work programme. He said he would action this as soon as he could.

Councillor Cloughton asked a question on behalf of Councillor Symington. He noted in the minutes of the previous meeting that Ben Hosier said he would update the committee on whether the Portfolio Holder Decision in relation to parking in Berkhamsted High Street would be proceeding or not. He was aware that Berkhamsted Town Council had decided to withdraw from the scheme so he assumed the decision was not going ahead.

Councillor Williams confirmed that assumption was correct. Following the last meeting he received notification from the Town Council that they didn't wish to proceed and so there was no need for the Portfolio Holder Decision.

**FR/034/21 APOLOGIES FOR ABSENCE**

Apologies for absence were received on behalf of Councillors Guest and Elliot.

Councillor Symington was required to self-isolate so was unable to attend the meeting.

### **FR/035/21    DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **FR/036/21    PUBLIC PARTICIPATION**

There was no public participation.

### **FR/037/21    CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN**

None.

### **FR/038/21    ACTIONS FROM THE PREVIOUS MEETING**

The Chairman advised there were no outstanding action points from the previous meeting.

### **FR/039/21    BUSINESS GRANTS PRESENTATION**

N Howcutt provided a presentation to the committee detailing the distribution of Business Grants in the Borough.

Questions:

Councillor Tindall firstly thanked all the officers involved in distributing business grants and felt they had done a marvellous job. He understood it was difficult to interpret some of the government guidance. He noted that the local government chronicle were saying that the government data they were using was inaccurate which led to a surplus of around £4billion in councils nationally, and councils were being accused of not distributing all the cash they had. He asked if N Howcutt agreed with that assessment.

C Baker advised there was no way the government could have had the level of data needed to know the exact amount of money every local council should have. The data they were looking at to make their estimates was to ensure councils had the cash flow to be able to pay the grants and they only had access to the rating list information which gives indications of what a building was but not how a building was being used and that was part of the grant eligibility. He felt it was better that they overestimated than underestimated.

Council Tindall asked if it would be possible to identify the businesses that weren't able to receive sufficient funding or lost out altogether because of the guidance we had to follow.

N Howcutt advised they had done several wash-ups, particularly when they've been looking at the criteria for the ARG (Additional Restrictions Grants) and a lot of businesses had received various different levels of support from different areas. Whether businesses will perceive the level of support to be substantial or not will vary from individual to individual. He felt the support we had provided had been significant but there was one area we struggled due to government supports such as grants to big businesses, the furlough scheme and self-employment support as we've not been able to access a lot of that data which makes our wash-ups quite

difficult and time consuming. He advised we would have another round of ARG post August and then we will have another wash-up.

Councillor Claughton congratulated N Howcutt and his team for finding their way through this maze and getting grant money out to businesses. He said he was made aware of frustration from individuals not knowing where to go to apply for grants, what the eligibility was etc. however the frustration did ease slightly when the restart grants were going out as it was better signposted on our website. He understood it must have placed an extra burden on our staff but he did feel it made it easier to handle. He questioned how they would handle the grant presentation differently and if we could improve on communication, should we end up in this position again in the future.

N Howcutt agreed with some of the comments and suggested we learnt a lot of lessons along the way. He said we used the website and social media more during the second release of grants as a lesson from the first round of grants. He felt our processes had improved along the way. For example, one of the ARG's goes through four tiers of approval in terms of economic development, revenue service, benefits service and then the final sign off so we can be sure we're absolutely airtight on the controls and that does take a lot of resources but he felt it was worthwhile. He suggested the slower release had helped us but as we've got our processes fine-tuned and we've learnt from our marketing campaigns we've improved so much so we would take that forward should we ever be in this position again.

Councillor Adeleke congratulated N Howcutt and his team for the way they've handled the grant process. He said, given the amount of work that staff have had to take on and how the pandemic has affected us all, what has been the impact mentally on staff? He also asked if we had to bring in additional resources to cope with the additional workload.

C Baker felt that the team had bonded and supported each other extremely well despite being under so much pressure. He said staff were keen to get the grant money out to businesses as quick as possible. He advised there was a lot of resource juggling and there were pandemic related tasks that had to be the priority so staff generally concentrated on those tasks.

N Howcutt explained we had learned how to work more effectively with IT in terms of getting systems uploaded and we have been able to get E-Forms on the website within a week for businesses to apply for grants. He felt Covid had helped show people different ways of working and we have more online access than we did and many more people using the website which was positive. He said we had also learnt what can be achieved without being in the workplace since staff had been working from home and now we do more things electronically and remotely.

Councillor Adeleke noted from the presentation that we had approximately 6,000 applications. He queried the level of complaints and satisfaction we received during the application process.

C Baker advised we had received approximately 20 enquiries via the local MP from unsuccessful local businesses but that gave another chance to explain why the application was rejected. He said, with some of the people that were unable to get one of the specific grants we used that knowledge and fed that into the design of the ARG. He explained where there was an element of discretion and where can see a

sector has been impacted but hasn't qualified for any other support we look at how we can build them up and give them more support.

Councillor Adeleke questioned if any money was leftover, do we get to keep it or does it have to be returned to the government.

N Howcutt advised any unutilised grant money need to be returned to the government. In terms of ARG, if we don't fully utilise the first £4.4m we won't get the additional £1.4m on the 1<sup>st</sup> August.

Councillor Douris advised in the interest of transparency that a company of which he was the largest shareholder in was in receipt of grant support. He said the experience of that company was that the service from the Council was absolutely exemplary and was without any stress at all.

Councillor Allen echoed Councillor Douris' comments. He then questioned whether any data was collected and fed back to the government relating to the clear 'winners' and 'losers' in the grant process to help them fine tune later iterations of the funding.

N Howcutt replied they had fed-back data weekly, fortnightly, monthly and quarterly depending on the grant. He said he would love say the data was being collected effectively so that the government could assess if there were any sectors or businesses that they feel they were too generous to but in his view a lot of the data collection was to tell the media how much money was being paid to which sectors. He advised they had to complete various questionnaires and C Baker had to attend lots of livestreams with various Secretaries of States, and they completed and submitted everything they had to for the government to assess.

C Baker advised the first set of grants probably had the most 'winners' as they had to get a lot of money out quickly to a lot of businesses. He said if you compare those grants to the more recent ones they're much more complicated and over targeted and it made it more difficult to be able to communicate it to businesses.

Councillor Allen said he was aware of one business that had unfortunately had to close due to Covid and not benefiting from the government support. He asked if we had any idea how many other businesses across Dacorum may have been in a similar situation.

N Howcutt advised that now the furlough scheme was starting to unravel, the volume of grants were stopping and the economic was starting to open up, we would start to see how many businesses were trading and how many were not. He suggested there were positive signs out there.

Councillor Townsend sought clarification on how the market traders in Tring would have been informed of the grants and how they would have to apply for them.

N Howcutt advised we were fortunate as we were able to get the list of market traders very easily and they were able to apply for the ARG for market traders. He explained it was a sector that at first they thought could be a struggle because market traders don't necessarily work electronically or use internet connection but actually they were very resourceful.

Councillor Townsend asked if we proactively approached the market traders.

N Howcutt advised we proactively approached all different business groups and Parish Councils about all the grants.

The Chairman felt that the market traders provide a good service to the community.

The Chairman advised he had been doing some calculations on the amount of people in the Borough and the amount that was paid out in grants. He suggested it was a lot of money coming into the Borough to help local businesses and hoped it would have a positive impact.

The Chairman questioned how the officers think the next year will go.

N Howcutt suggested the work post-Covid was going to be harder than pre-Covid due to businesses potentially struggling to pay their business rates and all the uncertainty across finance at the moment relating to income streams, business rates and council tax. All that uncertainty creates more work, analysis, scrutiny, and understanding of what's happening in terms of the medium term financial outlook. He said they did get funding from the government to support these grants and had to take on a lot of additional resources but fortunately we had a resilience contract with a third party provider that we're able to make use of for seasonal peaks and troughs.

The Chairman asked what happened with any grants that were paid in error.

N Howcutt advised there was a process in place; firstly they needed to satisfy the government that we've done the right post payment assurance checks and they will scrutinise everything that we submit. If we find out that we've paid somebody erroneously or somebody has given the wrong information then we will go back to them and ask them to repay. If we have overpaid or somebody claims erroneously and another grant was introduced and claimed for, we effectively said we would net the owed amount off of what they would receive. In terms of fraudulent applications, the National Audit Office early on in 2021 said they felt that the government grant scheme across the board could be up to 25-30% of fraudulent activity.

The Chairman queried whether businesses that paid their business rates collectively as a social enterprise received any grants.

N Howcutt replied they picked those businesses up through discretionary grants where and if they could.

The Chairman asked if there was a loss to the Council for not collecting full business rates or do we just collect and pass them on to the government.

N Howcutt explained as the situation was outside of our control and we were not able to collect 100% of business rates, the government business rates relief grant covered those costs so there wasn't a financial impact in year to the Council. He advised that there would be an impact on our projected growth in our MTFs (Medium Term Financial Strategy) due to the overall economic impact of businesses declining.

C Baker said they had concerns about businesses recovering and having to build the costs of business rates back into their budgets. He felt it would be challenging and they needed to work out how to effectively work with businesses to ensure we collect the business rates that are due.

There were no further questions.

The Chairman thanked the officers for a very comprehensive and reassuring presentation.

Outcome:

The report was noted.

**FR/040/21 WORK PROGRAMME 2021/22**

The Chairman suggested an item for the local community impact post pandemic.

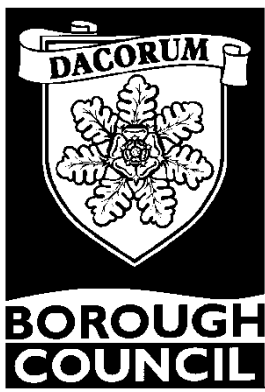
N Howcutt advised Chris Taylor and her team had delivered presentations on this topic at the Strategic Planning and Environment Overview and Scrutiny Committee (SPAEC OSC). He said anything to do with financial impacts would be presented to this committee.

The Chairman highlighted that September was a full meeting so nothing should be added until October onwards.

Councillor Townsend requested a report on car parking charges and whether we're getting value for money. The Chairman said that request would be put forward to the responsible officer.

The meeting ended at 8.51 pm.





<b>Report for:</b>	<b>Finance and Resources Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>7 September 2021</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 1 2021/22</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager Financial Services
Purpose of report:	To provide details of the projected outturn for 2021/22 as at Quarter 1 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
Recommendations	That Committee note the financial position for the Council for 2021/22 as at Quarter 1.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2021/22 and so summarises the financial implications for service decisions expected to be made for the financial year.  <u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2021/22 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and

	discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account HCC – Hertfordshire County Council AFM – Alternative Financial Model

## 1. Executive Summary

- 1.1** General Fund revenue outturn – General Fund revenue budgets are forecasting a deficit of c. £1m. This pressure is a combination of £0.7m that is attributable to the ongoing effects of Covid-19, and £0.3m which is non-Covid related. The Covid pressures of £0.7m can be funded from the Economic Recovery Reserve which was specifically set up for this purpose.
- 1.2** Housing Revenue Account outturn – The HRA is currently forecasting a minor surplus of £59k.
- 1.3** General Fund Capital – General Fund capital budgets are reporting to budget at Quarter 1.
- 1.4** HRA Capital – there is forecast slippage of £4.6m in the HRA capital programme, which is 11% of the budget.

## 2. Introduction

- 2.1** The purpose of this report is to present the Council's forecast outturn for 2021/22 as at the 30 June 2021. The report covers the following budgets with associated appendices:
- General Fund - Appendix A. A pressure against budget of c. £1m is forecast.
  - Housing Revenue Account (HRA) - Appendix B. A small surplus of £59k is forecast.
  - Capital Programme - Appendix C. General Fund budgets are reporting to budget at this stage of the financial year, with HRA forecasting re-phasing to future years of £4.6m (11% of budget).

## 3. General Fund Revenue Account

- 3.1** The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).
- 3.2** Appendix A provides an overview of the General Fund forecast outturn position.

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

<b>Table 1</b>	<b>Key Financial Pressure</b>	<b>Description</b>
<b>Scrutiny Committee</b>		
Finance & Resources	£0.3m	Car Parking income
Housing and Community	£0.3m	Temporary Accommodation income and voids repair costs
Strategic Planning and Environment	£0.4m	Waste Services cost and income pressures

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

<b>Table 2</b>	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Finance & Resources	7,457	7,542	<b>85</b>	1.1%
Strategic Planning and Environment	10,871	11,417	<b>546</b>	5.0%
Housing & Community	1,779	2,045	<b>266</b>	15.0%
<b>Total Operating Cost</b>	<b>20,107</b>	<b>21,004</b>	<b>897</b>	4.5%
Core Funding	(20,107)	(20,052)	<b>55</b>	(0.3%)
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>0</b>	<b>952</b>	<b>952</b>	

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

#### **4. Finance and Resources and Core Funding**

<b>Table 3 - Finance &amp; Resources</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
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	£0	£0	£0	%
Corporate and Contracted Services	2,975	3,053	78	2.6%
Performance, People and Innovation	3,213	3,213	0	0.0%
Chief Executive and Strategic Management Team	576	576	0	0.0%
Finance & Resources	45	60	15	33.3%
Neighbourhood Delivery	176	175	(1)	(0.6%)
Planning, Development and Regeneration	472	465	(7)	(1.5%)
<b>Total</b>	<b>7,457</b>	<b>7,542</b>	<b>85</b>	<b>1.1%</b>

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Core Funding	(20,107)	(20,052)	55	(0.3%)

#### 4.1 Corporate and Contracted Services £78k pressure against budget

The forecast pressure includes:

- £330k pressure in car parking income. The income stream has been affected by restrictions imposed by the Covid-19 pandemic, particularly in the early part of the year where income was 27% down on budget. As restrictions have eased from mid May, the income has begun to improve, however footfall in the council car parks has not yet returned to pre-pandemic levels.
- This pressure is being offset by a number of minor underspends as follows:
  - Underspend of £40k from vacant posts in Legal and Corporate services which will be filled later in the financial year
  - Savings in administrative budgets such as mailing and office expenses from new ways of working £30k
  - Maternity leave in the service £41k
  - Government compensation from lost income on the Leisure contract £90k
  - Additional income above budget on The Forum £40k

#### 4.2 Core Funding - £55k pressure against budget

- £325k of additional government grant income has been received as follows:

£250k of support relating to the administration of Covid-19.

£75k of new burdens funding to meet New Local Authority statutory requirements.

- Pressure of £250k in Investment Income. A pressure on the budget is anticipated, as interest rates remain very low following Bank of England base-rate reduction in March 2020.
- Pressure of £130k in additional costs incurred from the costs of repairs to void Temporary Accommodation properties. The higher than budgeted cost reflects the current high usage of properties for Temporary Accommodation. A revised schedule and scope of works is being undertaken given the current demand levels.

## 5. Strategic Planning and Environment

Table 4 - Strategic Planning & Environment	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Neighbourhood Delivery	9,954	10,464	510	5.1%
Planning, Development and Regeneration	899	935	36	4.0%
Finance & Resources	18	18	0	0.0%
<b>Total</b>	<b>10,871</b>	<b>11,417</b>	<b>546</b>	<b>5.0%</b>

### 5.1 Neighbourhood Delivery - £510k pressure against budget

- A pressure of £300k relates to Waste services employees' costs and vehicle hire costs. This is due to ongoing access issues from residents continuing to work from home and staffing challenges.
- A pressure of £120k relates to income from the Alternative Financial Model (AFM). No income is expected from the AFM due to high levels of residual waste (loss of £260k income). This is partially offset by additional income from recycling credits which is expected to over-achieve budget by £140k from increased tonnage.
- A pressure of 40k relates to the cost of fly-tipping clearances. This carries a high cost, particularly when asbestos disposal is required.

## 6. Housing and Community

Table 5 - Housing & Community	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Corporate and Contracted Services	564	564	0	0.0%
Performance, People and Innovation	1,427	1,427	0	0.0%
Communities	1,442	1,451	9	0.6%
Housing	(1,654)	(1,397)	257	(15.5%)
<b>Total Operating Cost</b>	<b>1,779</b>	<b>2,045</b>	<b>266</b>	<b>15.0%</b>

### 6.1 Housing - £257k overspend against budget

A pressure of £200k has arisen against the budget for Temporary Accommodation (TA) income.

£90k is arising due to void properties in the Council's hostels (£50k) and in properties used for TA (£40k). In communal hostels, it is not possible to achieve maximum capacity on all units as it would be unsafe to do so under current circumstances. In properties being used for TA, there are a high number of void properties due to complexity of the work required to ensure the properties are fit for purpose.

A pressure of £110k relates to a project to convert new units into TA. This has taken longer than anticipated due to the extensive work that is required in converting the properties into suitable accommodation, including obtaining planning permission.

The residual variance of £57k arises mainly from pressures in staffing budgets in Private Sector Housing and Housing Options, as a result of staff sickness and maternity leave.

## 7. Housing Revenue Account (HRA)

7.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

7.2 The projected HRA balance at the end of 2021/22 is a surplus of £59k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA. This will be a decision for Members to take once the final outturn position for 2021/22 is confirmed later in the financial year.

### 7.3 Dwelling Rents - £279k under achievement in income

The void rate is running slightly higher than the budgeted 0.8%, at 1.12%. This is particularly attributable to voids at sheltered schemes as a direct result of the pandemic.

#### **7.4 Tenants Charges - £131k under achievement in income**

In line with the Dwelling Rent variance, this variance has predominantly arisen due to the increased void level at sheltered schemes.

#### **7.5 Contribution towards Expenditure - £150k under achievement in income**

The income budget for minor capital receipts and rechargeable works is not expected to be fully achieved, due to lower activity as a result of the coronavirus pandemic.

#### **7.6 Repairs and Maintenance - £703k under budget**

This variance has arisen due to an underspend in the £1m budget set aside for a full stock condition survey. It has been decided to carry out a phased process, with a quarter of the council's stock being surveyed this financial year. The unspent portion of this budget will need to be carried forward into future financial years.

#### **7.7 Supervision and Management - £165k over budget**

This variance is comprised of a number of items including the following:

- £300k underspend on vacancies to be filled later in the financial year and underspend on general budgets where activity is lower due to Covid
- £220k share of the Transformation programme costs, funded from a reduced revenue contribution to capital (as agreed by Cabinet in June 2021)
- £100k of expenditure required to ensure asbestos compliance
- £100k for additional cleaning of communal areas in sheltered schemes

#### **7.8 Rent, Rates and Taxes - £139k over budget**

This pressure has arisen due to Council Tax liability from the change in empty homes discount from 3 months to 1 month. This pressure was seen in 2020/21 and is expected to continue into 2021/22. The budget will be corrected for 2022/23.

### **8. Capital Programme**

#### **8.1 Appendix C shows the projected capital outturn in detail by scheme.**

The table below summarises the overall capital outturn position by Scrutiny committee area.

The current budget is the original budget approved by Cabinet in February 2021, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2022/23 rather than 2021/22 ('slippage'), or conversely, where expenditure planned initially for 2022/23 has been incurred in 2021/22 ('accelerated spend').

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

	Current Budget £000	Rephasing £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Finance & Resources	4,068	0	4,068	4,068	0	0.0%
Strategic Planning and Environment	4,783	0	4,783	4,783	0	0.0%
Housing & Community	2,849	0	2,849	2,849	0	0.0%
<b>GF Total</b>	<b>11,700</b>	<b>0</b>	<b>11,700</b>	<b>11,700</b>	<b>0</b>	<b>0.0%</b>
<b>HRA Total</b>	<b>43,043</b>	<b>(4,630)</b>	<b>38,413</b>	<b>38,413</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>54,743</b>	<b>(4,630)</b>	<b>50,113</b>	<b>50,113</b>	<b>0</b>	<b>0.0%</b>

## 8.2 General Fund Major Variances

- General Fund capital budgets are reporting to budget as of Quarter 1 2021/22.

## 8.3 Housing Revenue Account Major Variances

There is estimated slippage of £4.6m in the HRA capital programme.

This includes the following items:

- Line 165: Slippage of £1.2m on DBC Commissioned Capital Works. This is comprised of two elements; firstly £675k slippage on Pelham Court upgrade works due to complexities in the design. Feasibility has been undertaken with a start on site now expected in the first half of 2022/23. Secondly, £500k of work has been re-phased into 2022/23 awaiting the finalisation of Building Safety legislation. Compliance work such as fire door upgrade work, and the external works at Fennycroft and Eastwick Row is being prioritised and carried out now, however as the Building Safety legislation has not been finalised, it is important to ensure that investment aligns with the requirements of this. In the meantime all necessary work to ensure the safety of the council's buildings is being undertaken.

In the HRA new build programme, where the detailed budgets were set in the autumn of 2020, there are a number of factors that affect the timing of costs against the original plan. These are:

- Line 175: Slippage of £281k on Coniston Road. The contract award and mobilisation process have taken slightly longer than expected, however the



scheme is now on site and is scheduled to complete during the first half of 2022/23.

- Line 176: Accelerated spend of £493k on Eastwick Row. The scheme is on site and is progressing well, requiring budget to be accelerated from 2022/23.
- Line 177, 183 and 185: Slippage of £167k on St Margaret's Way, £145k on Marchmont and £292k on Cherry Bounce. The planned expenditure for consultancy has been refined leading to a variance against budget.
- Line 178 and 180: Slippage of £869k on Paradise Fields £869k and £176k on Randalls Ride. For both schemes the tender process has proved more protracted than was previously expected, which had led to a variance against the budgeted expenditure.
- Line 181 and 182: Slippage of £1.5m on Garage sites and £496k on Wilstone. Obtaining planning permission on these sites has proved more complex and protracted than expected. Planning applications are taking longer to journey through the planning process, because dealings with third parties and statutory consultees such as HCC or the Environment Agency are taking much longer than prior to the Covid pandemic.


## **9. Conclusions and recommendations**

- 9.1** As at Quarter 1 2021/22, there is a forecast pressure of c. £1m against General Fund budgets and a forecast surplus of £59k against Housing Revenue Account budgets.
- 9.2** As at Quarter 1 2021/22, General Fund capital budgets are reporting to budget. Against Housing Revenue Account capital schemes, budget rephasing of £4.6m is forecast.
- 9.3** Members are asked to note the financial position for the Council for 2021/22 as at Quarter 1.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for June 2021 (Cost of Services Analysis By Scrutiny Committee)**

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	319	540	221	2,337	562	(1,775)	7,857	7,842	(15)
Housing and Community	276	(25)	(301)	485	31	(454)	1,779	2,045	266
Strategic Planning and Environment	611	3,185	2,574	2,271	4,846	2,575	10,471	11,117	646
<b>Net Cost of Services</b>	<b>1,206</b>	<b>3,700</b>	<b>2,494</b>	<b>5,093</b>	<b>5,439</b>	<b>346</b>	<b>20,107</b>	<b>21,004</b>	<b>897</b>
<b>Other Items</b>									
Investment Income	(35)	(2)	33	(106)	7	113	(425)	(175)	250
Interest Payments and MRP	86	0	(86)	259	0	(259)	1,037	1,037	0
Parish Precept Payments	0	0	0	1,000	1,000	0	1,000	1,000	0
Government Grants	(164)	(2,322)	(2,158)	(492)	(8,561)	(8,069)	(1,968)	(2,293)	(325)
Revenue Contribution to Capital	29	0	(29)	88	0	(88)	350	350	0
Taxation (Council Tax and Business Rates)	(1,291)	2,061	3,352	(3,874)	6,183	10,057	(15,494)	(15,494)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,503)</b>	<b>(432)</b>	<b>1,071</b>	<b>(4,797)</b>	<b>(3,508)</b>	<b>1,289</b>	<b>(15,500)</b>	<b>(15,575)</b>	<b>(75)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(384)	167	551	(1,152)	177	1,329	(4,607)	(4,477)	130
<b>Net Movement on General Fund Working Balance</b>	<b>(532)</b>	<b>3,435</b>	<b>3,967</b>	<b>(409)</b>	<b>2,108</b>	<b>2,517</b>	<b>0</b>	<b>952</b>	<b>952</b>

 <b>Housing Revenue Account</b> <b>2021/22 Outturn Revenue Budget Monitoring Report</b>				
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>	
	<b>£000</b>	<b>Outturn</b>	<b>£000</b>	<b>%</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
<b>Income:</b>				
Dwelling Rents	(55,465)	(55,186)	279	-0.5%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,386)	131	-8.6%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(192)	0	0.0%
Contribution towards Expenditure	(645)	(495)	150	-23.3%
<b>Total Income</b>	<b>(58,514)</b>	<b>(57,954)</b>	<b>560</b>	<b>-1.0%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	11,608	10,905	(703)	-6.1%
Supervision & Management	13,692	13,857	165	1.2%
Rent, Rates, Taxes & Other Charges	36	175	139	386.1%
Interest Payable	11,586	11,586	0	0.0%
Provision for Bad Debts	975	975	0	0.0%
Depreciation	12,905	12,905	0	0.0%
HRA Democratic Recharges	341	341	0	0.0%
Revenue Contribution to Capital	7,371	7,151	(220)	-3.0%
<b>Total Expenditure</b>	<b>58,514</b>	<b>57,895</b>	<b>(619)</b>	<b>-1.1%</b>
Transfer to / (from) Housing Reserves	0	0	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(59)</b>	<b>(59)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2021	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(59)	(59)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2022</b>	<b>(2,892)</b>	<b>(2,951)</b>	<b>(59)</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2021**

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>General Fund</b>											
<b>Finance and Resources</b>											
<b>Commercial Assets and Property Development</b>											
42 Service Lease Domestic Properties	Richard Rice	30,000	0	0	0	0	30,000	0	30,000	0	0
43 Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	0	0	60,000	0	60,000	0	0
44 Demolition of Civic Centre	Richard Rice	0	0	0	0	0	0	93	0	0	0
45 Berkhamsted Civic Centre Staircase Renewal	Richard Rice	0	0	0	0	0	0	1,100	0	0	0
46 Berkhamsted Civic Centre Lift Renewal	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
47 Renew Mains Water Supply to Berkhamsted Civic Centre	Richard Rice	25,000	0	0	0	0	25,000	0	25,000	0	0
48 Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	0	11,144	0	11,144	0	0
49 Adeyfield Community Centre Structural Improvements	Richard Rice	17,000	0	0	0	0	17,000	0	17,000	0	0
50 Boiler Replacement Programme	Richard Rice	140,000	(71,245)	0	0	0	68,755	0	68,755	0	0
51 Tring Community Centre - Retaining Wall for New Play Area	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
52 Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	0	300,901	0	300,901	0	0
53 100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	0	14,000	0	14,000	0	0
54 Long Chaulden Roof	Richard Rice	0	55,020	0	0	0	55,020	0	55,020	0	0
55 Bellgate - Walkway Renovation	Richard Rice	0	27,000	0	0	0	27,000	0	27,000	0	0
56 Bennettsgate - Window Renewal	Richard Rice	0	74,780	0	0	0	74,780	0	74,780	0	0
57 Commercial Assets - Shopping Centres	Richard Rice	0	4,897	0	0	0	4,897	40,490	4,897	0	0
59 Improvement Works to Market Stores	Richard Rice	0	20,000	0	0	0	20,000	0	20,000	0	0
60 Refurbishment of Dacre House	Richard Rice	450,000	0	0	0	0	450,000	462	450,000	0	0
61 Renew Surface Water Drains to Henry Wells Square	Richard Rice	40,000	0	0	0	0	40,000	0	40,000	0	0
62 Void Commercial Property Refurbishment	Richard Rice	70,000	0	0	0	0	70,000	16,463	70,000	0	0
63 Bennettsgate - Structural Concrete Improvements & Façade Renewal	Richard Rice	90,000	0	0	0	0	90,000	0	90,000	0	0
64 Bellgate - Concrete Renewal & Refurbishment	Richard Rice	25,000	0	0	0	0	25,000	0	25,000	0	0
65 Village Centre - Soffits & Facias	Richard Rice	45,000	0	0	0	0	45,000	0	45,000	0	0
66 9 High Street Tring, Electrical Works	Richard Rice	21,000	0	0	0	0	21,000	0	21,000	0	0
67 Broadwater Road Resurfacing	Richard Rice	93,000	0	0	0	0	93,000	0	93,000	0	0
		<b>1,086,000</b>	<b>496,497</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,582,497</b>	<b>58,608</b>	<b>1,582,497</b>	<b>0</b>	<b>0</b>
<b>Procurement and Contracted Services</b>											
72 Dacorum Athletics Track - Resurface Track	Ben Hosier	0	117,029	0	0	0	117,029	0	117,029	0	0
73 Hemel Hempstead Sports Centre - Astro turf renewal	Ben Hosier	0	280,000	0	0	0	280,000	0	280,000	0	0
75 Berkhamsted Leisure Centre Redevelopment	Ben Hosier	0	500,000	0	0	0	500,000	0	500,000	0	0
76 Hemel Hempstead Leisure Centre - Fire Door Improvements	Ben Hosier	0	0	95,000	0	95,000	95,000	0	95,000	0	0
77 Hemel Hempstead Leisure Centre - Pool Dosing Equipment	Ben Hosier	0	0	50,000	0	50,000	50,000	0	50,000	0	0
78 Car Park Refurbishment	Ben Hosier	60,000	623,193	0	0	0	683,193	6,837	683,193	0	0
80 Water Gardens North Car Park Drainage Improvements	Ben Hosier	35,000	0	0	0	0	35,000	0	35,000	0	0
81 Multi Functional Devices	Ben Hosier	90,000	0	0	0	0	90,000	0	90,000	0	0
82 Town Centre Access Improvements	Ben Hosier	0	391,864	0	0	0	391,864	18,926	391,864	0	0
		<b>185,000</b>	<b>1,912,086</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>2,242,086</b>	<b>25,763</b>	<b>2,242,086</b>	<b>0</b>	<b>0</b>
<b>Information, Communication and Technology</b>											
90 Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	0	75,000	9,160	75,000	0	0
91 Software Licences - Right of Use	Ben Trueman	40,000	29,850	0	0	0	69,850	0	69,850	0	0
92 Future vision of CRM	Ben Trueman	(25,000)	123,600	0	0	0	98,600	0	98,600	0	0
		<b>90,000</b>	<b>153,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243,450</b>	<b>9,160</b>	<b>243,450</b>	<b>0</b>	<b>0</b>
<b>Totals: Finance and Resources</b>		<b>1,361,000</b>	<b>2,562,033</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>4,068,033</b>	<b>93,532</b>	<b>4,068,033</b>	<b>0</b>	<b>0</b>

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2021**

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>Housing and Community</b>												
<b>Communities</b>												
100	Verge Hardening Programme	Layna Warden	350,000	(24,898)	0	0	0	325,102	5,808	325,102	0	0
102	Capital Grants - Community Groups	Layna Warden	20,000	3,500	0	0	0	23,500	0	23,500	0	0
			<b>370,000</b>	<b>(21,398)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>348,602</b>	<b>5,808</b>	<b>348,602</b>	<b>0</b>	<b>0</b>
<b>Procurement and Contracted Services</b>												
106	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,456	0	0	0	26,456	0	26,456	0	0
107	Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
108	CCTV Equipment Refresh	Ben Hosier	110,000	(41,713)	0	0	0	68,287	0	68,287	0	0
			<b>135,000</b>	<b>(6,630)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,370</b>	<b>0</b>	<b>128,370</b>	<b>0</b>	<b>0</b>
<b>Property and Place</b>												
113	Disabled Facilities Grants	Jason Grace	741,000	202,842	0	0	0	943,842	97,328	943,842	0	0
			<b>741,000</b>	<b>202,842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>943,842</b>	<b>97,328</b>	<b>943,842</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>												
117	Affordable Housing Development Fund	David Barrett	829,000	275,614	0	0	0	1,104,614	0	1,104,614	0	0
118	Temporary Accommodation - creation of new units	David Barrett	300,000	23,386	0	0	0	323,386	21,383	323,386	0	0
			<b>1,129,000</b>	<b>299,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,428,000</b>	<b>21,383</b>	<b>1,428,000</b>	<b>0</b>	<b>0</b>
	<b>Totals: Housing and Community</b>		<b>2,375,000</b>	<b>473,814</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,848,814</b>	<b>124,519</b>	<b>2,848,814</b>	<b>0</b>	<b>0</b>
<b>Strategic Planning and Environment</b>												
<b>Commercial Assets and Property Development</b>												
126	Allotment Improvement Programme	Richard Rice	40,000	9,590	0	0	0	49,590	0	49,590	0	0
127	Stone Works to Charter Tower	Richard Rice	18,000	0	0	0	0	18,000	0	18,000	0	0
128	Nickey Line Bridge Refurbishment	Richard Rice	50,000	0	0	0	0	50,000	0	50,000	0	0
			<b>108,000</b>	<b>9,590</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117,590</b>	<b>0</b>	<b>117,590</b>	<b>0</b>	<b>0</b>
<b>Development Management and Planning</b>												
132	3D Modelling Software for Planning	Sara Whelan	0	60,000	0	0	0	60,000	0	60,000	0	0
133	Tablets for Planning	Sara Whelan	0	20,000	0	0	0	20,000	0	20,000	0	0
			<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>80,000</b>	<b>0</b>	<b>0</b>
<b>Environmental Services</b>												
137	Wheeled Bins & Boxes for New Properties	Craig Thorpe	100,000	0	0	0	0	100,000	59,790	100,000	0	0
138	Waste & Recycling Service Improvements	Craig Thorpe	25,000	0	0	0	0	25,000	0	25,000	0	0
140	Resurfacing Works and Building Improvement to Depot	Craig Thorpe	0	60,000	0	0	0	60,000	0	60,000	0	0
141	Chipperfield Common Car Park Resurfacing	Craig Thorpe	200,000	0	0	0	0	200,000	0	200,000	0	0
142	Fleet Replacement Programme	Craig Thorpe	3,111,905	901,345	0	0	0	4,013,250	1,887,712	4,013,250	0	0
			<b>3,436,905</b>	<b>961,345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,398,250</b>	<b>1,947,502</b>	<b>4,398,250</b>	<b>0</b>	<b>0</b>
<b>Strategic Planning and Regeneration</b>												
147	Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	0	0	134,015	0	134,015	0	0
149	The Bury - Conversion into Museum and Gallery	Chris Taylor	0	53,150	0	0	0	53,150	7,800	53,150	0	0
			<b>0</b>	<b>187,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>187,165</b>	<b>7,800</b>	<b>187,165</b>	<b>0</b>	<b>0</b>
	<b>Totals: Strategic Planning and Environment</b>		<b>3,544,905</b>	<b>1,238,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,783,005</b>	<b>1,955,302</b>	<b>4,783,005</b>	<b>0</b>	<b>0</b>
	<b>Totals - Fund: General Fund</b>		<b>7,280,905</b>	<b>4,273,947</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>11,699,852</b>	<b>2,173,353</b>	<b>11,699,852</b>	<b>0</b>	<b>0</b>

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR JUNE 2021**

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
161 Planned Fixed Expenditure	Jason Grace	4,635,000	2,242,000	0	0	0	6,877,000	904,813	6,877,000	0	0
162 Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	126,308	0	0	0
163 M&E Contracted Works	Jason Grace	(220,000)	1,320,000	0	0	0	1,100,000	86,158	1,100,000	0	0
164 Communal Gas & Heating	Jason Grace	(1,000,000)	3,500,000	0	0	0	2,500,000	266,927	2,500,000	0	0
165 DBC Commissioned Capital Works	Jason Grace	5,746,000	758,132	0	0	0	6,504,132	643,554	5,351,132	(1,153,000)	0
166 Special Projects	Jason Grace	(47,147)	847,147	0	0	0	800,000	(1,105)	800,000	0	0
		<b>9,113,853</b>	<b>8,667,279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,781,132</b>	<b>2,026,654</b>	<b>16,628,132</b>	<b>(1,153,000)</b>	<b>0</b>
<b>Strategic Housing</b>											
170 New Build - General Expenditure	David Barrett	0	0	0	0	0	0	0	30,000	30,000	0
171 Martindale	David Barrett	0	0	0	0	0	0	1,478	0	0	0
172 Kylina Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	23	0	0	0
173 Stationers Place / Apsley Paper Mill	David Barrett	0	0	0	0	0	0	344	0	0	0
174 Bulbourne	David Barrett	823,155	117,165	0	0	0	940,320	5,068	880,000	(60,320)	0
175 Coniston Road	David Barrett	925,145	978,087	0	0	0	1,903,232	347,417	1,622,002	(281,230)	0
176 Eastwick Row	David Barrett	5,267,730	714,189	0	0	0	5,981,919	211,811	6,474,999	493,080	0
177 St Margaret's Way	David Barrett	554,645	(18,886)	0	0	0	535,759	182,614	369,259	(166,500)	0
178 Paradise Fields	David Barrett	3,276,000	(846,436)	0	0	0	2,429,564	4,200	1,560,564	(869,000)	0
179 Gaddesden Row	David Barrett	(70,985)	69,482	0	0	0	(1,503)	11,825	(1,503)	0	0
180 Randalls Ride	David Barrett	1,611,820	8,019	0	0	0	1,619,839	9,232	1,443,999	(175,840)	0
181 Garage Sites - New Build Developments	David Barrett	4,363,935	768,185	0	0	0	5,132,120	56,042	3,619,360	(1,512,760)	0
182 Wilstone	David Barrett	1,251,000	75,403	0	0	0	1,326,403	15,600	830,103	(496,300)	0
183 Marchmont Fields	David Barrett	3,042,000	53,470	0	0	0	3,095,470	25,150	2,950,470	(145,000)	0
184 Paradise Depot	David Barrett	1,660,000	128,548	0	0	0	1,788,548	7,353	1,788,548	0	0
185 Cherry Bounce	David Barrett	245,000	265,190	0	0	0	510,190	26,238	217,550	(292,640)	0
		<b>22,949,445</b>	<b>2,312,416</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,261,861</b>	<b>904,394</b>	<b>21,785,351</b>	<b>(3,476,510)</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>32,063,298</b>	<b>10,979,695</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,042,993</b>	<b>2,931,048</b>	<b>38,413,483</b>	<b>(4,629,510)</b>	<b>0</b>
<b>Totals - Fund: Housing Revenue Account</b>		<b>32,063,298</b>	<b>10,979,695</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,042,993</b>	<b>2,931,048</b>	<b>38,413,483</b>	<b>(4,629,510)</b>	<b>0</b>
<b>Totals</b>		<b>39,344,203</b>	<b>15,253,642</b>	<b>145,000</b>	<b>0</b>	<b>145,000</b>	<b>54,742,845</b>	<b>5,104,401</b>	<b>50,113,335</b>	<b>(4,629,510)</b>	<b>0</b>



## AGENDA ITEM: 8

### SUMMARY

Report for:	Finance & Resources Overview and Scrutiny Committee
Date of meeting:	September 7 <sup>th</sup> 2021
Part:	1
If Part II, reason:	

Title of report:	<b>Finance &amp; Resources Performance and Operational Risk Report Quarter 1 2021/22</b>
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 1st Quarter of 2021/22.
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 1 of 2021/22 (April - July).

Appendix A – Finance & Resources Qtr 1 Performance Report.

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

3. The Performance Report, Appendix A, highlights that there are 4 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 the same as the performance in Quarter 4 2020/21.
5. The 5 service areas with red rated KPI's are directly impacted by the Coronavirus pandemic, and achieving pre pandemic targets is proving difficult in the current environment, these KPI's are;

- **RBF06 Council Tax customer contact response** – The volume and complexity of the council tax queries, combined with the increase in demand for council tax support has slowed the services performance down. Resources have been re-channelled and an improvement in performance is expected in quarter 2.
- **RBF01 Average time taken to decide a new claim for Housing Benefit** – A similar situation to council tax service, the volume and complexity of cases for benefits has increased the time taken to process applications, external support has been procured to improve these timeframes.
- **FIN08 Investment Income** – This income stream is below expectations due to lower than expected interest rates and hence a reduced return on treasury investments.

Interest rates on investments have plummeted in line with the world economy with some council investment funds now returning a 0% rate of return, in 19/20 DBC averaged 0.8% return on investments in 21/22 it is projected to be 0.07%.

- **FIN02a Time taken for debtors to pay** – This is adversely impacted by the pandemic with debtors taking longer to pay and with a higher proportion choosing to pay via instalments. The performance has improved by 10% quarter on quarter but still below expectations. The service expected debt recovery actions to be back to normal in 21/22



but government policy has meant debt recovery processes are still not back to what the industry would call “normal”.

- **CP02 – Percentage arrears on commercial property rents** – The arrears on the commercial portfolio are historically at or around 8% which is considered to be a market leading level.

In the current market the arrears are circa 20% which although higher than historic performance is performing well compared to the sector wide averages. 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.

6. All scores as set out in the Operational Risk Register at Appendix B have been reviewed for 2021/22 Quarter 1, and comments added to the report. The scores reflected have not changed since quarter 4 20/21.
7. 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.
8. As at quarter 1 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 Jun-2021

Indicator Name	Results Jun-2021	Last Months Results Mar-21	Last Years Results Jun-20	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
RBF01 - Average time taken to decide a new claim for Housing Benefit	24.1 Days 4481 / 186 Target: 17 Days	18.3 Days 4115 / 225 Target: 17 Days	21 Days 5365 / 256 Target: 17 Days	3   1   0	<p>Updater Comments: The service has come under pressure again as Covid cases have risen - this is taking resources away from business as usual work.</p> <p>Approver Comments: The service has brought in more resilience resource from our external support, and we expect performance in this area to improve again over the next few months.</p>	No Info
RBF02 - Average time taken to decide a change event for Housing Benefit	7.7 Days 31257 / 4051 Target: 6 Days	2.4 Days 27838 / 11380 Target: 6 Days	6.1 Days 32080 / 5278 Target: 8 Days	0   1   3	<p>Updater Comments: Overall, this has been a good quarter despite the pressures the service has come under due to rising Covid cases.</p>	No Info
FIN03 - General Fund expenditure - outturn forecast against budget	£20569000 Target: £20107000	£27176000 Target: £20599000	£27696000 Target: £20398000	3   1   0	<p>Approver Comments: The position presented is that as at the end of May, the latest approved position available. This position includes forecast pressures against Council income targets arising from the Coronavirus pandemic.</p>	No Info
FIN04 - HRA expenditure outturn forecast against budget	£58381000 Target: £58513600	£54463000 Target: £57917000	£58344000 Target: £57917000	0   0   4	<p>Approver Comments: The position presented is that as at the end of May, the latest approved position available.</p>	No Info
FIN05 - HRA income - outturn forecast against budget	£58349000 Target: £58514000	£57402000 Target: £57917000	£57645000 Target: £57917000	0   4   0	<p>Approver Comments: The position presented is that as at the end of May, the latest approved position available.</p>	No Info
FIN06 - General Fund Capital Expenditure - outturn forecast against budget	£9490000 Target: £9490000	£11081876 Target: £11978793	£11346000 Target: £11346000	0   1   3	<p>Approver Comments: Capital forecasts are updated on a quarterly basis. At this early stage in the financial year, capital forecasts are reported on target. This forecast will be updated next month, following approval of the quarter 1 position.</p>	No Info
FIN07 - HRA Capital Expenditure: outturn forecast against budget	£41360000 Target: £41360000	£19453427 Target: £22239882	£29698000 Target: £29698000	0   0   4	<p>Approver Comments: Capital forecasts are updated on a quarterly basis. At this early stage in the financial year, capital forecasts are reported on target. This forecast will be updated next month, following approval of the quarter 1 position.</p>	No Info

Indicator Name	Results Jun-2021	Last Months Results Mar-21	Last Years Results Jun-20	RAG	Comments	Actions
FIN08 - Investment income: outturn forecast against budget	£91940 Target: £492000	£234155 Target: £492000	£219430 Target: £492000	4   0   0	Approver Comments: Interest rates are currently low and are forecast to remain low for the remainder of the financial year. This is driving a shortfall in investment income received by the Council, despite a healthy level of cash balances available for investment.	No Info
FIN11 - Investment Property Income ytd budget against ytd actual	£2301726 Target: £1929280	£5216212 Target: £5387360	£2380343 Target: £2322026	0   3   1	Updater Comments: This target measures income invoiced, and is currently showing a positive variance of £372k which is 19.3%.	No Info
RBF06 - Council Tax customer contact response (percentage of contacts responded to within 14 days)	74% 4872 / 6599 Target: 89%	82% 8142 / 9972 Target: 97%	87% 6741 / 7736 Target: 89%	3   1   0	Approver Comments: The council tax team continues to be impacted by the increased complexity of correspondence from residents impacted by the pandemic.	The service will look to bring in additional temporary resource over the next few months as part of the plan to return to pre-pandemic 'normality'
Dacorum Delivers - Performance excellence						
FIN01 - Percentage of creditor trade invoices paid within 30 days	99.8% 3581 / 3588 Target: 97%	98% 3149 / 3213 Target: 97%	99.7% 2545 / 2552 Target: 97%	0   0   4	No Comments	No Info
FIN02 - Time taken for debtors to pay	58.1 Days Target: 40 Days	66.2 Days Target: 40 Days	54.3 Days Target: 40 Days	4   0   0	Approver Comments: Performance against this indicator continues to be impacted by the coronavirus pandemic. Debtors are taking longer to pay and a higher proportion are choosing to pay via instalments.	No Info
Dacorum Delivers - Value for money						
RBF04 - NNDR (Business Rates) in-year collection rate	27.8% Target: 28.7%	93.5% Target: 98.4%	23.3% Target: 28.7%	0   4   0	Approver Comments: Although this is a significant improvement on the same point last year, we have now reached the end of 100% rate relief for the retail, hospitality, leisure and childcare sectors. It is not yet clear what the impact of the return of business rate payments will have on these businesses, and to the collection rate in the remainder of the year.	No Info
RBF05 - Council Tax collection rate	29% Info Only	96.8% Target: 98.4%	28% Target: 29.8%	0   3   0	Approver Comments: Collection is showing an improvement on the same period last year, although it remains lower than in pre-pandemic years.	No Info
Regeneration - Drive value from Council owned assets						

Indicator Name	Results Jun-2021	Last Months Results Mar-21	Last Years Results Jun-20	RAG	Comments	Actions
CP01 - Percentage of commercial property occupation	95.24% 580 / 609 Target: 95%	95.24% 580 / 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	20% 988529 / 4939772 Target: 8%	15% 888293 / 5877130 Target: 8%	12% 683034 / 5877130 Target: 8%	4   0   0	Updater Comments: The overall debt level is 20% (approx. £58k arrears decrease from last month). The projected rent forecast has been reduced from £5.8m to £4.9m due to current market uncertainties. Please note that reminders are being issued and the majority of tenants are being chased but due to the Government moratorium being extended to Mar 22, 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 completely. We are assisting tenants where possible with deferred payment plans and we will recoup these sums over time (approx. 31% of the debt).	No Info



## Quarter 1 Operational Risk Report

**Jun-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



FR\_F02 Delays to Capital programme

Quarterly Update

At present construction projects are impacted by 3 main uncertainties;  
 1. Supply and cost of construction materials,  
 2. Shortage of supply of skilled professional tradespeople,  
 3. Existing Covid working practices and uncertainty of future requirements.

These factors are making planning, procurement and delivery of capital projects more uncertain. At present the general fund capital programme is still on track at Qtr 1 there is a 11% slippage projected in the Housing Capital Programme.

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.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

FR\_F03 Variances in General Fund revenue budget

Quarterly Update

At Qtr 1 the general fund is projected to have a budget pressure of circa £1m, £700k covid related and funded through the Economic Recovery Reserve, and £300k that is a pressure that requires mitigation and management.

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. In 2020/21 the outturn presented a financial pressure of £2.4m, that was within expectations and supported by the Economic Recovery Reserve set up for this purpose.

FR\_I02 Failure to optimise income generated by commercial assets

Quarterly Update

At Quarter 1 commercial property occupation remains strong at 95.2%, achieving pre-pandemic KPI levels.

The government's Covid moratorium running to March 2022, preventing formal legal debt collection or evictions, means although debt is being raised and reminders issued the council has no legal challenge to assist in debt recovery.

This obstacle combined with the financial difficulties of the pandemic is having an adverse impact on income collection levels.

The service is working closely with the council's tenants to assess which businesses are struggling to pay as a result of the pandemic and assisting them where possible with affordable payment plans.

The resulting volume of arrears of commercial property rent is circa 20% where as we would normally target 8%. Although the performance is behind historic levels it is in line with 21/22 budgeted levels as we did budget for an increase in arrears of circa 20%, so this is not creating a financial pressure to date.

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 up to 80% arrears for 20/21.

Risk Owner : Nigel Howcutt Portfolio holder : Graeme Elliot

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

#### Quarterly Update

At this early point in the financial year projecting collection rates is very difficult. In 21/22 Business rates has a number of additional reliefs for different business sectors.

Council Tax and Business Rates collection rates at Quarter 1 are both up on the same period for 20/21 and within less than 1% normal expectations. As the year goes on these projections become more reliable and give a better picture of the end of year expectations.

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

#### Impact

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

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

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

#### Controls to manage the risk

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

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

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

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

#### Evidence the risk is being managed

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

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

Quarterly Update

Due to Covid the number of housing benefit referrals and the complexity of cases has increased.

This has meant that the time taken to decide new housing benefit referrals has increased to circa 24 days, 7 days above the high bar that we strive to achieve.

As a result during Qtr 1 additional resources have been procured through the councils resilience contract and performance is expected to improve.

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: 9

### SUMMARY

Report for:	Finance and Resources Overview & Scrutiny Committee
Date of meeting:	7 <sup>th</sup> September 2021
PART:	I
If Part II, reason:	

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

1. Members will find attached to this report the Corvu performance data for Corporate and Contracted Services.
2. The only Operational Risk which falls within this area is CE\_R01 Failure to deliver successful elections and there have been no changes to this risk during the first quarter.
3. The services included in this report are those services which fall under the Assistant Director (Corporate and Contracted Services), which are Legal, Licensing, Corporate Support (which includes the now combined teams of Members Support, Electoral Registration and Corporate Support) and Procurement and Contracted Services.

#### **The Legal Team**

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

<b>Matter</b>	<b>Client/type</b>	<b>Case Detail</b>
Commercial Possession	306 Galley Hill	Council tenant had gone into administration but had sub-let property. Possession order granted 4 <sup>th</sup> May.
Animal Welfare	DBC V Miller	Offence under Animal Welfare Act for mistreatment of dog. Combined fine £1,120 and £1850 costs
Listed Building prosecution	121 High Street, Markyate	Unauthorised alterations to a grade II listed building. Joint defendants given 100 hours community service plus



		prosecution costs of £6,000.
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## **The Licensing Team**

5. Key updates for the team are as follows:

- £70k has been obtained from The Health Protection Board to provide additional staffing resource to assist with service whilst emerging from the pandemic. This has enabled us to increase one of the part time Licensing Technical Officer's post by one day a week for 12 months, and to recruit a Licensing officer for 12 months via an Agency. These additional resources are being used to clear backlogs of work created by flexible approaches taken during the times when the pandemic had its greatest impact on services, and also to provide increased support for licensees and applicants as life starts to return to something closer to normal.
- The Council's new Taxi and private hire licensing policy was published on 1<sup>st</sup> June. This has combined a variety of guidance and standards documents in one place, and has increased the standards required to work in the taxi and private hire trade. Some changes have been implemented immediately such as more strict criminal record standards and the requirement for drivers to be signed up to the DBS update service before being issued a licence, this allows more regular checks by the Council, saves the drivers money, and speeds up renewal of licences. Further changes that are being implemented include increased training requirements for licensees, and use of the national database for revoked and refused drivers.
- A new online payment system has been developed and rolled out for taxi and private hire applications. This allows applicants to pay at their convenience, reduces staff and applicant time spent seeking to resolve payment of fees, and prevents delays issuing licences.
- The statutory Gambling 'Statement of Principles' Policy has been reviewed by the Licensing and Health and Safety Enforcement Committee, and consulted on ahead of being agreed by the Council towards the end of the year.
- A new requirement has been introduced for licensed caravan sites. This requires an individual to be registered with the Council, who has been assessed as 'fit and proper' and considered responsible for management of the site. Processes have been established for this work and we are currently processing the applications that have been submitted.
- Seven licensed drivers have been issued warnings (strikes) for breaching requirements of their licences. Four of these were for failure to disclose points on their DVLA licence, one for failing to disclose a conviction, and one for illegally parking on a taxi rank. These are frustrating issues as they could easily be avoided by drivers in most cases, saving the Licensing team time and resources that could be better utilised to support the trade.
- One driver was taken to the Licensing and Health and Safety Enforcement Committee for consideration as to whether he remained suitable to be licensed following malicious communications sent to the Council. The driver showed remorse for their actions and were issued a severe warning as a result.

## **Corporate and Democratic Support**

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

### *Corporate meetings*

- Supported 11 corporate meetings

### *Committee meetings*

- Supported 22 committees (including agendas & minutes)
- Processed 19 public speakers at virtual committee meetings
- Processed 11 members of the public to 'view only' virtual committee meetings (although more may have viewed)
- Published 4 Portfolio Holder Decisions
- Published 8 Officer Decisions

## **Member Development**

During Quarter 1, 1 Member Development session was delivered, hosted virtually;

- Development Management and Planning Enforcement. This was delivered by The Development Management Team. There were 10 attendees.

## **Mayoralty**

April was the final month for Cllr. Terry Douris as Mayor and during this time we unfortunately were unable to host our final fundraisers. This was due to a number of reasons including the limited opening of activities (meaning people were less inclined to purchase virtual tickets for at home), as well as the sad passing of Prince Phillip and paying our respects during the period of mourning. The Mayor's Office assisted in setting up the local memorial for the mourning of Prince Phillip at Dacorum Borough Council. We received 3 signed cards – all of which were typed up on the virtual book of condolence.

Cllr Douris finished his two years in Office on 15<sup>th</sup> May and raised a fantastic amount (listed below) for his charities. Cllr. Stewart Riddick was then elected in as Mayor and Cllr. John Birnie as Deputy, with DENs being chosen as the Mayors charity for 2021/22. Cllr Riddick was quickly involved in the Community Partnership Virtual Wellness Festival and then Armed Forces Day in June. We launched our Mayors Photography competition as a fundraiser, which asked residents to submit pictures for the Mayors calendar, which will be sold for the New Year.

Final fundraising figures, Cllr Terry Douris;

<b>Sunnyside Rural Trust</b>			<b>£14,654.62</b>
<b>Raise NHS</b>			<b>£ 628.42</b>
<b>Daisy Cave Foundation</b>			<b>£ 1,236.00</b>
<b>Dens</b>			<b>£ 37.50</b>
<b>Total</b>			<b>£16,556.54</b>

### **Digital Print & Post Room**

During Qtr 1 the team;

- Processed and franked a total of 71,573 outgoing mail items, at a total cost of £34,148.18 (includes HVCCG which is recharged)
- Processed 915 cheque transactions and 12 cash receipt transactions
- Facilitated weekly **Confidential waste** collections to following total weights:
  - The Forum – 762 Kilos + 50 x Sacks
  - Cupid Green Depot - 37 Kilos

In addition;

Arranging external courier deliveries of ICT equipment to addresses of employees working from home outside the borough.

Arranging in-house courier deliveries of ICT equipment within the borough.

Printing of all external mail for all departments.

## **7. Electoral Services**

### **Electoral Registration**

During April/May 2021 Electoral Registration performed a crucial role in the preparation and completion of two successful elections - the Police & Crime Commissioner election and the Herts County Council election: producing a complete and accurate Electoral Register; contributing to a successful conclusion to both elections and results acceptable to all involved.

To support election preparation the team: visited and inspected all polling stations; attended polling station training and dealt with emails and telephone calls after each session chasing up those who forgot to attend; prompted PO's to make appointments to collect ballot boxes. Dealt with large numbers of polling card and postal vote returns and performed write outs and reviews on electors.

After the elections several weeks work spent organising payments for the May elections, and dealing with large numbers of enquiries from election staff. Finally, chasing up members of staff who had not yet provided proof of right to work in the UK; wrote to around 900 people who had no email address and had not worked at elections for a number of years. The aim of this was to tidy up the staff database. This is still ongoing as we have a lot to chase up but canvass has taken over from this for now.

Time was spent contacting all those electors whose postal votes failed (approx. 450 across two elections), supplying them with new personal identifiers to complete, sent reminders and did final write out, all by 30 June 2021.

During this quarter, the team continued the usual day to day Electoral Register tasks without any issues and in quarter 1 the following register amendments were carried out:

5738 amendments to the register:

- 214 changes
- 2194 deletions
- 3012 creations
- 318 movers

## **Elections**

- In May 2021, Dacorum Borough Council prepared and facilitated the following elections:
  - Hertfordshire County Council election (10 divisions)
  - Police & Crime Commissioner election
  - Leverstock Green Borough By election
  - Tring Central Borough By election
- The core election team was set up and met regularly to review progress on the Project Plan.
- 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.
- Due to the Covid pandemic most of the usual processes needed to be adapted to accommodate social distancing and to ensure that government guidelines were being adhered to.
- All 61 polling places had been 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.
- 330 members of staff were employed for these elections to carry out a variety of roles and some staff did more than one role. Various staff supported the election such as Electoral Registration, the Central Admin team, the Call Centre staff, delivery teams for polling station equipment, security and Health & Safety/Covid Advisors. For each appointed member of staff we needed to collate next of kin details and note whether or not they had received the Covid vaccination or if they were clinically extremely vulnerable.
- The verification and count was a main area of focus due to the volume of people required to be there at the same time. A revised room layout was produced, along with a one-way system being introduced. The whole process was carried out with half the amount of staff to usual – including the counters, supervisory staff and those observing.  
In addition, all staff and observers were advised that a face covering was mandatory, hand sanitiser was provided and screens were erected between the counters and observers.
- The lessons learned and the procedures adopted during the two large elections above were then applied to the preparations (including, registration,

postal vote and proxy deadline, opening and scanning returned postal votes, filling ballot boxes and allocating PPE) for a Kings Langley Parish Council By-election, scheduled for July 2021.

- The Elections/Electoral Registration teams attended:
  - Corporate fraud and conduct training
  - Civica/Xpress Election Management System training – introduction to docs, canvass refresh, Xpress half yearly check with an outside assessor
  - Assoc of Electoral Administrators (AEA) Eastern branch meeting
  - AEA annual conference, which covered areas such as postal voting, annual canvass, performance standards and election preparations.
  - Civica/Xpress annual conference which went through the Annual Canvass 2020 feedback and preparations for the elections in 2021
  - 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 latest 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.
- Herts Valley CCG are starting to return to the office in small numbers, a planned return to the office is being discussed from 19th July.
- 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 19th July.
- 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.
- The café has reopened as both a take-away and eat-in service and will comply with Covid safety guidelines

## **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
- 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
- Stock Condition Survey for Housing Properties
- Wilstone, Tring New Build Construction

## 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

2021/22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	11,499	11,964	12,806									
Off Street	59,941	67,054	68,143									
Total	70,527	79,018	80,949									

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	2,066	3,005	7,870									
Off Street	12,941	19,988	39,723									
Total	15,007	22,993	47,593									

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	16,817	17,681	17,184									
Off Street	97,975	105,540	102,656									
Total	114,792	123,221	119,840									

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-5,318	-5,717	-4,378									
%	-32%	-32%	-25%									
Off Street	-38,034	-38,486	-34,513									
%	-39%	-36%	-34%									
Total	-44,265	-44,203	-38,891									
%	-39%	-36%	-32%									

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021

**The number of parking sessions during Q1 in 2021/22 against 2019/20 (pre-Covid) is running at a 36% reduction.**

PCN's Issued

2021/22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	478	501	609									
Off Street	329	391	367									
Total	807	892	976									

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	0	135	128									
Off Street	0	0	26									
Total	0	135	154									

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	576	660	632									
Off Street	437	686	659									
Total	1,013	1,346	1,291									

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-98	-159	-23									
%	-17%	-24%	-4%									
Off Street	-108	-295	-292									
%	-25%	-43%	-44%									
Total	-206	-454	-315									
%	-20%	-34%	-24%									

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021

**The number of PCN's issued during Q1 in 2021/22 against 2019/20 (pre-Covid) is running at a 27% reduction.**



## 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
<b>Budget</b>	<b>£148,041</b>	<b>£89,958</b>	<b>£108,002</b>	<b>£119,072</b>	<b>£139,574</b>
<b>Outstanding</b>	£32,055	£89,958	£78,058	£113,29	£139,574
<b>Spent</b>	£115,986	£0	£29,944	£5,782	£0
<b>Remaining</b>	£32,055	£89,958	£78,058	£113,920	£139,574

## Leisure Contract

12. The leisure centres at Berkhamsted and Hemel Hempstead opened on April 12 2021 in line with the Government's easing of lockdown measures, Jarman's Park opened on 29<sup>th</sup> March 2021.

### Weekly Attendance Data

Week Commencing	Gym		Group Ex		Swimming		Outdoor		Total
	Hemel	Berko	Hemel	Berko	Hemel	Berko	Berko 3G	Track	
2019/20 Average	132 <sup>1</sup>	56 <sup>1</sup>	2,898	816	1,672	415 <sup>2</sup>	N/A	557	<b>6,546</b>
Jul – Oct 20 Average	1,700	904	1,875	612	846	477	n/a	215	<b>6,629</b>
29th March 2021	0	0	0	0	0	0	0	330	<b>330</b>
5th April 2021	0	0	0	0	0	0	0	350	<b>350</b>
12th April 2021	2,069	1,205	0	0	2,132	1,227	800	140 <sup>3</sup>	<b>7,573</b>
19th April 2021	2,080	1,250	0	0	2,351	1,212	920	140 <sup>3</sup>	<b>7,953</b>
26th April 2021	2,160	1,555	0	0	2,351	1,238	924	350	<b>8,578</b>
3rd May 2021	1,927	1,586	0	0	2,339	1,019 <sup>2</sup>	820 <sup>2</sup>	350	<b>8,041<sub>4</sub></b>
10th May 2021	2,176	1,625	0	0	2,298	1,283	840	350	<b>8,572</b>
17th May 2021	1,973	1,370	2,026	651	2,389	1,232	840	350	<b>10,831</b>
24th May 2021	1,771	1,319	1,988	608	2,136	1,044	840	352	<b>10,058</b>
31st May 2021	1,321	1,072	1,651	441	2,524	1,236	836	352	<b>9,443<sub>4</sub></b>
7th June 2021	1,706	1,313	1,962	568	2,462	1,277	840	1,501	<b>11,629</b>
14 <sup>th</sup> June 2021	1,795	1,165	1,900	554	2,720	1,308	840	605	<b>10,887</b>
21 <sup>st</sup> June 2021	1,752	1,152	1,945	610	2,944	1,275	840	616	<b>11,134</b>
28 <sup>th</sup> June 2021	1,642	1,162	1,894	570	2,984	1,232	840	1,100	<b>11,424</b>
5 <sup>th</sup> July 2021	1,336	1,142	1,891	579	2,953	1,147	840	960	<b>10,848</b>
12 <sup>th</sup> July 2021	1,246	1,092	1,795	549	4,198 <sub>5</sub>	1,327	840	1,310	<b>12,327<sub>5</sub></b>
19 <sup>th</sup> July 2021	1,194	896	1,745	502	5,165	1,390	840	300	<b>12,032</b>
26 <sup>th</sup> July 2021	1,496	885	1,857	491	4,622	1,491	840	300	<b>11,982</b>
2 <sup>nd</sup> August 2021	1,613	897	2,070	557	4,611	1,464	840	300	<b>12,352</b>

<sup>1</sup> The gym attendance report for 2019/20 is for scanned membership cards, which obviously show much lower than they were (due to scanning card and holding door open for friend/magnets either not being installed or not working on doors to control access). Whereas the stats between lockdowns are now accurate due to customers having to book their sessions so unfortunately a direct comparison is not available.

<sup>2</sup> Berkhamsted public swim sessions appear higher now than Pre Covid, this is due to additional public pool space at Berkhamsted as their school swimming lessons haven't yet returned in their entirety yet (for example Egerton Rothesday having approx. 5 hours per week pre lockdown and not yet returning, giving 150 additional public swim spaces at present each week)

<sup>3</sup>Jarman's Park closed for works to be completed

<sup>4</sup>Week includes a Bank Holiday

<sup>5</sup> Outdoor swimming pool opens

A report was presented to Cabinet 22 June 2021, recommending to continue to provide support to EA throughout 2021/22, this recommendation was agreed.

Hemel School are still waiting for planning approval on the Hemel Courts project. The dual use agreement has been agreed in principal.

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

13. Work continues on the Berkhamsted Sports Centre project developing the design, site options and business planning.

Consultation has commenced with various stakeholders, including Everyone Active, and other local stakeholders and this will be continuing over the summer with a report to be presented to scrutiny and Cabinet in the autumn.

The key work streams we are developing include:

- Facility mix,
- Site layout,
- Location of 3 G pitches (including exploring off-site opportunities),
- Options for residential development if the 3G pitches can be located off-site,
- Sustainability measures,
- Concept design and business planning.

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

14. Planning permission has been granted on this project

Work has commenced on lowering the BT Trunk Main and should be concluded to enable the new access road to commence on 6th July.

Resurfacing works on the WGN lower deck will commence on 28th June, the contractor will take up a section of the WGS car park as a compound.

### **Climate Emergency and Sustainability**

15. We have become the first borough council in the UK to achieve silver level carbon literate organisation status

A Members carbon literacy training course was offered to all Members and a course is now booked in for October.

The 2019 carbon emissions data for Dacorum was released by govt at the end of June – the boroughs emissions are down 4.3%

Work on progressing the ORCS application and EV charging around the borough is ongoing,

# OSC Report - Finance & Resources - Corporate and Contracted Services Jun-2021

Indicator Name	Results Jun-2021	Last Months Results Mar-21	Last Years Results Jun-20	RAG	Comments	Actions
Dacorum Delivers - Efficiencies						
FIN13 - Car Parking Income ytd budget against ytd actual	£538928 Target: £693248	£1382992 Target: £2772710	£153204 Target: £693177	4   0   0	<p>Updater Comments: Income is 22% down for the quarter. Restrictions at the beginning of the period have had a negative impact on parking revenues and there may be a longer term impact from ongoing changes in residents' behaviour and shopping preferences</p> <p>Approver Comments: We will continue to monitor the income on a monthly basis. It is very likely that parking income will be lower during 2021/22, due to the lockdown measures as a result of Covid-19.</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% 2 / 2 Info Only	100% 12 / 12 Info Only	100% 5 / 5 Info Only		Updater Comments: No new instructions received	No Info
LG06 - Percentage of housing possession proceedings commenced within 20 working days of receipt of full instructions	100% 0 / 0 Info Only	100% 4 / 4 Info Only	100% 1 / 1 Info Only		Updater Comments: No new instructions received. Stay on evictions lifted 31/05/21	No Info
LG09 - Percentage of prosecution proceedings commenced within 20 working days of receipt of full instructions	100% 3 / 3 Info Only	100% 8 / 8 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% 18 / 18 Target: 100%	100% 11 / 11 Target: 100%	100% 14 / 14 Target: 100%	0   1   3	No Comments	No Info

Indicator Name	Results Jun-2021	Last Months Results Mar-21	Last Years Results Jun-20	RAG	Comments	Actions
CS02a - Percentage stage 1 complaints resolved in 15 days for the Council	91% 91 / 100 Target: 80%	78.26% 36 / 46 Target: 80%	86.49% 32 / 37 Target: 80%	1   1   2	Updater Comments: We have seen a sustained improvement in performance against Stage 1 complaint responses.	No action required at this time, performance exceeding target.
CS02b - Percentage stage 2 complaints resolved in 15 days for the Council	66.67% 2 / 3 Target: 80%	75% 3 / 4 Target: 80%	80% 8 / 10 Target: 80%	3   1   0	Updater Comments: The complex nature of Stage 2 review's can require extensions to target timescales. In these instances, the system does not allow us to amend the target date. In the case of the one overdue complaint, the customer was contacted and advised that an extension was required.	No action at this time, as set out above it is on occasion unavoidable to need longer to gather information to fully respond to a Stage 2 review.
FOI01 - Percentage FOI requests satisfied in 20 days	94.29% 132 / 140 Target: 100%	88.55% 147 / 166 Target: 100%	90% 99 / 110 Target: 100%	4   0   0	Updater Comments: Depts missed targets.  Technology & Digital Transformation 2 Regulatory Services 2 Strategic Housing 1 Revenues, Benefits & Fraud 1 Commercial Assets & Property Development 1 Legal Governance 1	No Info
MS01 - Average number of trading opportunities taken up per Member	No Data Info Only	No Data Info Only	0.5 Opportunities Info Only		No Comments	No Info

# Agenda Item 10



## AGENDA ITEM: 10

### SUMMARY

<b>Report for:</b>	<b>Finance and Resources Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>7 September 2021</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Performance and Risk report Quarter 1 2021/22 – Performance, People &amp; Innovation</b>
Contact:	Andrew Williams, Leader of the Council and Portfolio Holder Corporate & Contracted Services  Author/Responsible Officer: Linda Roberts (Assistant Director – Performance , People and Innovation), Matt Rawdon (Group Manager – People and Communities) and Ben Trueman (Group Manager – Technology and Digital Transformation)
Purpose of report:	To provide the Committee with analysis of performance and risk management for the services and functions provided by the Performance, People & Innovation Division.
Recommendations	That the Committee notes the contents of the report and the performance of the division for Quarter 1 2021/22.
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 Implications	There are no health and safety implications arising from this report.
Consultees:	None

<p>Background papers:</p>	<p>Attached:</p> <p>1. Quarter 1 Operational Risk and Performance reports</p>
<p>Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i></p>	<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>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<ul style="list-style-type: none"> <li>• IT – Information Technology team</li> <li>• FirstCare – The Council’s sickness management system</li> <li>• KPIs – Key performance indicators</li> </ul>

## **Introduction**

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

## **Monitoring Performance**

### *Human Resources*

The total sickness absence outturn for Q1 is similar to Q1 last year, but higher than the previous quarter. Both short and long term absence has increased. In short term absence we can see that the three main areas that have increased were surgery, mental health and musculoskeletal. HR will analyse the data further and work with H&S to ensure these injuries were not workplace issues and that appropriate RAs are in place. The Mental Health programme continues, which has a weekly bulletin for staff containing advice on particular topics and a host of support courses/webinars. We also have re-trained our mental health first aiders and we will re-launch in the summer.

The total days lost to long term sickness is similar to Q1 last year, but higher than the previous quarter. The sickness scrutiny group continues to monitor all sickness to ensure that staff are supported back to work as quickly as possible as well as escalating cases to formal stages where there are causes for concern. We also work closely to our occupational health team to ensure we have the latest medical information and guidance on how we can support staff back to work.

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 have worked with staff to develop further.

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, which will be launched in late summer. The overall health and wellbeing programme will evolve 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. Some of the ideas include wellness apps and further counselling for staff.

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 fundamental reliability of the Council's technology infrastructure. Throughout the pandemic, services have depended on resilient access to longstanding systems, as well as the deployment and regular updating of newer collaborative technologies such as Microsoft Teams.

The primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) was green within the quarter at nearly 92% and the Service Desk continued to work effectively throughout. Simultaneously supporting most users working from home and an increased level of hybrid working (with some officers in offices) is a more complex support model than pre-pandemic and continues to bring challenges. However, the ICT Service Desk has performed consistently well and essential project work, such as the upgrading of Document Management and Payments systems and the migration of the Council's Wide Area Network, continued through the quarter.

Numbers of Website Users (189,981), although lower than the previous quarter, represented a 4.5% increase over the same period in the preceding year. The number of registered MyDacorum users also rose, now standing at 7221, an increase of 8% over the previous quarter and 63% over the same period in the previous year.



## Quarter 1 Operational Risk Report

**Jun-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
<b>Performance and Projects</b>					
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 Dacorum's digital programme leads to poor customer experiences and increased costs from calls and face to face visits

Quarterly Update

Take-up of the MyDacorum portal for residents grew through the quarter (from 6513 at the end of Q4 to 7221 at the end of Q1).

Q4 has seen continued development of internal and external facing applications, including online Taxi Licence Payment form, new garage applications form with internal system for management and a new allotments management system.

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

Impact

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

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

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

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

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

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

Controls to manage the risk

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

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

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

Evidence the risk is being managed

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

Risk Owner : Linda Roberts Porfolio holder : Andrew Williams

PP\_R012 Failure to deliver an effective approach to the management of performance, projects and complaints

Quarterly Update

The majority of performance indicators and projects are on target and continue to be monitored jointly by members and senior officers. A new performance management system to replace the existing "Rocket" application is expected to go live in Q2. As well as performance management the system will provide assurance for Projects and Risks.

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 lead 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 Dacorum programme that supports succession planning for new leaders and ensures our managers have the right skill set to manage staff effectively.

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

#### 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 continues 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.

Creation of the the Council's new Technology Strategy within is under way and the first draft is to be completed in 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

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

Quarterly Update

In Q1 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. The ICT Service has completed the procurement of a new Wide Area Network and is taking opportunities to increase resilience for data circuits within this contract.

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

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
5 October 2021	24 September 2021	Action Points (from previous meeting)		
		<b>Medium Term Financial Strategy</b>	Corporate Director, Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	<i>To receive a presentation on the MTFS</i>
		<b>Garages Presentation</b>	Corporate Director, Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	<i>To receive a presentation on the Garages Strategy</i>
2 November 2021	22 October 2021	Action Points (from previous meeting)		
		<b>Budget Monitoring Report</b>	Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Finance &amp; Resources Q2 Performance Report</b>	Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		<b>Corporate &amp; Contracted Services Q2 Performance Report</b>	Assistant Director, Corporate & Contracted Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>

		<b>Performance, People &amp; Innovation Q2 Performance Report</b>	Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
<b>1 December 2021</b>	<b>25 November 2021</b>	<b>Action Points (from previous meeting)</b>		
		<b>*** Joint Budget ***</b> ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	<i>To review and scrutinise the draft budget proposals for 22/23</i>
<b>5 January 2022</b>	<b>23 December 2021</b>	<b>Action Points (from previous meeting)</b>		
<b>2 February 2022</b>	<b>24 January 2022</b>	<b>Action Points (from previous meeting)</b>		
		<b>*** Joint Budget ***</b> ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance & Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
<b>8 March 2022</b>	<b>25 February</b>	<b>Action Points (from previous meeting)</b>		



	2022			
		<b>Budget Monitoring Report</b> Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>	
		<b>Finance &amp; Resources Q3 Performance Report</b> Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>	
		<b>Corporate &amp; Contracted Services Q3 Performance Report</b> Assistant Director, Corporate & Contracted Services <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>	
		<b>Performance, People &amp; Innovation Q3 Performance Report</b> Assistant Director, Performance, People & Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>	