



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 JUNE 2022 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 Guest
Councillor Tindall
Councillor Adeleke
Councillor Arslan
Councillor Sobaan Mahmood
Councillor Suqlain Mahmood

Councillor Sinha
Councillor Townsend
Councillor Cloughton (Vice-Chairman)
Councillor Symington
Councillor Douris (Chairman)
Councillor Freedman

For further information, please contact Corporate and Democratic Support on 01442 228209 or email member.support@dacorum.gov.uk

AGENDA

1. MINUTES

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

7. ENERGY BILLS REBATE

A presentation will be shared with the committee on this item.

8. QUARTER 4 PERFORMANCE REPORT - FINANCE AND RESOURCES (Pages 3 - 16)

9. QUARTER 4 PERFORMANCE REPORT - CORPORATE AND CONTRACTED SERVICES (Pages 17 - 33)

10. QUARTER 4 PERFORMANCE REPORT - PERFORMANCE, PEOPLE AND INNOVATION (Pages 34 - 44)

11. LEISURE CONTRACT UPDATE (Pages 45 - 51)

12. WORK PROGRAMME (Pages 52 - 55)



FINANCE & RESOURCES

Overview and Scrutiny Committee

Report for:	Finance & Resources Overview and Scrutiny Committee
Title of report:	Finance & Resources Performance Report Quarter 4 2021/22
Date:	7 June 2022
Report on behalf of:	Cllr Graeme Elliot, Portfolio Holder for Corporate Services
Part:	I
If Part II, reason:	N/A
Appendices:	2 Appendix A Finance and Resources Quarter 4 Performance Reports Appendix B Finance & Resources Operational Risk Register Quarter 4 2021.22
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.

Report Author / Responsible Officer

Nigel Howcutt, Chief Finance Officer



nigel.howcutt@dacorum.gov.uk / 01442 2282662 (ext. 2662)

Corporate Priorities	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> .
Wards affected	All
Purpose of the report:	To provide Committee with analysis of quarterly performance within Finance & Resources for the 4 th quarter of 21/22.

Recommendation (s) to the decision maker (s):	That Committee notes the contents of the report and the performance of Finance & Resources for Quarter 4 21/22.
Period for post policy/project review:	

1. 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.
2. Members will find enclosed in Appendix A, the In-phase performance report for Finance & Resources for Quarter 4 of 2021/22 (January - March) and Appendix B the Quarter 4 Finance and Resources Operational Risk Register.
3. The Performance Report, attached in the 2 Appendix A's, highlights that there are 4 amber KPI's and 4 green where performance is good.
4. There are also 3 that have been reported as red the 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;
 - **FIN06 General Fund Capital Expenditure Outturn** – Capital Expenditure has exceed budget expectations at year end due to technical accounting changes made in quarter 4. The High Barnes improvement project is not classified as a capital project and provision is being sort through the provisional outturn report to cabinet.
 - **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 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”. Improvement has been made throughout the year and performance in 22/23 is expected to meet expectations.
 - **RBF01 Average Time Taken to decide a new clam for Housing Benefit** - A combination of significant pressure on the service responding to test and trace applications, combined with the implementation of a new IT system have reduced the effectiveness of the team in the short term. This KPI has predominantly been amber or green in prior quarters, and performance is expected to improve.
5. The Qtr 4 Operational risk register is attached in Appendix B. there were no changes made to the risk scores compared to Quarter 3;

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
FIN01	Percentage of creditor trade invoices paid within 30 days	99.7%	96.0%	99.8%	96.0%	98.3%	96.0%	✘	31 Mar 2022 Performance against this indicator continues to be strong due to efforts from officers across the Council and the Council's Accounts Payable team.
FIN01 (D)	Number of creditor trade invoices that will reach 30 days in period	1,297		857		1,319		n/a	
FIN01 (N)	Number of creditor trade invoices paid within 30 days	1,293		855		1,296		n/a	
FIN02a	Time taken for debtors to pay	49.0	40.0	56.1	40.0	66.2	40.0	✔	31 Mar 2022 Performance against this indicator continues to be adversely impacted by the Coronavirus pandemic. Debtors are taking longer to pay, with a higher proportion paying via instalments. Government policy means that restrictions on debt enforcement activity have continued to the end of the financial year 2021/22. Performance against this indicator has improved compared to the previous quarterly reporting period. We continue to engage with the Council's debtors to maximise income collection as far as possible, mindful of the economic impact of the pandemic on our residents and businesses.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
FIN03	General Fund expenditure - outturn forecast against budget	£20,296,000	£20,107,000	£20,395,000	£20,107,000	£27,176,000	£20,599,000		<p>31 Mar 2022</p> <p>The position reported is that as at the end of February 2022, the latest approved position. Performance against this indicator is below target and has improved the previously reported quarterly period. Pressures within the position arising from the pandemic are fully funded from the Economic Recovery Reserve, an approach previously approved by Members. There are also pressures across General Fund services arising from 'business as usual' activities such as temporary accommodation costs.</p> <p>The overall 2021-22 financial position of the authority will be formally reported to Members via the provisional and final outturn reports.</p>
FIN04	HRA expenditure outturn forecast against budget	£58,439,000	£58,513,600	£58,629,000	£58,513,600	£54,463,000	£57,917,000		<p>31 Mar 2022</p> <p>The position reported is that as at the end of February 2022, the latest approved position. Performance against this indicator is above target. Forecast expenditure has reduced from the previous reported period.</p> <p>There are pressures against insurance costs and council tax costs relating to empty homes.</p> <p>The overall 2021-22 financial position of the HRA will be reported to Members via the provisional and final outturn reports.</p>

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
FIN05	HRA income - outturn forecast against budget	£57,862,000	£58,514,000	£57,837,000	£58,514,000	£57,402,000	£57,917,000		<p>31 Mar 2022</p> <p>The position reported is that as the end of February 2022, the latest reported position.</p> <p>Performance against this indicator is below target and has improved slightly on the previously reported quarterly period.</p> <p>There is a shortfall against income relating to dwelling rents and charges to tenants arising from voids.</p> <p>The overall 2021/22 financial position for the HRA will be reported to Members via the provisional and final outturn reports.</p>
FIN06	General Fund Capital Expenditure - outturn forecast against budget	£10,258,751	£9,490,000	£9,771,656	£9,490,000	£11,081,876	£11,978,793		<p>31 Mar 2022</p> <p>The performance reported is that as at the end of December 2021, the latest approved position.</p> <p>Overspends within the capital programme are included within the quarterly financial monitoring report to February Cabinet.</p> <p>The overall position on the 2021-22 capital programme will be reported to Members via the provisional and final outturn reports.</p>
FIN07	HRA Capital Expenditure: outturn forecast against budget	£21,617,034	£41,360,000	£26,715,786	£41,360,000	£19,453,427	£22,239,882		<p>31 Mar 2022</p> <p>The performance reported is that as at December 2021, the latest approved position.</p> <p>Forecast expenditure is broadly on budget. There is slippage into future years against the original programme budget for 2021-22.</p> <p>The overall 2021/22 financial position for the HRA capital programme will be reported to Members via the provisional and final outturn reports.</p>

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
RBF01	Average time taken to decide a new claim for Housing Benefit	22.5	17.0	18.5	17.0	17.8	17.0		<p>31 Mar 2022</p> <p>This was a poor quarter due to unprecedented demands on resources from Test and Trace and the impact of Info@Work Enterprise being implemented in January. Enterprise will continue to impact performance as processes take longer to complete and some parts of the system do not function as they should resulting in longer work-arounds.</p> <p>It remains unclear at this point if productivity will increase again to pre-system change levels despite users becoming more familiar with the system.</p>
RBF01 (D)	Number of new Housing Benefit claims in period	178		148		225		n/a	
RBF01 (N)	Total days taken to decide new Housing Benefit claims in period	4,584		2,624		4,115		n/a	
RBF02	Average time taken to decide a change event for Housing Benefit	4.4	10.0	5.9	10.0	3.7	5.0		<p>31 Mar 2022</p> <p>Performance has remained strong over the quarter.</p>
RBF02 (D)	Number of change event Housing Benefit claims in period	9,779		2,446		11,380		n/a	
RBF02 (N)	Total days taken to decide change event Housing Benefit claims in period	27,375		16,609		27,838		n/a	

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
RBF04	NNDR (Business Rates) in-year collection rate	95.1%	98.4%	73.1%	74.4%	93.5%	98.4%	✓	31 Mar 2022 The economic impact of the pandemic has continued to have an impact on local businesses, despite the continuation of Government funded rate relief schemes. However, although collection rates have not yet returned to pre-pandemic levels, it is good to see that there is an improvement from last year.
RBF05	Council Tax collection rate	97.2%	98.4%	83.2%	84.9%	96.8%	98.4%	✓	31 Mar 2022 The economic impact of the pandemic has continued to have an impact on local residents, affecting the ability of some to make their council tax payments. Although collection rates have not yet returned to pre-pandemic levels, it is good to see that there is an improvement from last year, and also improved collection of arrears from previous years.
RBF06	Council Tax customer contact response (percentage of contacts responded to within 14 days)		98%	77%	98%	82%	95%	?	31 Mar 2022 Data for this measure is not currently available. It is calculated using information recorded in the document management system (Information @ Work). During January this software was moved from an older to a newer version (Enterprise). The report function linked to Enterprise is not yet fully operational, and so we are having to wait for this to be fixed before we can report on this measure
RBF06 (D)	Number of council tax customers contacting DBC in period			8,968		9,972		?	

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
RBF06 (N)	Number of council tax customers contacting DBC responded to within 14 days			6,914		8,142		?	

Risk Register Summary Table

Risk Name	Risk Owner	31 Mar 2022		
		RM01 Risk Consequence	RM02 Risk Likelihood	Status
		Actual	Actual	Actual
Council Tax & Business Rates collections rates drop below budget	Nigel Howcutt	2	4	8.00
Delays and errors in the processing of Benefits claims	Nigel Howcutt	2	3	6.00
Delays to Capital programme	Nigel Howcutt	1	4	4.00
Failure to optimise income generated by commercial assets	Nigel Howcutt	2	3	6.00
Variances in General Fund revenue budget	Nigel Howcutt	2	2	4.00

Page 11

Risk Register Details Table

Risk Name	Detail	31 Mar 2022
		Status

Risk Name	Detail	31 Mar 2022 Status
Council Tax & Business Rates collections rates drop below budget	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Council Tax & Business Rates collections rates drop below budget.
	Comments	
	Controls & Assurances	<p>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.</p> <p>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.</p> <p>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.</p> <p>There is an active programme for taking formal recovery action against non payers.</p>
	Evidence 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.
	Consequences / Impacts	<p>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.</p> <p>Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.</p> <p>Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.</p>

Risk Name	Detail	31 Mar 2022 Status	
Delays and errors in the processing of Benefits claims	Risk Owner	Nigel Howcutt	
	Portfolio	Finance & Resources	
	Risk Description	Delays and errors in the processing of Benefits claims	
	Comments		
	Controls & Assurances	<p>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.</p> <p>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.</p> <p>Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring.</p> <p>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.</p> <p>Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process.</p> <p>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.</p>	
	Evidence Risk is being managed	<p>The KPI's for the housing benefit service in 2019/20 were all achieved with new performance records set along the way.</p> <p>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.</p>	
	Consequences / Impacts	<p>This risk links to the corporate objective Dacorum Delivers, focussing on an efficient and effective council.</p> <p>Customers could suffer personal hardship resulting from delays or errors in the processing of claims.</p> <p>Significant reputational risk associated with high-profile errors.</p> <p>Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.</p> <p>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.</p> <p>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.</p>	

Risk Name		31 Mar 2022
Detail		Status
Delays to Capital programme	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Delays to Capital programme
	Comments	
	Controls & Assurances	<p>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.</p> <p>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</p> <ul style="list-style-type: none"> • 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? <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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 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 Name	Detail	31 Mar 2022 Status
	Consequences / Impacts	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Not delivering major projects within the timeframe to which it has committed itself exposes the Council to reputational risk.</p>
<p>Failure to optimise income generated by commercial assets</p> <p style="text-align: center;">Page 15</p>	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Failure to optimise income generated by commercial assets
	Comments	
	Controls & Assurances	<p>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.</p> <p>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.</p> <p>There are currently InPhase 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.</p>
	Evidence Risk is being managed	<p>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.</p> <p>This was followed by another strong yearly performance in 19/20, with occupancy above 96% and arrears below 7%.</p> <p>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.</p>
Consequences / Impacts	<p>The council has a significant portfolio of commercially let properties, which provides one of the council's largest sources of income.</p> <p>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.</p> <p>The continuing recession and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.</p>	

Risk Name	Detail	31 Mar 2022 Status
Variances in General Fund revenue budget	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Variances in General Fund revenue budget
	Comments	
	Controls & Assurances	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The Council's Financial Regulations provide a guide to all budget-holders and are subject to annual review.</p>
	Evidence Risk is being managed	
	Consequences / Impacts	<p>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.</p> <p>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.</p> <p>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.</p>



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Finance and Resources Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Quarter 4 Performance Report – Corporate and Contracted Services
Date:	7 th June 2022
Report on behalf of:	Councillor Andrew Williams, Portfolio Holder for Corporate and Contracted Services (now Portfolio Holder for Commercial Strategy and Delivery)
Part:	I
If Part II, reason:	N/A
Appendices:	Quarter 4 Performance Report
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	

Report Author / Responsible Officer

Mark Brookes, Assistant Director (Legal and Democratic Services)

Ben Hosier – Head of Commercial Development

Farida Hussain - Head of Legal and Democratic Services



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Corporate Priorities	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <p>Providing good quality affordable homes, in</p>
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	<p>particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
Wards affected	All
Purpose of the report:	To provide Members with the performance report for quarter four in relation to Corporate and Contracted Services.
Recommendation (s) to the decision maker (s):	That Members note the report.
Period for post policy/project review:	Quarterly

1. Members will find enclosed with the report the Inphase performance data for Corporate and Contracted Services, which are under the sections headed Legal and Corporate 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 second quarter.
3. The services included in this report are those services which in quarter 4 came under the Assistant Director (Corporate and Contracted Services), now Assistant Director (Legal and Democratic Services), which are Legal, Licensing, Corporate Support (which includes the combined teams of Members Support, Electoral Registration and Corporate Support) and Procurement and Contracted Services. Members will note that in Q1 2022/23 the Procurement and Contracted Services Team moved into the new Commercial Strategy and Delivery Portfolio led by Councillor Andrew Williams and the remaining services moved under the Corporate Services Portfolio led by Councillor Graeme Elliott.

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:-

Matter	Client/type	Case Detail
Fly-tipping prosecution	DBC – V- Imran Ramzan	19/01/2022 - Fine £1221, victim surcharge £122 and costs £1,664.71 Total - £3007.71
Housing possession 52 Heather Way	DBC v Josephine Aubrey-	Hearing of 15th February 2022 at 10:00AM - Watford County Court - Mandatory Possession granted forthwith.
Animal Welfare Prosecution	DBC v Goldfinch	Application under section 20 of the Animal Welfare Act 2006, to take ownership of three cats and fish as they were poorly kept by their owner. Judgment - Obtained authorisation to recover the animals and they will soon be in our care and re-homed thereafter.

The Licensing Team

5. Key updates for the team are as follows:

- It has been a productive time for the Licensing Team the Enforcement Officers have been overseeing a new Private Hire Company who have set up offices at Hemel Hempstead Railway Station, Berkhamsted and Tring. They are called Kings Cars. They have taken on several more Hackney Carriage drivers who normally operate from the stations.
- There has been some opposition to this Company from Hackney Carriage drivers who use the taxi rank at the Station, but as the land is private and owned by London North Western Railways, Kings Cars pay a rent and Hackney Carriages that use the rank pay a yearly fee for a permit to stand on the rank. Our Officers do have enforcement powers on the Railway Property and do visit on a daily basis.
- Enforcement Officers have been carrying out routine Licensed Premises visits in our area and regular visits to the taxi ranks. One driver has been issued with a warning for using a Hackney Carriage without the correct signage but the main area of enforcement enquiries is being taken up by complaints from the Hackney Carriage drivers using the railway station area.

- There are issues surrounding the Castle Licensed Premises Park Road Tring which are being dealt with. There is an ongoing problem involving the Licence Holder and Designated Premises Supervisor. We are working with the local Police Licensing Unit and the Licence holder to resolve the matter.
- Finally we have received a late application for a Premises Licence for Gadebridge Park for a Festival upwards of 2,000 people. We have received a representation from a member of the public. The application is yet to be determined.

Corporate and Democratic Support

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

- Supported 22 committees (including agendas & minutes)
- Supported 15 corporate meetings (including Portfolio Holder updates)
- Processed 6 Portfolio Holder Decisions
- Processed 5 Officer Decisions
- Delivered 3 Member Development sessions;
 - 20th January – Tenants & Leaseholder briefing
 - 31st January – Development Management Committee
 - 3rd March – Councils developing commercial strategy

Mayoralty

During Q4, the Mayorality hosted the following;

- Held the annual Tring Park Musical fundraiser, which raised a total of £473.00
- Held the Mayor's annual Civic Reception at Pendley Manor, a very well received event which received really positive feedback. We also hosted a charity tombola and auction as part of the evening, which raised a total of £1,530.00 (including a £500 donation from Stephen Hearn at Tring Auctions)
- Hosted a short flag raising ceremony for 'Fly a Flag for Commonwealth Day'
- The Mayor attended 13 engagements, both within Borough supporting local community & business events and at events hosted by Mayors & Chairs across Hertfordshire

Digital Print & Post Room

During Qtr 4 the team;

- Processed and franked a total of 72,992 outgoing mail items, at a total cost of £36,773.44 (includes HVCCG & CAB which is recharged)

Electoral Services

7. During Quarter 4, the following changes were made to the Electoral Register:-

Additions 979

Deletions 1034

Changes 130

Annual canvass

Preparation for the annual canvass is well underway and the data matching process has been booked in ahead of the canvass starting on 1 August 2022.

Electoral register

Along with the daily registration and amendments to the register as advised in the figures above, the team continuously throughout the year undertake monthly reports to ensure an accurate and up to date register, including a continuous cleansing process. In addition to the monthly reports, in this quarter the team have:-

Manually checked 18000 absent voter records to ensure information is accurate and up to date and amending where necessary

Sent out over 1000 paper invitations to register to students aged 17+ using the annual information provided by HCC and the colleges

Checked the validity of those electors who have requested to be opted out of jury service - 8000 - by checking their date of birth that they are indeed over 76 and ascertaining their date of birth for those who date we don't hold. We have undertaken this task as we have found electors have ticked that they are over 76 on the annual canvass form in previous years when they are not and have amended those who incorrectly ticked the box.

In January the team undertook postal vote refresh, sending out forms to 3000+ postal voters to refresh their signature on (current legislation due to change in the elections bill) a 5 year cycle, each elector is sent 2 requests to refresh signature forms, and if they didn't not comply by the deadline of 1 March then their postal vote is cancelled, and they are notified. We cancelled 271 non responding postal voters on 7 March 2022 and advised the elector in accordance with legislation.

In January/February the team undertook the annual review of proxy and postal-proxy electors to check their qualification to have a permanent proxy by writing out to the electors for further information where necessary

Staff training

At the end of January the team attended the annual 2 day AEA Conference online, the main topics of conversation/updates and training where of course the Elections Bill.

The team have attended an AEA regional meeting and Hertfordshire county group meeting which have included updates and discussions with the Electoral Commission, DHLUC and the cabinet office on the latest information on the forthcoming Elections Bill.

The team attended Xpress (electoral registration/election software provider) half year meeting with users, during which training was given on count modules, users can suggest what upgrades/changes are needed and can give feedback on using the software.

Elections

The team successfully delivered the 3 elections for the Berkhamsted West Ward and Town Council and the Boxmoor Ward on 3 February 2022. Undertaking filling of ballot boxes, postal vote opening and scanning and attending the count which took place in the council chamber.

During March the team have had a large number of calls and emails to respond to as electors have assumed that there were local elections in May in Dacorum, despite information that there were no local elections for the Council being readily available on the elections page of our website and other government websites – the team had previously advised the contact centre in advance and also requested the Communications Team to put out a message to social media.

8. **Procurement**

The Procurement team are currently working on updating procurement forward plan, this will show the forthcoming tenders over a rolling 4-year period.

9. **Parking Services**

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	13,388	11,553	11,908	11,350	10,432	9,190	8,116	8,336	9,877
Off Street	59,941	67,054	68,143	70,854	68,332	65,756	69,302	70,389	75,213	63,378	61,171	69,613
Total	70,527	79,018	80,949	84,242	79,885	77,664	80,652	80,821	84,403	71,494	69,507	79,490

2020/21	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	2,066	3,005	7,870	12,737	11,756	13,481	13,178	9,841	8,429	5,880	6,836	9,301
Off Street	12,941	19,988	39,723	58,406	78,878	67,757	71,987	30,318	76,532	23,198	35,349	36,748
Total	15,007	22,993	47,593	71,143	90,634	81,238	85,165	40,159	84,961	29,078	42,185	46,049

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	16,817	17,681	17,184	18,048	16,144	16,252	17,774	17,423	16,756	16,385	16,044	12,371

Off Street	97,975	105,540	102,656	90,347	88,084	87,541	88,121	86,099	89,501	82,241	79,237	69,231
Total	114,792	123,221	119,840	108,395	104,228	103,793	105,895	103,522	106,257	98,626	95,281	81,602

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-5,318	-5,717	-4,378	-4,660	-4,591	-4,344	-6,424	-6,991	-7,566	-8,269	-7,708	-2,494
%	-32%	-32%	-25%	-26%	-28%	-27%	-36%	-39%	-45%	-50%	-48%	-20%
Off Street	-38,034	-38,486	-34,513	-19,493	-19,752	-21,785	-18,819	-15,710	-14,288	-18,863	-18,066	382
%	-39%	-36%	-34%	-22%	-22%	-25%	-21%	-18%	-16%	-23%	-23%	1%
Total	-44,265	-44,203	-38,891	-24,153	-24,343	-26,129	-25,243	-22,701	-21,854	-27,132	-25,774	-2,112
%	-39%	-36%	-32%	-22%	-23%	-25%	-24%	-22%	-21%	-28%	-27%	-3%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021 to April 2021

Omicron variant commenced in December 2021

The number of parking sessions during Q4 in 2021/22 against 2019/20 (pre-Covid) is running at a 19% reduction. A decrease from the 23% in Q3 & Q2 and from 36% in Q1

PCN's Issued

2021/22	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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On street	478	501	609	557	520	646	662	555	427	427	518	521
Off Street	329	391	367	359	311	335	447	369	227	347	355	303
Total	807	892	976	916	831	981	1,109	924	654	774	873	824

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

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

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-98	-159	-23	-126	-272	22	81	32	70	-56	31	144

%	-17%	-24%	-4%	-18%	-34%	4%	14%	6%	20%	-12%	6%	24%
Off Street	-108	-295	-292	-299	-281	-264	-186	29	-107	-28	29	92
%	-25%	-43%	-44%	-45%	-47%	-44%	-29%	9%	-32%	-7%	9%	44%
Total	-206	-454	-315	-425	-553	-242	-105	61	-37	-84	60	236
%	-20%	-34%	-24%	-32%	-40%	-20%	-7%	7%	-5%	-10%	7%	40%

Lockdown 1 was from April 2020 to June 2020

Lockdown 2 was during November 2020

Lockdown 3 was from January 2021 to April 2021

Omicron variant commenced in December 2021

The number of PCN's issued during Q4 in 2021/22 against 2019/20 (pre-Covid) is running at a 12% increase. An increase from the 2% reduction in Q3, a 31% reduction in Q2 and the 26% reduction in Q1

TRO's

- **Marlowes (North)** – Proposal to introduce Pay to Park bays, No waiting restrictions, No waiting/no loading restrictions, and Disabled badge holder only bays.

The formal consultation has concluded and our consultancy (ADL) have provided their formal consultation report, which is available to view on the [Councils results of completed consultations web page](#) along with documentation in the form of the Statement of Reasons, the Notice of Proposal, the draft TRO, the TRO schedule, and the initial letter with plan.

The decision to progress the scheme has been made, and ADL are putting a design and works package together.

- **Waterhouse Street** - Proposal to reduce the taxi rank from the end of the southernmost bus stop to the pedestrian crossing to be replaced with disabled badge holder only bays restricted to a three hour maximum stay with no return within three hours and also Pay to Park bays.

The consultation has concluded and our consultancy (ADL) have provided their consultation report, which is available to view on the [Councils results of completed consultations web page](#)

Waiting for a decision to be made on how to pursue from the Assistant Director Corporate & Contracted Services in consultation with the Portfolio Holder for Corporate & Contracted Services.

- **Cobbets Ride, Tring** – Proposed scheme for Cobbetts Ride, Barbers Walk and Abstacle Hill, to prevent commuter parking. We have gone with a two hour daytime commuter ban restriction, which are single yellow lines restricted between 11am-1pm Monday to Friday on both sides of the road to prevent all day parking with 'at any time' double yellow lines to protect the junctions for safety.

Notification received that the decision has not been called-in and can now be acted upon.

- **Station Road, Hemel Hempstead** – Proposal to extend the no waiting at any time double yellow lines to protect the grass verge & footpath and for general safety reasons further to Cllr Riddick’s correspondence with Parking Services.

Formally raised an executive decision record sheet, which has been sent to statutory comments. If decision approved we will start the formal (statutory) consultation process. N.B. Parking Services will not be informally consulting first.

- **The Denes, Hemel Hempstead** – Proposal to limit the existing parking bays outside the shopping areas to two hours with no return within two hours Monday to Sunday 8:00am - 7:00pm further to Cllr Maddern’s correspondence with Parking Services. Our consultancy (ADL) have undertaken a site visit and assessment and have engineered a scheme design that is agreeable to the local stakeholders in the area including no waiting at any time on the junctions of Pinecroft/The Denes, Barnacres Road/Georgewood Road, Barnacres Road/The Denes. Formally raised an Executive Decision Record Sheet which has been sent to statutory comments to undertake an informal consultation exercise with residents/businesses of the area.
- **Anchor Lane, Hemel Hempstead** - Further to Cllr Allen and Herts Police’s correspondence with Parking Services, Parking Services propose to introduce No Waiting at Any Time (Double Yellow Line) restrictions at the junction with Heath Lane up to the end of the current No Waiting ‘Mon-Fri 8.30am-4.30pm’ (Single Yellow Line) restriction. Also at the junction of Beechfield Road and Anchor Lane the proposal is to introduce additional no waiting at any time restrictions in order to prevent parking close to or on the mini roundabout.

Our consultancy (ADL) have undertaken a site visit and assessment on Friday 22 April 2022 to engineer a scheme design that is agreeable to the local stakeholders in the area. Parking Services are proposing to introduce no waiting at any time (double yellow) lines on Beechfield Road including protection for the Anchor Lane/Beechfield Road junction. Discussions are needed on how far to extend these double yellow lines on Beechfield Road as cars are parking on the grass verge further down.

- **Elm Grove, Berkhamsted (‘F’ Zone)** - Proposal to introduce a residents only Controlled Parking Zone in order to formalise current parking habits to avoid obstruction currently caused by inappropriate parking by commuters visiting the town centre.

Our consultancy (ADL) have undertaken a site visit and assessment on Friday 22 April 2022 to engineer a scheme design that is agreeable to the local stakeholders in the area. Proposed for restricted time to be Mon-Sun 8am-8pm with the zone named 'F'. The proposed 'F' zone would have the same restricted hours as our existing 'C' zone. Therefore, we propose 700 hours of visitor sessions for residents with a maximum of 3 permits per household.

Legislation Changes

- Legislation change - require some urgent updates to our stationery, notices and systems (including PCN letter response templates) as we currently refer to the enabling regulations in our Penalty Charge Notice, Notice to Owner, Notice of Rejection of Representations, Charge Certificates, and Order of Recovery.

Any PCN issued up to and including 30th May 2022 will be subject to the current regulatory regime for parking enforcement.

Any PCN issued on 31st May 2022 and thereafter will be subject to the 2022 regulations. As such, we will need to replace current references to the regulations as shown in Column 1 in the table below, to be replaced as shown in Column 2:

(1) Existing regulations:	(2) To be replaced with:
The Civil Enforcement of Parking Contraventions (England) General Regulations 2007	The Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022
The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) Order 2007	
The Civil Enforcement of Parking Contraventions (Approved Devices) (England) Order 2007	

The Civil Enforcement of Parking Contraventions (England) Representations and Appeals Regulations 2007	The Civil Enforcement of Road Traffic Contraventions (Representations and Appeals) (England) Regulations 2022
The Civil Enforcement Officers (Wearing of Uniforms) (England) Regulations 2007	Any such reference must remain unchanged

- The process to introduce regulation 10 PCNs is in place. Saba/Imperial Solutions have completed the works to introduce regulation 10 PCNs with the go live date set for Monday 23 May 2022.

N.B. - A Regulation 10 Penalty Charge Notice is sent in the post to the registered keep/owner of a vehicle rather than fixed to the vehicle. Regulation 10 Penalty Charge Notices have been introduced to reduce the number of evaded notices and to support CEOs. Motorists who try to prevent a PCN being served by driving away or behaving in a threatening or abusive manner towards a CEO will still receive a PCN in the post. Improving compliance with parking regulations will contribute to improved road safety, reduce public transport journey times and less congestion.

Meeting held with the Saba operational team to ensure PCNs are going to be issued correctly. Explanation of process is now on the parking tickets page of the DBC website <http://www.dacorum.gov.uk/home/community-living/parking-and-travel/parking-tickets>

Parking Service has worked with DBC's Communications team to advertise Regulation 10, who are placing some information on Facebook/LinkedIn/Dacorum Life email and Twitter. The first of those was posted on 17 May 2022, and again next Monday 23 May 2022.

- Dropped Kerb enforcement – Parking Service has worked with Saba operational team to ensure PCNs are going to be issued correctly to vehicles that obstruct residents dropped kerbs. Explanation of process is now on the problem parking page of the DBC website: <http://www.dacorum.gov.uk/home/community-living/parking-and-travel/problem-parking>

Residents will need to contact Parking Services or Saba who will then send a CEO to enforce. Before the CEO issues a PCN, they will knock on the door of the resident for them to sign a consent form, this is to prevent us issuing to the residents vehicle whilst parking over their own dropped kerb, which is something we must promote not penalise as it is an efficient use of the road space.

10. **CCTV**

The CCTV refresh program is on track and we are close to concluding the second year of the program.

Proposed Upgrade/Replacement cost					
Year	2020/21	2021/22	2022/23	2023/24	2024/25
Budget	£148,041	£89,958	£108,002	£119,072	£139,574
Outstanding	£32,055	£89,958	£78,058	£113,290	£139,574
Spent	£115,986	£0	£29,944	£5,782	£0
Remaining	£32,055	£89,958	£78,058	£113,920	£139,574

11. **Leisure Contract**

A separate report is provided on this agenda relating to the leisure contract.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
CS02a	Percentage stage 1 complaints resolved in 15 days for the Council	67.54%	80.00%	81.03%	80.00%	81.82%	80.00%	✘	31 Dec 2021 The majority of late responses were from Property & Place during this period (16 complaints) relating to housing repairs and maintenance.
CS02a (D)	Number stage 1 complaints due to be resolved in period for the council	114		116		44		n/a	
CS02a (N)	Number stage 1 complaints resolved in 15 days for the Council	77		94		36		n/a	
CS02b	Percentage stage 2 complaints resolved in 15 days for the Council	50.00%	80.00%	66.67%	80.00%	66.67%	80.00%	✘	31 Dec 2021 A large number of Stage 2 complaints received during this Quarter.
CS02b (D)	Number stage 2 complaints due to be resolved in period for the council	12		3		9		n/a	
CS02b (N)	Number stage 2 complaints resolved in 15 days for the Council	6		2		5		n/a	
DPA01	Percentage of DPA requests met in 31 days	91.67%	100.00%	87.50%	100.00%	100.00%	100.00%	✔	
DPA01 (D)	Number of DPA requests due in period	24		8		20		n/a	
DPA01 (N)	Number of DPA requests met in 31 days	22		7		20		n/a	
FOI01	Percentage of FOI requests satisfied in 20 days	93.96%	100.00%	92.86%	100.00%	86.90%	100.00%	✔	
FOI01 (D)	Number of FOI requests due in period	149		140		168		n/a	
FOI01 (N)	Number of FOI requests satisfied in 20 days	140		130		146		n/a	
LG03	Percentage of Right to Buy documents sent to tenants/their Solicitors within 15 working days	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	→	

Page 32

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
LG03 (D)	Number of Right to Buy documents due to be sent to tenants/their Solicitors in period	17		11		11		n/a	
LG03 (N)	Number of Right to Buy documents sent to tenants/their Solicitors within 15 working days	17		11		11		n/a	
LG06	Percentage of housing possession proceedings commenced within 20 working days	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	→	
LG06 (D)	Number of housing possession proceedings set to commenced in period	1		0		2		n/a	
LG06 (N)	Number of housing possession proceedings commenced within 20 working days	1		0		2		n/a	
LG09	Percentage of prosecution proceedings commenced within 20 working days	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	→	
LG09 (D)	Number of prosecution proceedings set commenced in period	4		2		2		n/a	
LG09 (N)	Number of prosecution proceedings commenced within 20 working days	4		2		2		n/a	



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Quarter 4 Performance Report – People Transformation (including CSU and Climate Change) Digital and ICT Communications
Date:	7 th June 2022
Report on behalf of:	Councillor Graeme Elliot
Part:	I
If Part II, reason:	N/A
Appendices:	N/A
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	CSU – Customer Service Unit KPI – Key Performance Indicators

Report Author / Responsible Officer

Jody Nason (Interim Deputy Chief Executive)

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Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All wards
Purpose of the report:	1. To provide the Q4 performance information for monitoring and information
Recommendation (s) to the decision maker (s):	1. That Members note the report and identify any areas where they require additional information
Period for post policy/project review:	N/A

1. Introduction

1.1. This paper will provide an update on service performance over Q4 2021/2022 for People, Transformation (including CSU and Climate and Ecological Emergency), Digital and ICT, Communications and also highlight key achievements over this same period.

2. People

2.1. The total sickness absence outturn for Q4 is higher than in Q3. Both short- and long-term absence has increased.

2.2. The sickness scrutiny group continues to meet regularly to assess all sickness absence and will look to identify trends and any areas of concern, in these cases they will be escalated to a more formal route via the policy. This group also monitors compliance to return work interviews to ensure staff members returning have a session with their manager to discuss their absence, as well as carrying out spot checks on whether managers are in regular contact with their staff.

2.3. The HR team has analysed the statistics and there appears to be an increase in stress/anxiety related absence (both home and work) as well as increased absence related to Covid-19 and surgery. HR work with management to assess cases to understand what the reasons for the sickness absence so that a tailored approach to managing the absence is devised. For cases of work-related sickness, mechanisms are in place to identify the 'possible cause', so that managers can find solutions to alleviate these pressures whilst still setting expectations of work delivery. Alternatively, for cases including home life stressors, in these situations there are many support processes in place such as, occupational health, counselling, sign posting to external support, our new mental health first aider programme.

2.4. We also continue to send out a fortnightly wellness offer which includes courses, webinars, exercise classes, other support. These focus on a dedicated topic which also link into national themes around wellness. The Council continues to promote our mental health first aider programme, where we have a cohort of trained staff who can be the first port of call for our workforce should they need some assistance. We also offer free confidential helpline to staff where they can seek professional advice and counselling in certain cases.

- 2.5. We also are continuing to run our staff engagement group which is focussing on health and wellbeing issues/solutions as well as how the return to the office is progressing. The Government guidance is now supporting staff back to offices which should help with staff feeling less isolated and in return support their mental wellness.
- 2.6. The Cabinet Office warned UK Public Sector employers to brace themselves for higher sickness absence due to Covid-19 and Dacorum is experiencing this along with other colleagues across Hertfordshire local authorities. The Council's Incident Management Team is being kept abreast of Covid-19 related absences across the council teams so pressures can be mapped and identified. Proactive action can then be taken to keep our essential services running. The Council has provided clear guidance to staff and management through IMT on how to manage CV- 19 sickness absence and what people need to do if they are infected, along with guidance on how best to reduce risks of infection. Linked to this we have a corporate risk assessment fully endorsed by our H&S team.
- 2.7. The sickness scrutiny group continues to assess all long-term sickness cases each month to ensure the Council is doing all it can to support staff back to work, by ensuring we have the latest medical information from our Occupational Health team, looking at what adjustments we can make to roles and where cases need to be escalated to a formal process in line with the policy. We work closely with managers to ensure regular contact is made with staff who are absent from work as this is a critical aspect to help staff back to the workplace.
- 2.8. The staff turnover percentage is lower than the previous quarter. An average staff turnover in the UK is around 15%, so the council this quarter (11%) is below the typical staff turnover rate.

3. Transformation

- 3.1. Approval to fund a new Head of Transformation post was granted by Cabinet in February 2022. A recruitment process was completed, and Hannah Peacock, previously Innovation and Improvement Team Leader, was appointed for a two-year secondment.
- 3.2. DBC recognised the need for a dedicated Project Management Office (PMO) to coordinate and oversee the major programmes currently underway in the organisation as part of the existing Transformation portfolio.
- 3.3. A temporary external resource was brought in to establish the PMO, provide visibility of programmes and projects across the organisation, and develop a strong project management methodology, and finally to support the new Head of Transformation in resourcing a permanent PMO presence.
- 3.4. The Transformation Board has been refreshed with support from the new PMO, and has been meeting regularly to review programme and project progress.
- 3.5. The delivery of Phase 2 of the Customer Strategy is a major project within the Transformation portfolio, this project will implement the recently approved Customer Strategy across the organisation and gather the requirements for a CRM system. Cabinet gave approval in February 2022 to procure appropriate external resource to deliver Phase 2. During this quarter the Transformation Service worked with Procurement to plan and initiate the procurement process, with the contract to be awarded next quarter.
- 3.6. The Transformation service has also supported Service Planning for this year. In this quarter, the service completed a review of previous Service Plans, brought together a Service Planning Working Group to project manage the process, developed and had approved a new Service Plan template. The new Service Plans will be approved in the next quarter.

3.7. During the Service Plan development, services have taken the opportunity to review their Key Performance Indicators (KPIs) with the aim to streamline where possible. Further details on proposed KPI changes will be brought to members in the next quarter.

4. Customer Services Unit (CSU)

4.1. Not all key performance indicators were achieved this quarter, with wait times being longer. Face to face stats will be reviewed as work starts on the Customer Strategy, and in line with new operating practices outlined below.

4.2. Tring and Berkhamsted Customer Services have re-opened on a reduced part time basis. Pre-booked appointments are available to mirror the service at the Forum, however take-up is very low. This will be monitored over the coming months.

4.3. The service worked with the Planning Department to ensure phone scripts and telephone messages were delivered to customers regarding the Chiltern Beechwood SAC.

4.4. CSU handled higher than expected volumes of calls during February and March to manage Housing Rent increase and Council Tax Annual billing enquiries. Enquiries continue in relation to the Government Energy Rebate.

4.5. Staff received training on the new Revenue & Benefits system (Enterprise), a new system coinciding with annual billing was a challenge but staff adapted well ensuring customer enquiries were responded to.

5. Climate and Ecological Emergency

5.1. Completed the Climate and Ecological Emergency Strategy which is in final stages of review and approval and will be published publicly in Q1.

5.2. Ran the second round of the Green Community Grant scheme and delivered £20,000 of funding to local community groups to deliver a variety of environmental projects.

5.3. Launched the Hertfordshire Energy Advice Tool (HEAT) - a free app that enables residents to get tailored advice to reduce the amount of energy they use at home. Dacorum took the lead on this on behalf of the Hertfordshire Climate Change and Sustainability Partnership and as such this is available to all Hertfordshire residents. We were the first council in the UK to work with the Energy Saving Trust to develop this.

5.4. Have completed compiling the necessary data in order to create our organisational greenhouse gas emissions reports.

5.5. We have worked with a consultant to survey our owned and operated built assets and are in the process of reviewing the final reports which outline the recommended actions and costs in order to make the buildings are energy efficient as possible.

5.6. An Electric Vehicle Strategy has been drafted ready for review and approval. The roll out of EV charge points in Council owned car parks is progressing well – companies have been selected and contracts are in the process of being signed, suitable locations have been identified and charge points are expected to be installed within the 2022/23 financial year.

5.7. Dacorum were successful with a joint consortium bid for the Green Homes Grant LAD2 and Sustainable Warmth funding. To promote this to eligible residents that meet the criteria, a targeted mail out of 11,000 letters was sent out.

6. Digital and ICT

- 6.1. IT Systems availability (99.67%) continued to be positive within the quarter demonstrating the fundamental reliability of the Council's technology infrastructure. We did, however, experience two short outages: one, in January, affected users of a limited set of applications provided by "Remote Desktop Services"; the other, in February, affected some telephony and applications for office-based workers, with people working remotely unaffected. In both cases the root cause was identified and rapidly corrected.
- 6.2. The primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) was red within the quarter at 61.98%. However, this was a significant improvement over the previous quarter at 49.31%.
- 6.3. The ICT Service Desk continued to be affected by short staffing in the quarter but the position improved with the appointment of a new Lead Officer in March. Performance is expected to improve as new officers join the team, although it will take some time for them to be fully trained and the resolution of a backlog of older calls is likely to affect KPIs for some time yet.
- 6.4. Q4 saw the formal confirmation of the Council's reaccreditation to the Public Sector Network (PSN). This followed extensive work from the ICT Infrastructure Team to ensure that the Cabinet Office were satisfied with our response to a report on the Council's network provided by third-party consultants who had tested (i.e. attempted "ethically hacking" of) Dacorum's technical environment.
- 6.5. Numbers of Website Users (132,871) is a drop from the previous quarter's figure of 149,804. The number of registered MyDacorum users, however, continued to rise, standing at 8679, an increase of 5.6% over the previous quarter. As customer journeys are mapped as part of the project to implement Customer Strategy opportunities for enhancements to the website are expected to be identified.

7. Communications

- 7.1. External communications (across all channels) - have delivered on external Public Relations (PR) campaigns and projects including the additional green waste collection service; fly-tipping prosecutions; Berkhamsted Leisure Centre consultation; launch of the Hertfordshire Energy Advice Tool (HEAT) app; Hemel New Town 75th anniversary; PSPOs (District Enforcement) litter enforcement at sports pitches; funding for energy efficiency improvements to council homes; The Big Hoot owl art trail; Walk with the dinosaurs in Tring; local journeys transport survey; promotion of online business events; refurbishment of Northridge Way Basketball court; ground-breaking at new crematorium; Chilterns Beechwoods Special Area of Conservation; Netflix's Afterlife bench donation; Dacorum's Den launch; and issued 29 press/media releases.
- 7.2. Internal communications – design and implementation of internal campaigns and projects including the return to the office/new ways of working; inclusion calendar and creation of Commercial Hub on the intranet. There were 39 internal campaigns (service information campaigns and COVID-specific campaigns and messaging for staff) completed; staff update session held online; and five IMT information cascades for Managers of People/All staff were issued.
- 7.3. Publications and design – content management, design and delivery of 14 issues of Dacorum Life (12,000+ subscribers) and 12 issues of Members News.

7.4. Covid-19 Communications – Ongoing support during the Covid-19 pandemic. This includes public information campaigns from the Cabinet Office; public health campaigns from Public Health England and Local Resilience Forum; and service specific campaigns and updates from DBC services.

7.5. Social media and website statistics

Dacorum Facebook – January to March 2022

Connections – 11,317 (increase of 1,698 from Q3 2021/22)

Link clicks – 9,471 (increase of 2,213 from Q3 2021/22)

Posts – 236 (decrease of 78 from Q3 2020/21)




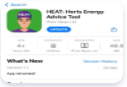
Dacorum Twitter – October to December 2021

Connections – 8,790 (increase of 109 from Q3 2021/22)

Link clicks – 1,750 (increase of 743 from Q3 2021/22)

Posts - 226 (decrease of 55 from Q3 2021/22)

7.6. Top five posts by clicks (from 462 posts during Q4 2021/22)

<p>View post</p> <p>dacorum f 16 Feb 2022 11:02</p> <p>Over the last 12 months, we've been investigating the potential of replacing Berkhamsted Leisure Centre with a new, modern leisure facility within the existing...</p> 	<p>196</p> <p>37</p> <p>11</p> <p>988</p>	<p>23.8K</p> <p>27.8K</p> <p>4.44</p>	<p>1</p> <p>988</p> <p>CLICKS</p>
<p>View post</p> <p>dacorum f 16 Mar 2022 11:00</p> <p>Your March - November 2022 Waste Collection Calendars are now available. You can download your copy and check your waste collection dates here...</p> 	<p>18</p> <p>11</p> <p>5</p> <p>505</p>	<p>7.3K</p> <p>7.5K</p> <p>7.21</p>	<p>2</p> <p>505</p> <p>CLICKS</p>
<p>View post</p> <p>dacorum f 04 Feb 2022 09:02</p> <p>#Hemelat75 Today is Hemel Hempstead New Town's 75th anniversary. Take a look at this film from the 1960s which shows how the town developed since 1947 https://orlo.uk/pZbe7</p>	<p>113</p> <p>10</p> <p>12</p> <p>416</p>	<p>5K</p> <p>5K</p> <p>11.08</p>	<p>3</p> <p>416</p> <p>CLICKS</p>
<p>View post</p> <p>dacorum f 04 Jan 2022 12:01</p> <p>NEW HOME ENERGY APP LAUNCHED: exclusively for Hertfordshire residents. Download the new app to see where you could save energy and money at home Sear...</p> 	<p>7</p> <p>3</p> <p>4</p> <p>375</p>	<p>3.4K</p> <p>3.9K</p> <p>10.08</p>	
<p>View post</p> <p>DacorumBC t 12 Jan 2022 09:00</p> <p>Want to save energy at home? Download the new Hertfordshire Energy Advice Tool (HEAT) app to discover the changes you can make at home to reduce your carbon...</p> 	<p>1</p> <p>1</p> <p>1</p> <p>306</p>	<p>110.3K</p> <p>3.2K</p> <p>9.56</p>	

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
HR02a	Turnover of staff	11		15		9		✘	This is in line with an healthy staff turnover.
HR03	Total days lost through sickness absence for the council (OSC)	2,733.30		2,306.55		1,489.68		n/a	<p>The total days lost this quarter has decreased by nearly 350 days compared to the last quarter. The highest areas of sickness absence relates to Covid-19, surgery and mental health issues. The Cabinet Office warned UK Public Sector employers to brace themselves for higher sickness absence due to Covid-19 and Dacorum is experiencing this along with other colleagues across Hertfordshire local authorities.</p> <p>The Council's sickness scrutiny group continues to meet monthly to assess all sickness cases from the previous month. The group continues to focus on: identifying cases where there is a cause for concern and escalates formally where appropriate, ensure the Council is supporting long term sickness cases back to work as quickly as possible, identifies sickness trends and explores practices to help reduce absences. This group also monitors compliance to return work interviews to ensure staff members returning have a session with their manager to discuss their absence.</p> <p>The Council has provided clear guidance to staff and management through IMT on how to manage CV-19 sickness absence and what people need to do if they are infected, along with guidance on how best to reduce risks of infection. Linked to this we have a corporate risk assessment fully</p>

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
									<p>endorsed by our H&S team.</p> <p>Mental health related absence is also high and the Council continues to support staff in this area. The mental health first aider scheme was re-launched with a cohort of fully trained advisers. There has been increased promotion of this scheme, with A5 flyers and screen savers advertising the scheme. The Government guidance is now supporting staff back to offices which should help with staff feeling less isolated and in return support their mental wellness.</p> <p>The fortnightly wellness programme also continues highlighting different wellness topics. This quarters focus has been</p> <p>on staff resilience, retuning back to the office and living with Covid. We will also be running next quarter courses on effective hybrid/remote working. Our on-line fitness classes have also commenced throughout this quarter.</p> <p>IMT is being kept abreast of Covid related absences across the council teams so pressures can be mapped and identified. Proactive action can then be taken to keep our essential services running.</p>

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
HR04a	Total days lost through SHORT TERM sickness absence (OSC)	1,391.92		1,299.04		734.03		n/a	<p>The total days for short term sickness absence has decreased from last quarter. Covid-19 related sickness absence is still high in this quarter. The Council's Incident Management Team is being kept abreast of Covid-19 related absences across the council teams so pressures can be mapped and identified. Proactive action can then be taken to keep our essential services running.</p> <p>The Council has provided clear guidance to staff and management through IMT on how to manage CV-19 sickness absence and what people need to do if they are infected, along with guidance on how best to reduce risks of infection. Linked to this we have a corporate risk assessment fully endorsed by our H&S team.</p> <p>The sickness scrutiny group continues to review all short term sickness cases on a monthly basis to ensure that policies are being followed, identification of any trends and to escalate a case more formally if there is a cause for concern.</p>
HR04b	Total days lost through LONG TERM sickness absence (OSC)	1,341.38		1,007.51		779.11		n/a	<p>Long term sickness absence is less than the last quarter. The Council's sickness scrutiny group continues to review all sickness on a monthly basis to ensure that we are doing all we can to support staff back to work, this includes: maintaining regular contact, occupational health advice, adjusting working practices/workplaces</p>
HR04e	Short term sickness as a percentage of all sickness (OSC)	50.92%		56.32%		49.49%		✓	See HR03 comments

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
HR04f	Long term sickness as a percentage of all sickness (OSC)	49.08%		43.68%		50.51%		n/a	See HR03 comments
HR05	Average days lost due to sickness absence per FTE (OSC)	3.83		3.20		2.09		n/a	

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
ICT01	Percentage of incidents resolved in less than 2 days	61.98%	90.00%	49.31%	90.00%	89.59%	90.00%	✓	31/03/2022 Still significantly below target. However, as the Service Desk staffing position has somewhat improved, particularly with the appointment of a new Lead Officer, 61.98% for this last quarter against 49.3% the previous quarter is sign of improvement. We expect to see steady improvement in coming months.
ICT01(D)	Number of incidents	924.00		434.00		1,306.00		n/a	
ICT01(N)	Number of incidents resolved within 2 days	516.00		214.00		1,170.00		n/a	
ICT02	Availability of primary systems (office hours)	99.67%	68.67%	99.83%	99.00%	100.00%	99.00%	✗	31/03/2022 Availability across the quarter was good. In January, there was a brief outage of Remote Desktop Services (which provide access to a limited set of applications). In February, an outage of the Council's Wide Area Network on the morning of 21 February affected telephony, some systems and offices (with people working at home largely unaffected).. The root cause of both issues were rapidly addressed.
ICT06	Total number of incidents and service requests reported (ICT)	2,178		2,272		2,598		✗	
WEB03	Number of Website Users	132,871		149,804				✗	A fall from the previous month's figure which suggests a return to other forms of contact. It may also be an indication of the removal of pandemic grants previously applied for online.

Agenda Item 11

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Agenda Item 12

Clerk: Trudi Angel (x2224)

Finance and Resources Overview & Scrutiny Committee: Work Programme 2022-23

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 July 2022	24 June 2022	Action Points (from previous meeting)		
		Digital Strategy	Head of Digital Ben.trueman@dacorum.gov.uk	
		Medium Term Financial Strategy	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
6 September 2022	26 August 2022	Action Points (from previous meeting)		
		Housing Development Models	Strategic Director, Corporate & Contracted Services Catherine.donayre@dacorum.gov.uk	
		Budget Monitoring Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Finance & Resources Q1 Performance Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Corporate & Contracted	Assistant Director, Legal and	To review and

		Services Q1 Performance Report	Democratic Services Mark.brookes@dacorum.gov.uk	<i>scrutinise quarterly performance</i>
		Performance, People & Innovation Q1 Performance Report	Deputy Chief Executive Jody.nason@dacorum.gov.uk Head of Transformation Hannah.peacock@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
4 October 2022	23 September 2022	Action Points (from previous meeting)		
1 November 2022	21 October 2022	Action Points (from previous meeting)		
		Budget Monitoring Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Finance & Resources Q2 Performance Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Corporate & Contracted Services Q2 Performance Report	Assistant Director, Legal and Democratic Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Performance, People & Innovation Q2 Performance	Deputy Chief Executive Jody.nason@dacorum.gov.uk Head of Transformation	<i>To review and scrutinise quarterly</i>

		Report	Hannah.peacock@dacorum.gov.uk	<i>performance</i>
30 November 2022	21 November 2022	Action Points (from previous meeting)		
		<p>*** Joint Budget***</p> <p>*****</p> <p><i>Ideally no further items to be added</i></p>	<p>Chief Finance Officer</p> <p>Nigel.howcutt@dacorum.gov.uk</p>	
4 January 2023	22 December 2022	Action Points (from previous meeting)		
1 February 2023	23 January 2023	Action Points (from previous meeting)		
		<p>*** Joint Budget***</p> <p>*****</p> <p><i>Ideally no further items to be added</i></p>	<p>Chief Finance Officer</p> <p>Nigel.howcutt@dacorum.gov.uk</p>	
7 March 2023	24 February 2023	Action Points (from previous meeting)		
		Budget Monitoring Report	Chief Finance Officer	<i>To review and</i>

		Nigel.howcutt@dacorum.gov.uk	<i>scrutinise quarterly performance</i>
	Finance & Resources Q3 Performance Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Corporate & Contracted Services Q3 Performance Report	Assistant Director, Corporate & Contracted Services Mark.brookes@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Performance, People & Innovation Q3 Performance Report	Deputy Chief Executive Jody.nason@dacorum.gov.uk Head of Transformation Hannah.peacock@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>