



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.

WEDNESDAY 1 FEBRUARY 2023 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 So Mahmood
Councillor Su 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** (Pages 3 - 14)
To confirm the minutes from the previous meeting
2. **APOLOGIES FOR ABSENCE**
To receive any apologies for absence
3. **DECLARATIONS OF INTEREST**

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

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

6. ACTION POINTS FROM THE PREVIOUS MEETING

There were no actions from the previous meeting.

7. DRAFT BUDGET PREPARATION 2023/24 (Pages 15 - 24)

8. QUARTER 3 FINANCIAL MONITORING REPORT 2022-23 (Pages 25 - 38)

9. MARKET FORCES SUPPLEMENTS POLICY AND PROCEDURE (Pages 39 - 60)

10. NEW PERFORMANCE MANAGEMENT FRAMEWORK & PROPOSED REVISIONS TO KEY PERFORMANCE INDICATORS (Pages 61 - 77)

11. WORK PROGRAMME (Pages 78 - 79)

12. COMMERCIAL STRATEGY UPDATE (Pages 80 - 110)

MINUTES

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

6 DECEMBER 2022

Present:

Cllr Claughton	Cllr Suqlain Mahmood
Cllr Douris (Chairman)	Cllr Guest
Cllr Freedman	Cllr Symington
Cllr Tindall	

Officers:

Catherine Silva-Donayre (Strategic Director, Corporate and Commercial)
Aidan Wilkie (Strategic Director, People and Transformation)
Nigel Howcutt (Chief Finance Officer)
Mark Brookes (Assistant Director, Legal and Democratic Services)
Ben Hosier (Head of Commercial Development)
Matt Rawdon (Assistant Director, People)
Jennie Webb (Opposition Group Support Officer)

Also in attendance:

Cllr Andrew Williams (Leader of the Council and Portfolio Holder for Commercial Strategy and Delivery)
Cllr Graeme Elliot (Portfolio Holder for Corporate Services)

Following a joint meeting of the OSC's where a presentation on the budget proposals for 2023/2024 was given, the Finance & Resources OSC meeting began at 8.05 pm.

1. MINUTES

The minutes of the previous meeting were agreed by the members present and then signed by the Chairman.

Councillor Symington referred to an agreement that there would be a report on Electric Vehicle (EV) charging points coming to the committee in March but noted it wasn't included on the work programme.

The Chairman confirmed this would be amended.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Adeleke, Chapman and Townsend.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. PUBLIC PARTICIPATION

There was no public participation.

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

None.

6. ACTION POINTS FROM THE PREVIOUS MEETING

The Chairman confirmed the action points had been circulated and were also included in the agenda.

7. DRAFT BUDGET PROPOSALS 2023-24

The draft budget 2023/24 proposals relating to the finance and resources overview and scrutiny committee were presented by N Howcutt.

With regards to the commercially sensitive information in the presentation it was agreed that the committee would briefly move into Part II and exclude the public. N Howcutt asked the members present to maintain confidentiality on these matters.

Full details can be found in the Part II minutes.

Transformation, Customer and People Strategies

The next section of the report was presented by A Wilkie.

Councillor Mahmood questioned the intended saving of £1.8m on general fund efficiencies against the additional costs of £0.5m. He wondered where savings would be made when so much is being spent.

N Howcutt outlined the pay award as being a cost increase and reductions in government funding, which would need to be balanced. He felt the PMO (programme management office) was providing resources to deliver savings, being there to support the delivery.

A Wilkie added that in reality, people were needed to work on the strategy. A further point being that in terms of efficiencies, A Wilkie suggested that through digitisation and better structuring we would need fewer people, which would deliver a better service for residents. A Wilkie felt that the majority of spend was on people, which was where he thought efficiencies would be made.

Councillor Mahmood thought apprentices and graduates were a great thing for the community, he thanked A Wilkie for his explanation.

Referring to 5.6, where a vacancy of 5% was quoted, Councillor Tindall wondered whether they were looking for staff to fill those vacancies, questioning the current vacancy rates, staff shortages and fluctuations going forward.

N Howcutt explain that vacancies were due to the time lag between somebody leaving and starting, reporting that there had been an assessment done several years ago where it was shown that that was around 5% of total staff costs. N Howcutt went on to outline scenarios where the 5% would or would not be achieved, saying it was an assumption that had worked out effectively over the past few years.

Councillor Tindall wondered whether recruitment costs were added in, he further questioned the phrasing of A Wilkie 'needing fewer people,' wondering whether this was a hint towards digitalisation.

A Wilkie reported that feedback from the customer strategy work with residents had been that they want to use the digital strategy to engage with the council, he felt more could be done in that space by automating and introducing more self-service. A Wilkie referred to vacancies in the system particularly at the moment because of recruitment and retention challenges, thinking that identifying different parts of the business doing similar types of work could be brought together to do it more efficiently. He looked forward to the output of the commercial strategy early in the New Year.

Councillor Tindall stressed the importance of ensuring that people who were not digitally aware do not lose out because of digitalisation,

A Wilkie gave his assurance that would not happen and that it was front and centre.

Councillor Freedman suggested that there were metrics available around the cost of staff retention, stating that he had asked for human resources metrics to be added on monthly reports, which he had received responses back and thought that the use of such metrics would help continue to justify the programme.

A Wilkie would look into that suggestion.

With the 20% assumption for inflation for utilities and fuel, Councillor Guest wondered what assumptions there were for other items, giving the examples of supplies and services.

N Howcutt confirmed 5% was allowed in the budget for supplies and services, confirming that there would be continued assessment of contracts. N Howcutt felt there

was significant control over budgets and that new contracts were coming in at higher costs, with the 5% equating to around £400k for supplies and services.

The Chairman wondered how customers would hear about the customer charter mentioned in the report. He further questioned the 'unnecessary contact' line, asking A Wilkie to comment.

With regard to unnecessary contact, A Wilkie outlined that this was linked to the customer's view, giving the example of when a customer made a request to the council and didn't know when they would get a response or whether they would have to chase up their query. In terms of the customer charter, A Wilkie described that the aim was to set out the vision of creating standards of how the council are going to engage with residents and the standard that residents could expect. He felt this was starting to be done with work around complaints where a response was promised within an amount of time.

Councillor Guest referred to page 38, the general fund budget change to employee expenditure. Councillor Guest declared that she was Chair of the Development Management Committee, asking how that resource would be used to deliver income from the pre-application advice service to achieve the goal of delivering income.

N Howcutt requested that he come back to that at the end of the meeting as he had no access to notes, which Councillor Guest agreed.

Commercial Strategy Update

C Silva-Donayre presented the commercial strategy update and outlined that there would be a fuller update presented to the Committee in February, at which point most business cases in the commercial programme would be either concluded or near conclusion.

Councillor Tindall asked whether the final business case would be going just to the service committee concerned or whether it would come to this Committee as well.

C Silva-Donayre confirmed as coming to this committee.

Councillor Claughton drew attention to paragraphs 4.7 and 4.8 where there was mention of a review of fees and charges, thinking this wasn't borne out in the appendices to the report where he noted that car parking charges had not increased and that most other fees and charges were going up at around 3%, which was below inflation. Councillor Claughton wondered how fees and charges had been approached and why there were different results across different services.

Councillor Elliot felt there was a view that the economics side of attracting people into the town centre had to be balanced with retail employment and the environmental impact.

Councillor Claughton wondered whether that was based on behaviour analysis or whether it was an assumption, arguing that if people were not travelling into the town centre it was because they did not need to, so they may be prepared to pay more.

C Silva-Donayre said there was recognition that there are a variety of complex factors affecting customer behaviour around parking, which was being looked at and would be considered.

Councillor Mahmood referred to a programme on BBC Radio 4, *You and Yours*, which he suggested people listen to as it was around regenerating small town centres and included some detailed informative information.

The Chairman suggested Councillor Mahmood send a note to all councillors regarding the programme.

Councillor Mahmood asked how staff had reacted to the work of C Silva-Donayre and her team, if they had found it intrusive or if there was a positive feeling.

C Silva-Donayre thought the role of the commercial board was around empowering, and that it was a collective effort across offices in the council rather than being driven top-down.

Councillor Symington wondered whether any work had been done on price elasticity of car parking.

C Silva-Donayre said that was a complex area and that B Hosier and his team were still working through that.

Councillor Williams outlined that the reason car parking hadn't been increased in this budget was because of ongoing work on the smart parking strategy, which wouldn't be ready for changes to tariffs in line with this budget. Councillor Williams was reluctant to implement a modest set of changes in this budget which would have to be reviewed within months in the light of smart parking, which would mean two changes. He argued it would be better to incorporate the review of tariffs and smart parking in one package, and as part of that to look at the types of tickets purchased. Councillor Williams was of the opinion that the more cars in car parks the better, further that there was no downside to attracting people to town centres.

Referring to car parking charges, Councillor Guest remembered the Audit Commission saying they were not making the best use of car parks. She thought there was still a

need to make the best use of car parking in terms of the commercial strategy. Councillor Guest asked whether in the commercial strategy there was a view to setting a pricing level that would make shops attractive to customers.

C Silva-Donayre referred to the review, saying the team had been benchmarking pricing against both local authorities and private car parks in the area. She outlined that there was scope and opportunity to generate more income and still be competitively priced, due to being in the lower price quartile presently.

Councillor Freedman disagreed with Councillor Guest and Councillor Williams, commenting that use of high streets and people coming into town is a completely different metric to cars coming into town, those things being related but not the same thing.

Councillor Williams agreed that people arrive in other ways, however cars that arrive in towns bring people, which means car parking revenue and footfall to shops, summarising that a town centre without parking would be a dead town centre.

The Chairman expressed his trust that Councillor Williams and Councillor Elliot had noted comments made through the discussion.

Councillor Guest asked, are we making the best use of pre-application advice and maximise any income out of that within the rules of planning. She referred to page 38, asking how the resource delivered income from pre-application advice would be used to achieve that goal.

N Howcutt noted that as part of the 2022-23 budget there was a new income around the planning pre-application advice service offered to the private sector, which consisted of additional growth to the staffing contingent to allow continued expansion and development of opportunities around pre-app advice. He reported that they had a significant income budget in 2023-24 in planning and pre-app, which was there to support that service to achieve those income levels.

The Chairman was under the impression the government were looking at the planning regime and the potential for councils to be able to charge for the planning system so that there was no loss. He did not know whether that had been taken into account.

N Howcutt confirmed that the government were looking at planning throughout and the role of the local authority in the planning process. He was not aware of any specific impacts that will impact the budget proposed for next year.

Councillor Tindall was hoping for confirmation from the government soon.

Outcome:

That the Finance and Resources Overview and Scrutiny Committee reviewed and scrutinised the draft budget proposals for 2023/24 and provided feedback to be considered by Cabinet, for each Committee's specific area of responsibility.

8. QUARTER 2 BUDGET MONITORING REPORT

N Howcutt gave a brief synopsis of the report which he noted had already been to Cabinet. N Howcutt outlined that the budget showed an improved performance on Q1 and that they were on track to achieve a balanced budget by year end. The Q3 budget report would be presented to the committee in the New Year.

There were no questions.

Outcome:

The report was noted.

9. WORK PROGRAMME

The Chairman highlighted that one additional item, the EV charging report, would be added to the March meeting.

10. LEISURE CONTRACT UPDATE

Full details can be found in the Part 2 Minutes.

The meeting ended at 9.38 pm.

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

Document is Restricted



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance & Resources Overview and Scrutiny Committee
Title of report:	Draft Budget Preparation 2023/24
Date:	1 st February 2023
Report on behalf of:	Councillor Graeme Elliot, Portfolio Holder for Corporate and Commercial.
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A – General Fund Budget Summary 2023/24 Appendix B – General Fund Budget Summary by Committee 2023/24 Appendix C – Statement of Reserves Appendix D- HRA Revenue Budget Summary 2023/24 Appendix E- HRA Capital Programme Summary 2023/24-2027/28
Background papers:	Cabinet - Agenda item 7 th October 2022 - Medium Term Financial Strategy 2022/23 – 2026/27. Joint Budget Scrutiny – 6 th December 2022.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account MTFS – Medium Term Financial Strategy OSC – Overview and Scrutiny Committee RSG – Revenue Support Grant

Report Author / Responsible Officer

Nigel Howcutt, Chief Finance Officer

Fiona Jump Head of Financial Services



Fiona.Jump@dacorum.gov.uk / 01442 228662 (ext. 2662)

Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need
-----------------------------	--

	Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All Wards
Purpose of the report:	To provide Members with an overview of proposed changes to the draft budget presented to Scrutiny in December 2022, and provide the opportunity to scrutinise and provide feedback to Cabinet.
Recommendation (s) to the decision maker (s):	That the Scrutiny Committee review and scrutinise the draft budget proposals for 2023/24 and provide feedback, to be considered by Cabinet, for each Committee's specific area of responsibility.
Period for post policy/project review:	The budget undergoes ongoing monitoring and review as part of the Corporate Financial monitoring processes. The Council's budget is revised at least annually.

Introduction/Background:

1. The purpose of this report is to present for scrutiny the additional proposed changes to the 2023/24 draft budget presented to scrutiny in December 2022.
2. The Joint budget scrutiny group will jointly scrutinise these budget proposals and will focus only on the proposed changes to the draft budget presented to Scrutiny in December.
3. The following appendices show the Dacorum Borough Council draft budget for 2023/24;

Corporate view

- Appendix A – General Fund Budget Summary 2022/23
- Appendix B – General Fund Budget Summary by Committee 2022/23

Reserves

- Appendix C – Statement of Earmarked Reserves

HRA

- Appendix D- HRA Revenue Budget Summary 2023/24
- Appendix E- HRA Capital Programme Summary 2023/24-2027/28

Options and Proposals.

Changes to the 2023/24 budget proposals since December OSC meeting.

4. Funding changes to the draft budgets published for the Joint OSC on 6th December 2022 are summarised in table 1 below, with more detail provided in paragraphs 5-12.

Table 1: Changes to the DBC 2023/24 Budget Proposals.

Budget Gap, Joint OSC December 2022	0
Local Government Financial Settlement Changes	
Continued Suspension of Negative RSG	(1,500k)
Additional New Homes Bonus	(270k)
New Minimum Funding Guarantee & Other Grant Changes	(900k)
Savings Efficiency Reserve	750k
Inflationary Pressures Reserve	750k
Allocation to the Dacorum Development Reserve	1,170k
Revised Budget Savings Requirement	0k

Local Government Settlement Changes

5. On 12 December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) issued the 'Local government finance policy statement 2023/24 to 2024/25'. The statement was intended to provide councils with 'greater certainty on key aspects of their funding' recognising that 'it is incredibly important for their budget setting process and their ability to plan for the future.
6. The policy statement confirmed the increased flexibility for Council Tax outlined in the Chancellor's Autumn Statement on 17 November 2022 which increased the referenda limit by one per cent to 2.99% or £5 (whichever is the greater).
7. The Local Government Finance settlement was announced on the 19th December the statement set out that there would also be changes to settlement grants. The expected negative RSG element of DBC funding has been removed for 2023/24, the Services Grant will be reduced from 2022/23 allocations to allow for the previous increase in National Insurance Contributions to be reversed following the mini budget on 23rd September 2022.
8. As part of the governments Local Authority assessment of financial need they have previously calculated how much Revenue Support Grant (RSG) authorities require, in the case of Dacorum we are assessed as having to make a contribution to the government called negative RSG. The settlement announced means the contribution is not required in 2023/24.
9. The Lower Tier Services Grant has also been repurposed to create a new one-off Minimum Funding Guarantee to ensure that all authorities achieve a 3% increase in their Core Spending Power before Council tax increases. This is intended to help authorities manage the current inflationary pressures.
10. It was also confirmed that there would be a new round of New Homes Bonus (NHB) payments in 2023/24 but that this is a one off allocation and will not attract legacy payments for future years, hence 2023/24 as expected is to be the final year of the current New Homes Bonus scheme.
11. For 2024/25, the policy statement confirmed that the core settlement will 'continue in a similar manner' with the continuation of major grants, business rates pooling and council tax referendum principles. However, there is no confirmation about the future of Negative RSG, Services Grant or the Minimum Funding Guarantee Grant. The 23/24 budget and current MTFS assumes these settlement decisions are one off funding agreements, whilst the government undertakes a review of future Local Authority funding.
12. The net impact of these one off funding streams will be allocated to reserves in line with proposals outlined in the MTFS and December scrutiny. Table 2 below details the new budget proposals made since December Scrutiny;

Table 2: New Budget Proposals

Budget Gap, Joint OSC December 2022	0
Council Tax Increase from £5 to 2.9%	(60k)
Business Rates Revaluation Impact	60k
Debt Interest Reduction Saving	(200k)
Savings Efficiency Reserve	200k
Pensions Triennial Review Impact	(400k)
Pensions Reserve Allocation	400k
Business Rates Pooling	0
Revised Budget Savings Requirement	0k

- Council tax Policy increase – The Council tax increase following government changes to legislation will increase by 2.9% instead of £5k increasing income by circa £60k.

- Business Rates Revaluation – The 2023/24 national business rates revaluation has had a significant impact on Dacorum assets with the Forum rateable value increasing by circa £100k alone. After further analysis and the use of government transitional relief the impact on the 23/24 budget is an increase in business rates bills of circa £60k. This cost pressure grows over the next 2 years to a total growth of £231k in 2025/26. The additional impact of the business rates revaluation is to significantly increase the risk of business rate baseline levels and collection and hence Hertfordshire councils have sought additional government information and advice prior to agreeing to a 2023/24 pooling arrangement. Dacorum was not in the pool in 2022/23 and hence we have not got future additional growth factored into the current MTFs and hence this decision will have no financial impact on the current MTFs and 2023/24 budget.
- In December 2022 the council repaid an outstanding PWLB loan of £10m. This has had a net impact of reducing the treasury management interest costs incurred by circa £200k p.a. going forward. This repayment has reduced the projected cash flow in 23/24 by circa 10%, but cash flow levels still remain higher than the average pre pandemic levels.
- It is proposed to transfer the £200k reduction to the reserves for 2023/24. The 23/24 budget for treasury management activity and interest received has been increased significantly in 2023/24 and there is a risk that further baseline increases may not be achievable without potentially restricting/impacting any other future capital or cash flow investments.
- The 2022 Pensions Triennial review was returned by the actuary on the 23rd December. This report proposes significant reductions in the pension contribution levels going forward, beyond what was already projected, as the DBC pension fund is now estimated to be at a 101% of the required funding level in 2022. It has also been confirmed that the Council will not need to make the reserve funded lump sum contribution to the Pension Fund of £2.5m previously assumed within the MTFs.

Housing Revenue Account

13. The following amendments to HRA revenue budgets from 2023/24 onwards are proposed and incorporated into the draft HRA 2023/24 revenue budget at Appendix D.
- Housing Transformation Improvement Programme (HTIP). A one- off allocation of £550k is proposed for 2023/24 in order to continue the delivery of this programme of work, including legal and consultancy support for the procurement and recommissioning of key contracts.
 - Ongoing staffing resource £250k to support work on damp and mould issues in the Council's housing stock in line with new government legislation and requirements and recent scrutiny updates.

Capital Proposals

14. After a review of the Councils leisure facilities a number of additional capital projects have been proposed as detailed below. These projects can be delivered as part of the wider Commercial property draft budget in 23/24;
- Berkhamsted Leisure Centre Swimming Pools Control, Lift and external repairs required £15k
 - Hemel Hempstead Swimming Pool Plan Room requires a significant Upgrade £147k
 - Hemel Hempstead Basketball Hoops following recent maintenance require urgent replacement, £26k.
 - Hemel football pitches improvements £300k
15. A provisional realignment of the Council's Housing Revenue Account Capital programme has been undertaken. A more detailed and informed review will be presented to Members as part of the HRA business plan in March, prior to the start of the new financial year. Appendix E provides a summary of the overall programme.

Reserves

16. The proposed movements in General Fund reserves are set out in Appendix C. In addition to the proposed reserve allocations detailed in table 1 and table 2 above there are 2 new additional reserve allocations detailed below for inclusion within the 2023/24 budget.
- Allocate £50k of the Dacorum Development Reserve towards the Armed forces day and King's Coronation events in 2023/24.
 - Allocate £50k in 23/24 and £65k in 24/25 from the Dacorum Development Reserve to finance the project management costs to initiate the development of the new light industrial programme.

Consultation

17. The Budget Overview and Scrutiny sessions are fundamental in the delivery of the proposed budget.

Financial and value for money implications

18. A combination of the budget setting process, supported by the corporate governance arrangements and strong financial and procurement controls support a robust framework of processes that strive to achieve value for money in the delivery of council services.

Legal Implications

19. N/A

Risk implications:

20. The Council is required to set a balanced budget and scrutiny of the overall budget proposals and risks included will assist in the challenge process required.

Equalities, Community Impact and Human Rights:

21. Where appropriate, Community Impact Assessments for proposed budgets amendments have been undertaken by relevant service areas.

Sustainability implications (including climate change, health and wellbeing, community safety)

22. The individual budget changes will be delivered through the council's project management and delivery framework and this process includes assessing the impact on sustainability.

Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

23. N/A

Conclusions

24. Members are asked to review and scrutinise the draft budget change proposals for 2023/24 and provide feedback, to be considered by Cabinet.

DRAFT GENERAL FUND BUDGET SUMMARY 2023/24

APPENDIX A

	Original 2022/23	Growth / (Savings)	Estimate 2023/24 1st OSC 6.12.22	Growth / (Savings)	Estimate 2023/24
	£000	£000	£000	£000	£000
Service Expenditure & Income					
Employees	27,600	5,120	32,720	2,741	30,341
Premises	5,199	196	5,395	262	5,461
Transport	1,800	129	1,929	129	1,929
Supplies & Services	8,018	194	8,212	409	8,427
Third-Parties	987	(156)	831	(156)	831
Transfer Payments	47,146	0	47,146	0	47,146
Capital Charges & Bad Debts	4,917	5	4,922	5	4,922
Income	(17,665)	(2,448)	(20,113)	(2,186)	(19,851)
Grants and Contributions	(51,504)	97	(51,407)	(199)	(51,702)
Recharge to HRA	(5,084)	(1,031)	(6,115)	(1,031)	(6,115)
Net Cost Of Services	21,415	2,106	23,521	(26)	21,389
Less:					
Interest Receipts	(300)	(305)	(605)	(455)	(755)
Interest Payments & MRP	1,029	54	1,083	(288)	741
Reversal of Capital Charges	(4,802)	(0)	(4,802)	(0)	(4,802)
Revenue Contributions to Capital	0	0	0	0	0
Net movement to/(from) Earmarked Reserves	(1,390)	(1,272)	(2,662)	4,029	2,639
Budget Requirement General Fund	15,952	583	16,534	3,260	19,212
Parish Precepts	1,015	59	1,074	59	1,074
Budget Requirement Including Parishes	16,967	642	17,609	3,319	20,286
Funded by:					
Business Rates Retained	(2,904)	(377)	(3,281)	(377)	(3,281)
Revenue Support Grant	0	1,514	1,514	14	14
New Homes Bonus/Government Grants	(1,429)	979	(450)	(198)	(1,627)
Other Government Grants	(208)	142	(66)	142	(66)
Council Tax (Surplus)/Deficit	402	(202)	200	(202)	200
Business Rates (Surplus)/Deficit	1,023	(2,134)	(1,111)	(2,134)	(1,111)
Net Expenditure before Council Tax	13,851	564	14,415	565	14,415
Demand on the Collection Fund	(13,851)	(564)	(14,415)	(564)	(14,415)
Net Change in General Fund Balance	0	(0)	(0)	(0)	0
General Fund Balance B/Fwd	(2,502)		(2,502)		(2,502)
In year use	0		(0)		0
General Fund Balance C/Fwd	(2,502)		(2,502)		(2,502)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2023/24				
	Finance & Resources 2023/24 (£'000s)	Housing & Community 2023/24 (£'000s)	Planning & Environment 2023/24 (£'000s)	Total (£'000s)
Employees	12,578	5,033	12,729	30,341
Premises	3,231	1,114	1,115	5,461
Transport	352	6	1,571	1,929
Supplies & Services	4,565	1,169	2,693	8,427
Third-Parties	742	0	90	831
Transfer Payments	47,144	2	0	47,146
Capital Charges	1,812	955	2,155	4,922
Income	(10,189)	(5,295)	(4,717)	(20,201)
Grants and Contributions	(48,446)	(1,019)	(1,887)	(51,352)
Recharges	(8,063)	163	1,785	(6,115)
Net Expenditure by Committee	3,727	2,128	15,533	21,389

General Fund Reserves Summary	Balance as at 31/03/2022 £'000	Net Reserve Movement 2022/23 £'000	Balance as at 31/03/2023 £'000	Net Reserve Movement 2023/24 £'000	Balance as at 31/03/2024 £'000	Net Reserve Movement 2024/25 £'000	Balance as at 31/03/2025 £'000	Net Reserve Movement 2025/26 £'000	Balance as at 31/03/2026 £'000	Net Reserve Movement 2026/27 £'000	Balance as at 31/03/2027 £'000
Civic Buildings Major Repairs Reserve	60		60		60		60		60		60
Capital Development Reserve	300	(300)	0		0		0		0		0
Earmarked Grants Reserve	44		44		44		44		44		44
Management of Change Reserve	257	477	734	(103)	631		631		631		631
Technology Reserve	752	(65)	687		687		687		687		687
Savings Efficiencies Reserve	907	(504)	403	904	1,307	200	1,507	200	1,707	200	1,907
On Street Car Parking Reserve	108	40	148	40	188	40	228	40	268	40	308
Local Development Framework Reserve	477	(267)	210	(80)	130	(130)	0		0		0
Dacorum Development Reserve	2,707	212	2,919	447	3,366	(329)	3,037	(54)	2,983		2,983
Climate Change and Sustainability Reserve	212	(46)	166		166		166		166		166
Litigation Reserve	317		317		317		317		317		317
Vehicle Replacement Reserve	0	350	350	25	375	25	400	25	425	25	450
Invest to Save Reserve	62	(20)	42	(20)	22		22		22		22
Youth Provision Reserve	44		44		44		44		44		44
Election Reserve	80	40	120	(120)	0	40	40	40	80	40	120
Uninsured Loss Reserve	360		360		360		360		360		360
Training & Development Reserve	133	(75)	58	(58)	0		0		0		0
Housing Conditions Survey Reserve	76	15	91	15	106	15	121	15	136	15	151
Dacorum Rent Aid - Guarantee Scheme	15	(15)	0		0		0		0		0
Rent Guarantee Scheme Reserve	15	(15)	0		0		0		0		0
Funding Equalisation Reserve	10,048	(8,082)	1,966	1,111	3,077		3,077		3,077		3,077
Pensions Reserves	2,573	(519)	2,054	600	2,654	200	2,854	200	3,054	200	3,254
Maylands Plus Reserve	46	23	69	23	92	23	115	23	138	23	161
Covid 19 Hardship Fund	133		133		133		133		133		133
Economic Recovery Reserve	2,807	(1,725)	1,082	(895)	187		187		187		187
Inflationary Pressures Reserve	565	(284)	281	750	1,031		1,031		1,031		1,031
Leisure Reserve	0	300	300		300		300		300		300
Total Earmarked Reserves	23,098	(10,460)	12,638	2,639	15,277	84	15,361	489	15,850	543	16,393
Working Balance	2,502		2,502								
Total General Fund Reserves	25,600	(10,460)	15,140	2,639	17,779	84	17,863	489	18,352	543	18,895

DRAFT HRA CAPITAL PROGRAMME 2023/24 - 2027/28

Scheme		23/24 £'000	24/25 £'000	25/26 £'000	26/27 £'000	27/28 £'000
HOUSING REVENUE ACCOUNT						
Head of Housing Property						
1	Planned Fixed Expenditure	17,250	17,150	17,664	18,194	18,248
2	DBC Commissioned Capital Works	9,369	6,700	5,574	2,712	2,721
3	Social Housing Buys Backs	1,000	1,000	1,000	1,000	1,000
		27,619	24,850	24,238	21,906	21,969
Head of Development						
4	New Build - General Expenditure	53,629	37,161	14,630	21,000	21,000
		53,629	37,161	14,630	21,000	21,000
TOTAL - HOUSING REVENUE ACCOUNT		81,248	62,011	38,868	42,906	42,969



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Quarter 3 Financial Monitoring Report 2022-23
Date:	1 st February 2023
Report on behalf of:	Councillor Graeme Elliot, Portfolio Holder for Corporate Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A – General Fund Summary Appendix B – General Fund Overview by Scrutiny Area Appendix C – HRA Summary Appendix D– Capital Programme
Background papers:	Budget Report February 2022 Cabinet Quarter 1 Financial Monitoring Report, September 2022 cabinet. Quarter 2 Financial Monitoring Report, November 2022 cabinet.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

<p>Report Author</p> <p>Joe Bowden, Trainee Accountant</p> <p>Responsible Officer</p> <p>Fiona Jump, Head of Financial Services</p> <p> </p> <p>Fiona.Jump@dacorum.gov.uk / 01442 228162 (ext. 2162)</p>
--

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 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 Committee with a summary of the Council's forecast outturn for 2022/23 as at 31 st December 2022.
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. To note the financial outturn position for the General Fund and Housing Revenue account as forecast at Quarter 3. 2. The revenue outturn forecast is a deficit of £0.836m for the General Fund to be funded from one off reserve requests to cover pay and fuel inflationary pressures. 3. The HRA has a deficit of £4.113m for the Housing Revenue Account. It is proposed that these additional inflationary costs will be funded through a reduction in revenue contributions to capital and from reserves. 4. The Council's capital programme is forecast on budget, with additional slippage of £2.009m on General Fund schemes and slippage of £10.621m for the HRA.
Period for post policy/project review:	The Financial performance of the organisation is monitored by the Strategic Leadership Team monthly and reported to Cabinet and Scrutiny on a quarterly basis.

1. Background:

The report presents the forecast financial outturn position for the Council as at Quarter 3 2022/23. The report covers the following budgets with associated appendices:

- General Fund (GF) – Appendix A
- General Fund Overview by Scrutiny Area – Appendix B
- Housing Revenue Account (HRA) –Appendix C
- Capital Programme – Appendix D

2. Executive Summary

The General Fund revenue budget is forecasting an underlying pressure of £0.836m, this is an increased pressure of £0.725m from quarter 2. Included in this pressure is the £0.719m which is directly attributable to the December implementation of the enhanced 22/23 pay award and will, as planned at quarter 2, be funded by the use of reserves. This pay award pressure has been budgeted for in the 2023/24 proposed budget.

The HRA is forecasting a pressure of £4.113m, this is an increased pressure of £3.575m from quarter 2 reporting. The largest single pressure in the HRA service, which equates to over 75% of this cost pressure (circa £3.1m) is due to the increased repairs and maintenance works being undertaken and the increasing costs to deliver these services. These were reported to Cabinet in January as part of a report on the Total Asset Management Contract. These cost pressures have been budgeted for in the proposed 2023/24 draft budget.

Capital Budgets for General Fund and HRA are reporting to budget with additional slippage at Quarter 3 of £2.099m for General Fund and £10.621m for HRA.

3. General Fund Revenue

Appendix A provides an overview of the general fund forecast position and the table below provides an overview by directorate as at Quarter 3. Forecast outturn for all General Fund budgets is at Appendix A.

Directorate	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Chief Executives	0.913	0.969	0.056	+6.1%
Deputy Chief Executive Resident Services	12.180	13.816	1.636	+13.4%
Strategic Director Corporate and Commercial Services	1.797	1.882	0.085	+4.7%
Strategic Director People & Transformation	4.206	4.603	0.397	+9.4%
Strategic Director Place	1.396	1.415	0.019	+1.4%
Operational Cost	20.492	22.685	2.193	+10.7%
Corporate Items	(20.493)	(21.850)	(1.357)	+6.6%
Contribution (to)/ from General Fund Working Balance	(0.001)	0.835	0.836	

The table below provides an overview for each scrutiny area and Appendix B provides a breakdown of the General Fund forecast position by directorate for each scrutiny area.

Scrutiny Area	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Finance & Resources	7.557	8.684	1.127	+14.9%
Strategic Planning and Environment	10.987	12.285	1.298	+11.8%
Housing & Community	1.949	1.717	(0.232)	-11.9%
Operational Cost	20.493	22.686	2.193	10.7%
Core Funding	(20.493)	(21.850)	(1.357)	6.6%
Contribution (to)/ from General Fund Working Balance	0.000	0.836	0.836	

Key Budget Variances for the General Fund

The table below outlines the key financial variance by service area.

Directorate	Key Financial Variance £m	Description
Resident Services	0.689	Waste Services employee costs £775K and fuel costs £284K, vehicle hire £164k, £154K commercial waste income offset by higher recyclable income in the first half of 2022/23 (£600K).
Corporate and Commercial	(0.110)	Car Parking income shortfall £600K offset by reduction in car parking contract fees £255k, Garage repairs £300K and the removal of the additional National Insurance Contributions £280K.
Place	(0.300)	Commercial Property income improved performance.
Place	0.161	Staffing pressures, Planning income and utilities. Partly offset by rental income for the Forum
Corporate Items	(1.357)	Treasury investment income (£800k), interest payable (£94k), government grants (£136k) and HRA Recharge (£327k).
All services	0.719	Impact of 2022/23 pay award.

Resident Services

The pressures in waste services employees and hire vehicles forecast totals £0.864m for 22/23. This is caused by staff resources, increased rounds and maintaining additional fleet. Work is underway to review the service demands following growth in the borough and how the routes can be managed to provide the service with less financial risk. The route optimisation project is due to be initiated in June 2023 is projected to reduce waste service costs by circa £1m.

Corporate and Commercial Services

Garages repairs and maintenance are now forecasting an underspend of £0.300m. The stock condition survey results are due in January 2023 and the outcome of this will allow the service to understand where to focus repair works moving forward. The major works have been delayed until the outcome of the stock condition survey and the next steps in the garage strategy are confirmed.

Car parking contract costs have reduced significantly since a change in contract which has meant processing costs have reduced and outturn is now projected to underspend by £0.255m.

A request in respect of Leisure income will be made to Cabinet in the quarter 3 report. Leisure income has exceeded budget expectations by £0.300m in 2022/23. It is recommended that this is used to create a leisure reserve. The contract is currently under review with the third party and there is a potential risk in regards to income over the next few years, this reserve will help to smooth the impact of the risk to budgets.

Place

Pressures on planning income of £0.300m is forecast for 2022/23. This has been driven by the moratorium that has recently been lifted. Delays in planning are still being seen by the service whilst the industry adjusts to the new post moratorium arrangements combined with the current economic climate impacting the building industry, the wider economic uncertainty is expected to have an impact on planning income into 23/24 as well.

Impact of Cost of Living

Cost of living increases are creating additional costs to the Council for 2022-23. At Quarter 3, within Waste Services and Clean Safe and Green there is a pressure of £0.284m against fuel that is considered attributable to the rising prices. Following the government's announcement on the energy cap, a pressure of £0.223m has been identified across the General Fund for energy costs, based on estimated usage over the winter period.

A request to Cabinet as part of the quarter 3 report will be made recommending that the budget pressure of £0.284m for fuel be funded from the inflationary reserve. The 2023/24 budgets have had inflationary increases of 20% for fuel and utilities and the fuel and utility costs along with the government's policy response to these pressures will be closely monitored

An announcement on the staff pay award was announced on 1st November, and remunerated to staff in the December 2022 payroll. This has brought a pressure on staffing budgets totalling £0.719m, a formal request will be taken to Cabinet with the quarter 3 report requesting to fund this pressure from the pensions reserve to offset this in year pressure. The impact of the proposed pay awards for 22/23 are incorporated into the 2023 MTFS.

Corporate Items

The impact of the continuing rise in the Bank of England interest rates has had a positive impact on interest received on our cash balances for 2022/23 we are forecasting an additional £0.800m on budget.

Following a review of interest payments and debt held the council took the opportunity in December 2022 to repay a £10.527m PWLB loan for the general fund. This decision resulted in a discount on sums due for interest and principal. £0.094m benefit relating to interest in 2022/23 and the very favourable PWLB terms also reduced the principle debt by £0.606m.

Additional new burden grants have been received in respect of work the Council has undertaken in 2022/23 in regards to the administering of Covid grants and other energy schemes that total £0.136m.

Revenues and Benefits

At the start of 2022/23, the collection percentages of council tax and business rates had increased significantly to close to pre-pandemic levels. However this improvement has been lessening over the last quarter. At the end of Q3 collection levels are nearer to those of the past two years, which suggests that the outturn for 2022/23 will be of a similar level.

The projected council tax total amount collected for the current year will be about 5% higher in cash terms than 2021/22 and hence roughly in line with the budget as the service is collecting less in year income but at the same time collecting more outstanding arrears from past years.

However, given the probable reasons for the collection difficulties being the squeeze on household and business budgets it does not appear likely that there will be significant improvement during 2023/24. This will continue to be monitored as usual as part of the wider Council performance monitoring processes.

Key Corporate Strategy Delivery

The following outlines the current financial position for the 3 key corporate projects supported by use of reserves.

Hemel Garden Communities

The table below shows the forecast spend for 2022/23:

	£m
Prior Years Spend	1.216
Funding	
Unspent contributions and reserve funding carried forward from 2021/22	(1.017)
2022/23 additional DBC reserve funding allocation	(0.300)
Contribution from partners	(0.500)
Total available funding	(1.817)
Forecast spend in 2022/23	1.264
Funding to carry forward to 2023/24	(0.554)

The majority of the 22/23 expenditure is on staffing, £0.735m.

The project is funded to 2025/26 from both Dacorum reserves and contributions from third party partners. Additional expenditure is forecast for the year to develop the HGC Transport Plan, Transformation Plan and Framework Plan.

At present the project is forecasting pressures in the latter years of the project: £0.03m (23/24), £0.24m (24/25) and £0.57m (25/26). Future government grants for the later years of the project are uncertain.

Commercial Programme

The Commercial Programme is supported by £0.400m of reserve funding, approved during 2021/22.

The table below shows the forecast spend for 2022/23:

	£m
Reserve funding brought forward from 2021/22	(0.384)
2022/23 Forecast Expenditure	0.247
Reserve funding to carry forward to 2023/24	(0.137)

The majority of the forecast expenditure for 2022/23 relates to consultancy support for the development of the strategy and business cases associated with the Commercial Programme.

Hemel Place

Hemel Place is funded from £0.500m reserve funding approved during 2021/22.

The table below shows the forecast spend for 2022/23:

	£m
Reserve funding brought from 2021/22	(0.314)
2022/23 Forecast Expenditure	0.311
Reserve funding to carry forward to 2023/24	(0.003)

The majority of the forecast spend is on staffing and consultancy to deliver the strategy. The current forecast indicates that the reserve funding for this work will be fully spent in 22/23.

4. Housing Revenue Account (HRA)

A pressure of £4.113m is reported at Quarter 3. This is summarised as follows

Housing Revenue Account	Current Budget £m	Forecast Outturn £m	Variance £m
Income	(60.198)	(60.897)	(0.699)
Expenditure	60.198	65.010	4.812
Net Deficit / Surplus	0.000	4.114	4.114

Appendix C outlines the overall Housing Revenue Account forecast.

Budgeted Surplus/Deficit	£m
Council tax liability on void properties.	0.114
Increase in interest rates are expected to generate increased income on treasury investments.	(0.768)
Increased cost of responsive and empty home repair costs, Damp and Mould works	3.110
Utilities due to increased energy prices	0.500
General Fund Recharges regarding additional resources supporting HRA	0.327
Asset Management Strategy/Team	0.195
Pay Award Impact	0.280
Other Minor budget variances	0.386
Budget Monitoring Quarter 3- HRA Variance	4.114

As part of the quarter 3 Cabinet report the requests will be made to Cabinet to approve the reallocation of the revenue contribution to capital for 22/23 and an additional drawdown £0.830m from HRA revenue reserves to fund the projected pressures for 22/23. The draft HRA 2023/24 budget has projected significant growth in repairs and maintenance along with growth in supervision and management of the services in line with the pressures seen in 2022/23 and projected pressures detailed for 2023/24. These growth items include increases for costs due to inflation with significant elements of these costs funded from increased income from rent.

5. Housing Transformation Improvement Project (HTIP)

The HTIP approved budget is £1.593m; £0.470m of which is being funded through the reduction in the repairs and maintenance budget, £1.023 from reduction to the revenue contribution to capital and £0.100m will be met from previously approved budget. The forecast cost of the project is currently £1.550m.

6. Capital Budget Monitoring

Appendix D shows the forecast capital outturn in detail by scheme, the table below summarises the forecast outturn for the capital programme by Directorate.

The current budget is the original budget approved by Cabinet in February 2022, plus approved amendments.

The 'rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2023/24 rather than 2022/23, or conversely, where expenditure planned initially for 2023/24 has been incurred in 2022/23.

	Current Budget £m	Rephasing £m	Revised Budget £m	Forecast Outturn £m	Variance	
					£m	%
Resident Services	4.012	(0.845)	3.167	3.161	-0.006	-0.20%
People and Transformation	0.594	(0.379)	0.215	0.215	0	0.0%
Corporate and Commercial	0.690	(0.430)	0.260	0.260	0	0.0%
Place	3.497	(0.446)	3.052	3.055	0.003	0.10%
GF Total	8.793	(2.099)	6.694	6.691	(0.003)	-0.04%
HRA Total	51.237	(10.621)	40.616	40.616	0	0.0%
Grand Total	60.029	(12.720)	47.310	47.307	(0.003)	-0.01%

General fund capital budgets are reporting further slippage of £2.099m, relating to the following:

- Fleet Replacement Programme £0.669m due to continued delays are seen from reviewing requirements and options and supply chain delays.
- Health and Safety software system £0.040m reviewing options within the digital strategy.
- Play Areas and Open Spaces £0.135m tendering for the next phase of installation is ongoing installations will be in 2023/24.
- Hemel Hempstead sports centre Astro Turf £0.280 procurement and tendering is ongoing with installation expected in 2023/24
- Digital Projects totalling ££0.379m following recent recruitment to Head of Service ongoing work to review requirements and implementation is still ongoing.
- Rossgate Shopping Centre £0.290m Phase one of the project is close to completion with phase 2 commencing in 2023/24.
- Bennettsgate Structural Works £0.052m procurement for the project is still ongoing meaning works will not take place in 2022/23
- Nickey Line Bridge £0.030m discussion with Hertfordshire County Council are still ongoing delaying the commencement of the project.

HRA capital budgets are reporting slippage of £10.621m. The housing development programme has been delayed due to the planning moratorium seeing a further £6.626m slippage. Slippage of £3.994m for Housing Property is a result of increased demand on revenue repairs and maintenance and procurement negotiations delaying planned projects.

7. Equalities, Community Impact and Human Rights:

Community Impact Assessment are carried out by specific service when developing their service plans that support the budget setting process

There are no Human Rights Implications arising from this report.

8. Sustainability implications (including climate change, health and wellbeing, community safety)

N/A

9. Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

N/A

10. Conclusion

The Financial revenue outturn forecast for the General Fund is a deficit of £0.836m and for the HRA a deficit of £4.113m. The Council's capital programme is forecast on budget, with additional slippage of £2.099m on General Fund schemes and slippage of £10.621m for the HRA.



Dacorum Borough Council
Revenue Budget Monitoring Report for December 2022 (Cost of Services Analysis By Scrutiny Committee)

	Month			Year-to-Date			Full Year			Movement		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000	Previous Forecast £000	Previous Variance £000	Movement £000
Cost of Services												
Finance and Resources	565	1,042	477	6,761	20,288	13,527	7,557	8,684	1,127	7,984	427	700
Housing and Community	168	210	42	694	(5)	(699)	1,949	1,717	(232)	1,943	(6)	(226)
Strategic Planning and Environment	828	1,307	479	7,664	7,927	263	10,987	12,285	1,298	11,521	534	764
Net Cost of Services	1,561	2,559	998	15,119	28,210	13,091	20,493	22,686	2,193	21,448	955	1,238
Other Items												
Investment Property	(138)	(143)	(5)	(3,801)	(4,397)	(596)						0
Investment Income	(25)	(832)	(807)	(225)	(1,515)	(1,290)	(300)	(1,100)	(800)	(885)	(585)	(215)
Interest Payments and MRP	86	76	(10)	772	681	(91)	1,029	935	(94)	1,029	0	(94)
Parish Precept Payments	0	0	0	1,034	1,015	(19)	1,034	1,034	0	1,034	0	0
Government Grants	(136)	(428)	(292)	(1,228)	(5,166)	(3,938)	(1,638)	(1,774)	(136)	(1,638)	0	(136)
Taxation (Council Tax and Business Rates)	(1,279)	1,832	3,111	(11,510)	(12,568)	(1,058)	(15,347)	(15,347)	0	(15,347)	0	0
Surplus / Deficit on Provision of Services	(1,492)	505	1,997	(14,958)	(21,950)	(6,992)	(15,222)	(16,252)	(1,030)	(15,807)	(585)	(445)
Transfers between Reserves / Funds												
Net Recharge to the HRA	(439)	(14)	425	(3,953)	(5)	3,948	(5,271)	(5,598)	(327)	(5,530)	(259)	(68)
Contribution To / (From) Earmarked Reserves	(20)	0	20	(180)	0	180		0		0		0
Net Movement on General Fund Working Balance	(390)	3,050	3,440	(3,972)	6,255	10,227	0	836	836	111	111	725

Finance & Resources	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Chief Executives	0.913	0.969	0.056	6.1%
Deputy Chief Executive Residents Services	0.527	1.045	0.518	98.3%
Strategic Director Corporate and Commercial Services	3.622	3.956	0.334	9.2%
Strategic Director People & Transformation	3.216	3.547	0.331	10.3%
Strategic Director Place	(0.721)	(0.833)	(0.112)	15.5%
Total Operating Cost	7.557	8.684	1.127	14.9%
Core Funding	(20.493)	(21.850)	(1.357)	6.6%
Finance & Resources per summary	7.557	8.684	1.127	14.9%

Housing & Community	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Deputy Chief Executive Residents Services	0.965	1.029	0.064	6.6%
Strategic Director Corporate and Commercial Services	(1.825)	(2.073)	(0.248)	13.6%
Strategic Director People & Transformation	1.104	1.109	0.005	0.5%
Strategic Director Place	1.705	1.652	(0.053)	(3.1%)
Total Operating Cost	1.949	1.717	(0.232)	(11.9%)
Housing & Community per summary	1.949	1.717	(0.232)	(11.9%)

Strategic Planning & Environment	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Deputy Chief Executive Residents Services	10.688	11.738	1.050	9.8%
Strategic Director People & Transformation	(0.114)	(0.054)	0.060	(52.6%)
Strategic Director Place	0.411	0.596	0.185	45.0%
Total Operating Cost	10.985	12.280	1.295	11.8%
Strategic Planning & Environment per summary	10.985	12.280	1.295	11.8%

 Housing Revenue Account 2022/23 Outturn Revenue Budget Monitoring Report				
	Budget	Forecast	Variance	
	£000	Outturn	£000	%
	£000	£000	£000	%
Income:				
Dwelling Rents	(57,300)	(57,248)	52	-0.1%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,500)	17	-1.1%
Leaseholder Charges	(592)	(592)	0	0.0%
Interest and Investment Income	(42)	(810)	(768)	1828.1%
Contribution towards Expenditure	(645)	(645)	0	0.0%
Total Income	(60,198)	(60,897)	(699)	1.2%
Expenditure:				
Repairs & Maintenance	11,513	14,623	3,110	27.0%
Supervision & Management	17,265	18,853	1,588	9.2%
Rent, Rates, Taxes & Other Charges	66	180	114	172.7%
Interest Payable	11,302	11,302	0	0.0%
Provision for Bad Debts	750	750	0	0.0%
Depreciation	15,620	15,620	0	0.0%
HRA Democratic Recharges	398	398	0	0.0%
Revenue Contribution to Capital	3,284	3,284	0	0.0%
Total Expenditure	60,198	65,010	4,812	8.0%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0	4,114	4,113	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2022	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	4,114	4,113	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2023	(2,892)	1,222	4,113	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2022

Scheme	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
General Fund										
Finance and Resources										
Head of Digital										
42 Automation Programme	85,000	0	0	0	0	85,000	0	5,000	(80,000)	0
43 Firewall Renewal	95,000	0	0	0	0	95,000	95,000	95,000	0	0
44 Civica Customer Experience Software (Flare replacement)	100,000	0	0	0	0	100,000	0	0	(100,000)	0
45 Rolling Programme - Hardware	75,000	0	0	0	0	75,000	45,216	75,000	0	0
46 Software Licences - Right of Use	40,000	0	0	0	0	40,000	6,583	40,000	0	0
47 Future vision of CRM	100,000	98,600	0	0	0	198,600	0	0	(198,600)	0
	495,000	98,600	0	0	0	593,600	146,799	215,000	(378,600)	0
Head of Environmental Protection										
51 Health and Safety software system	40,000	0	0	0	0	40,000	0	0	(40,000)	0
	40,000	0	0	0	0	40,000	0	0	(40,000)	0
Head of Property Services										
55 Service Lease Domestic Properties	0	8,118	0	0	0	8,118	0	8,118	0	0
56 Old Town Hall - Cafe Roof and stonework renewal	0	60,000	0	0	0	60,000	0	15,000	(45,000)	0
57 Piccotts End Retaining Wall Rebuild	35,000	0	0	0	0	35,000	0	35,000	0	0
58 Tring Community Centre - new play area for Children's Nursery	0	11,144	0	0	0	11,144	0	11,144	0	0
59 Adeyfield Community Centre Structural Improvements	20,000	17,000	0	0	0	37,000	0	37,000	0	0
60 Boiler Replacement Programme	15,000	5,046	0	0	0	20,046	20,757	20,757	0	711
61 Tring Community Centre - Retaining Wall for New Play Area	0	20,000	0	0	0	20,000	0	20,000	0	0
62 Bennetts End Community Centre door upgrade work	15,000	0	0	0	0	15,000	14,990	14,990	0	(10)
63 External Refurb - Woodhall Farm Community Centre	40,000	0	0	0	0	40,000	0	40,000	0	0
64 Rossgate Shopping Centre - Structural Works	240,000	221,577	0	0	0	461,577	141,012	171,577	(290,000)	0
65 Commercial Properties - Renew Obsolete Door Entry Controls	25,000	0	0	0	0	25,000	0	25,000	0	0
66 100 High St (Old Town), Hemel - Window Replacement	0	14,000	0	0	0	14,000	0	0	(14,000)	0
67 Long Chaulden Roof	0	55,020	0	(55,020)	(55,020)	0	0	0	0	0
68 Bellgate - Walkway Renovation	0	19,550	0	0	0	19,550	7,450	19,550	0	0
69 Bennettsgate - Window Renewal	0	74,780	0	(74,780)	(74,780)	0	0	0	0	0
70 Queens Square Canopy Renewal	40,000	0	0	0	0	40,000	(1,464)	40,000	0	0
71 Refurbishment of Dacre House	0	0	0	0	0	0	(4,668)	0	0	0
72 Renew Surface Water Drains to Henry Wells Square	0	19,100	0	0	0	19,100	21,620	21,620	0	2,520
73 Void Commercial Property Refurbishment	70,000	0	0	0	0	70,000	6,538	70,000	0	0
74 Bennettsgate - Structural Concrete Improvements & Façade Renewal	0	79,762	0	0	0	79,762	0	28,050	(51,712)	0
75 Bellgate - Concrete Renewal & Refurbishment	0	25,000	0	0	0	25,000	10,700	25,000	0	0
76 Village Centre - Soffits & Facias	0	45,000	0	0	0	45,000	41,050	45,000	0	0
77 9 High Street Tring, Electrical Works	0	14,793	0	0	0	14,793	0	14,793	0	0
78 Broadwater Road Resurfacing	0	93,000	0	(93,000)	(93,000)	0	0	0	0	0
79 Creation of new Community Facility and Foodbank at The Hub (Dens)	625,000	0	0	(625,000)	(625,000)	0	0	0	0	0
80 Damp proofing improvements to commercial properties	30,000	0	0	0	0	30,000	0	30,000	0	0
81 Kings Langley Charter Court - Separate Meter Supply	20,000	0	0	0	0	20,000	0	20,000	0	0
82 48-52 High Street - Fire Alarm System Renewal	15,000	0	0	0	0	15,000	0	0	(15,000)	0
83 Bellgate Canopy Renewal - Highfield	200,000	0	0	(200,000)	(200,000)	0	0	0	0	0
84 Rossgate Terrace Walkway Waterproofing	30,000	0	0	0	0	30,000	0	30,000	0	0
85 Public Conveniences - Improvement Programme	40,000	0	0	0	0	40,000	24,498	40,000	0	0
86 Maylands Business centre upgrade fire alarm	20,000	0	0	0	0	20,000	0	20,000	0	0
	1,480,000	782,890	0	(1,047,800)	(1,047,800)	1,215,090	282,482	802,599	(415,712)	3,221
Head of Commercial Development										
90 Hemel Hempstead Sports Centre - Astroturf renewal	0	280,000	0	0	0	280,000	0	0	(280,000)	0
91 Berkhamsted Leisure Centre Redevelopment	14,150,000	(299,644)	0	(13,700,356)	(13,700,356)	150,000	233,697	0	(150,000)	0

92	Car Park Refurbishment	0	135,000	0	0	0	135,000	(2,861)	135,000	0	0
93	Multi Storey Car Park Berkhamsted	0	0	0	0	0	0	(2,020)	0	0	Appendix D
94	Water Gardens North Car Park Drainage Improvements	0	35,000	0	0	0	35,000	0	35,000	0	0
95	Multi Functional Devices	0	90,000	0	0	0	90,000	0	90,000	0	0
		14,150,000	240,356	0	(13,700,356)	(13,700,356)	690,000	228,817	260,000	(430,000)	0
	Totals: Finance and Resources	16,165,000	1,121,846	0	(14,748,156)	(14,748,156)	2,538,690	658,098	1,277,599	(1,264,312)	3,221
Housing and Community											
AD Place, Community and Enterprise											
103	Adventure Playgrounds Improvement Programme	500,000	0	0	(500,000)	(500,000)	0	0	0	0	0
104	Capital Grants - Community Groups	20,000	4,500	135,000	0	135,000	159,500	159,500	159,500	0	0
		520,000	4,500	135,000	(500,000)	(365,000)	159,500	159,500	159,500	0	0
Head of Housing Property											
108	Disabled Facilities Grants	741,000	272,834	0	0	0	1,013,834	392,899	1,013,834	0	0
		741,000	272,834	0	0	0	1,013,834	392,899	1,013,834	0	0
Head of Development											
112	Affordable Housing Development Fund	311,000	487,594	0	0	0	798,594	(257,042)	798,594	0	0
113	Temporary Accommodation - creation of new units	0	275,201	0	0	0	275,201	203,536	275,201	0	0
114	Aragon Close - Creation of Affordable Housing Move-on Units	0	824,288	0	0	0	824,288	695,082	824,288	0	0
		311,000	1,587,083	0	0	0	1,898,083	641,577	1,898,083	0	0
Head of Commercial Development											
118	Highbarns Land Stabilisation Project	0	0	0	0	0	0	2,600	0	0	0
		0	0	0	0	0	0	2,600	0	0	0
Head of Community Safety											
120	Rolling Programme - CCTV Cameras	25,000	11,290	0	(11,290)	(11,290)	25,000	0	25,000	0	0
123	Alarm Receiving Centre	0	33,627	0	(33,627)	(33,627)	0	0	0	0	0
124	CCTV Equipment Refresh	110,000	(55,460)	0	(54,540)	(54,540)	0	(15,940)	0	0	0
125	Verge Hardening Programme	150,000	114,036	0	(164,036)	(164,036)	100,000	58,743	100,000	0	0
		285,000	103,493	0	(263,493)	(263,493)	125,000	42,803	125,000	0	0
	Totals: Housing and Community	1,857,000	1,967,910	135,000	(763,493)	(628,493)	3,196,417	1,239,380	3,196,417	0	0
Strategic Planning and Environment											
AD Place, Community and Enterprise											
133	Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	(108,915)	(108,915)	25,100	0	25,100	0	0
134	The Bury - Conversion into Museum and Gallery	0	53,150	0	(53,150)	(53,150)	0	0	0	0	0
		0	187,165	0	(162,065)	(162,065)	25,100	0	25,100	0	0
Head of Environmental Services											
138	Waste Services IT upgrade	80,000	0	0	0	0	80,000	0	80,000	0	0
139	Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	105,882	100,000	0	0
140	Litter Bin Upgrade	40,000	0	0	0	0	40,000	30,535	40,000	0	0
141	Play Areas & Open Spaces - replace equipment	250,000	0	152,486	0	152,486	402,486	267,454	267,454	(135,032)	0
142	Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	60,000	0	0
143	Chipperfield Common Car Park Resurfacing	0	200,000	0	0	0	200,000	0	200,000	0	0
144	Gadebridge Park Walled Garden Pathway Improvements	30,000	0	0	0	0	30,000	23,628	23,628	0	(6,372)
145	Improvements to Sport Pitches	35,000	0	0	0	0	35,000	29,868	35,000	0	0
146	Waste Transfer Site Upgrade Works	400,000	0	0	0	0	400,000	0	400,000	0	0
147	Fleet Replacement Programme	919,988	1,943,640	0	(1,378,100)	(1,378,100)	1,485,528	288,540	816,002	(669,526)	0
		1,854,988	2,203,640	152,486	(1,378,100)	(1,225,614)	2,833,014	745,906	2,022,084	(804,558)	(6,372)

Head of Property Services													
151	Boxmoor War Memorial Structural Improvements	40,000	(500)	0	0	0	39,500	28,375	39,500	0	Appendix D	0	
152	Gadebridge Park Roadway Improvements	110,000	0	0	0	0	110,000	109,978	109,978	0		(22)	
153	Allotment Improvement Programme	40,000	16,750	0	(56,750)	(56,750)	0	0	0	0		0	
154	Stone Works to Charter Tower	0	18,000	0	(18,000)	(18,000)	0	0	0	0		0	
155	Nickey Line Bridge Refurbishment	0	50,000	0	0	0	50,000	0	20,000	(30,000)		0	
		190,000	84,250	0	(74,750)	(74,750)	199,500	138,352	169,478	(30,000)		(22)	
Head of Development Management													
159	Tablets for Planning	0	0	0	0	0	0	625	0	0		0	
		0	0	0	0	0	0	625	0	0		0	
Totals: Strategic Planning and Environment		2,044,988	2,475,055	152,486	(1,614,915)	(1,462,429)	3,057,614	884,883	2,216,661	(834,558)		(6,395)	
Totals - Fund: General Fund		20,066,988	5,564,811	287,486	(17,126,564)	(16,839,078)	8,792,721	2,782,361	6,690,677	(2,098,870)		(3,174)	
Housing Revenue Account													
Housing and Community													
Head of Housing Property													
171	Planned Fixed Expenditure	7,942,600	1,358,640	0	0	0	9,301,240	4,638,203	8,280,997	(600,000)		(420,243)	
172	Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	0	423,227	0	0		0	
173	M&E Contracted Works	1,200,000	0	0	0	0	1,200,000	1,336,949	1,975,000	0		775,000	
174	Communal Gas & Heating	2,500,000	213,275	0	0	0	2,713,275	1,068,761	2,713,275	0		0	
175	DBC Commissioned Capital Works	6,423,400	3,086,293	0	0	0	9,509,693	1,769,266	5,760,500	(3,394,436)		(354,757)	
176	Special Projects	0	513,021	0	0	0	513,021	0	513,021	0		0	
		18,066,000	5,171,229	0	0	0	23,237,229	9,236,406	19,242,793	(3,994,436)		0	
Head of Development													
180	New Build - General Expenditure	184,000	(184,000)	0	0	0	0	4,239	0	0		0	
181	Martindale	0	0	0	0	0	0	(33,730)	0	0		0	
182	Bulbourne	1,317,354	901,594	0	(1,388,948)	(1,388,948)	830,000	8,306	8,206	(821,794)		0	
183	Coniston Road	283,000	306,730	0	(62,990)	(62,990)	526,740	302,620	402,315	(124,425)		0	
184	Eastwick Row	2,952,080	4,822,263	0	(1,691,283)	(1,691,283)	6,083,060	3,314,934	4,243,052	(1,840,008)		0	
185	St Margaret's Way	1,032,741	216,916	0	(1,116,097)	(1,116,097)	133,560	18,623	870,256	736,696		0	
186	Paradise Fields	10,739,486	1,949,209	0	(8,234,635)	(8,234,635)	4,454,060	2,202,933	4,468,309	14,249		0	
187	Randalls Ride	3,169,961	1,069,885	0	(2,285,026)	(2,285,026)	1,954,820	584,349	1,213,647	(741,173)		0	
188	Garage Sites - New Build Developments	2,763,580	2,239,042	0	(1,556,252)	(1,556,252)	3,446,370	1,474,017	2,038,851	(1,407,519)		0	
189	Wilstone	1,026,897	659,593	0	(215,190)	(215,190)	1,471,300	922,383	1,444,654	(26,646)		0	
190	Marchmont Fields	4,054,000	2,923,395	0	(3,224,165)	(3,224,165)	3,753,230	149,894	3,584,683	(168,547)		0	
191	Paradise Depot	1,031,000	1,578,483	0	2,400,117	2,400,117	5,009,600	72,659	2,743,659	(2,265,941)		0	
192	Cherry Bounce	(127,690)	367,643	0	(233,165)	(233,165)	6,788	16,973	7,137	349		0	
193	Stoneycroft and Great Sturgess	0	0	0	248,040	248,040	248,040	83,913	238,683	(9,357)		0	
194	Garage Sites B	0	0	0	81,790	81,790	81,790	39,064	59,064	(22,726)		0	
195	Great Sturgess Road	0	0	0	0	0	0	41,173	50,553	50,553		0	
		28,426,409	16,850,753	0	(17,277,804)	(17,277,804)	27,999,358	9,202,348	21,373,069	(6,626,289)		0	
Totals: Housing and Community		46,492,409	22,021,982	0	(17,277,804)	(17,277,804)	51,236,587	18,438,754	40,615,862	(10,620,725)		0	
Totals - Fund: Housing Revenue Account		46,492,409	22,021,982	0	(17,277,804)	(17,277,804)	51,236,587	18,438,754	40,615,862	(10,620,725)		0	
Totals		66,559,397	27,586,793	287,486	(34,404,368)	(34,116,882)	60,029,308	21,221,115	47,306,539	(12,719,595)		(3,174)	

Pages 66



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Market Forces Supplements Policy and Procedure
Date:	1 st February 2023
Report on behalf of:	Councillor Graeme Elliot, Portfolio Holder for Corporate Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1 – Market Forces Supplements Policy and Procedure
Background papers:	Previous Market Forces Supplements Scheme
Glossary of acronyms and any other abbreviations used in this report:	Detailed within Appendix 1 – Market Forces Supplements Policy and Procedure

Report Author / Responsible Officer

Matt Rawdon, Assistant Director (People)



Matthew.rawdon@dacorum.gov.uk / 01442 228513 (ext. 2513)

Corporate Priorities	<ul style="list-style-type: none"> A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All
Purpose of the report:	For members of the committee to provide feedback on the Market Forces Supplements Policy and Procedure.

Recommendation (s) to the decision maker (s):	For Cabinet to consider committee feedback on the Market Forces Supplements Policy and Procedure.
Period for post policy/project review:	Market Forces Supplements Policy and Procedure to be reviewed every 3 years.

1 Introduction

Over Autumn 2022, a project was undertaken which explored recruitment difficulties and areas of high agency spend. In the discovery phase of the project, data was analysed on: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages. From this phase, one of the key findings was that it identified some recruitment/retention issues across parts of the Council. The job areas identified were consistent with other local authorities and centred on professional back office services such as Planning, Legal, Environmental Health and Surveyors.

2 Key Issues / Proposals

The project identified various actions that are currently either being undertaken or are included in the people strategy delivery plan. However for the purpose of this report, the project highlighted the need for the Council to revise our existing market forces policy, as it needed a stronger focus on governance and the application of market forces payments. The amendments are particularly important, as there was strong evidence to suggest that some roles across the Council would benefit from market forces payments to overcome some of their recruitment and retention issues. As it stands currently, there are no market forces payments applied to staff.

This proposed revisions in this policy has been benchmarked against good practice across the local authority sector. The main proposed changes to the policy includes a robust business case which encompasses the following 4 steps:

Step 1 – Why is the Market Forces Payment required: recruitment and retention issues such as failed recruitment, high turnover, high agency spend etc.

Step 2 – What is the correct market forces payment needed: what is the market paying, how does the Council compare.

Step 3 – Actions already taken: such as restructures, trainees/graduates, job amendment.

Step 4 – Approval route: detailing the route for approval, Assistant Director (People) and the Strategic Leadership Team.

There is a detailed toolkit included in the policy which will assist the completion of this new business case approach. The other key amendments include: how to change / reduce / terminate the market forces payment and the required time length it which each payment should be reviewed.

The revised policy will provide the Council with a more robust procedure in effectively applying market forces payments in a fair and consistent way. The policy is in Appendix 1 of this report.

3 Options and alternatives considered

The option to not make any amendments to the existing policy was dismissed given that market forces payments are now most likely to be required in some areas of the Council and a revised policy is required to apply market forces payments in a more fair and consistent way.

4 Consultation

In creating this policy the following stakeholders have been consulted: Strategic Leadership Team, HR team, Unison, Unite, Head of Financial Services and Assistant Director (Planning)

5 Financial and value for money implications:

This will depend on the application of the policy. However, £200k has been set aside to cover the possible future costs. It is anticipated that agency staff costs should reduce if we are able to directly appoint more permanent staff members.

6 Legal Implications

The Market Forces Policy has been revised to ensure consistency of application to mitigate against any future equal pay claims.

7 Risk implications:

The revised policy has been designed to reduce the risks of market forces payments being applied inconsistently. The policy now has a robust justification stage via a business case and additional stages of approval.

8 Equalities, Community Impact and Human Rights:

Community Impact Assessment has been carried out and is found in appendix 2. There are no negative impacts have been identified from the market forces policy. It is aimed to provide a recruitment and retention tool to enable the Council to increase direct recruitment of candidates and also retain experienced/skilled staff in roles that are identified in the industry as being hard to fill. This new policy will provide a robust procedure in effectively applying market forces payments

Human Rights – There are no Human Rights Implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

There are no sustainability implications identified.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

There is a broader role for human resources to undertake within this revised policy, namely the first approval stage of the business case and ensuring the application of the policy is adhered to.

11 Conclusion

In conclusion, given that it has been identified that market forces payments in some areas may assist with recruitment and retention issues. It is considered prudent to have a revised Market Forces Policy that will provide a robust procedure in effectively applying market forces payments.



Dacorum Borough Council
Market Forces Supplements Policy and Procedure
(Appendix 1)

1 Purpose & Objectives for Market Forces Supplements

1.1 The Council is committed to the principles of equal pay for work of equal value and utilises job evaluation to measure the relative value of all jobs. The job size, and therefore the salary range, of all posts is determined by the outcome of job evaluation.

1.2 It is essential that Dacorum Borough Council is able to attract and retain staff with the skills, knowledge and experience to meet its corporate objectives and priorities. There are occasions when the base pay rate as determined by job evaluation results in an inability to successfully recruit to or retain staff in particular posts or specific occupational areas, due to fluctuations in the labour market supply. These recruitment and retention problems can affect ability to deliver services.

1.3 In such cases it may be appropriate to pay a market forces supplement in addition to the basic pay to ensure that such a post is filled and staff are retained. Such a supplement is lawful where there is evidence to justify that market factors are the “material reason” for the post attracting a higher rate of pay than other posts evaluated as being of same value.

1.4 This document sets out the Council’s approach to market forces supplements, when such supplements may be provided, the process by which material factors will be identified and approved, and the conditions applied to them in order to:

- enable the Council to maintain service delivery standards by supporting the ability to recruit and retain suitably qualified and experienced staff;
- promote a standard and transparent process for the administration of Market Forces Supplements based on a robust business case and detailed analyses to ensure equity and fairness in application;
- ensure a timely, responsive and cost effective approach to employee engagement;
- recognise that the supply and demand for employees in particular occupations is subject to change over time.

1.5 In cases where there is no head of service for the service team, it would be appropriate for the associated tasks within this policy to be undertaken by the relevant Assistant Director.

2 Scope

2.1 This policy applies to all Council posts on Band 1 to Band 23 within the Council’s NJC pay and grading structure.

3 Principles for Payment of Market Forces Supplements

3.1 Market Forces Supplements are paid to attract (recruitment) or retain (retention) employees where there is a clear and justified business case on the basis of a significant and relevant ‘material factor’, supported by strong objective evidence.

3.2 Market pay levels are recognised through the payment of a separate Market Forces Supplement rather than appointment to either a higher grade or higher spinal column points within the allocated grade.

3.3 Where justified, the market forces supplement should be paid to all employees within the same role. The managers pay should be a consideration when awarding a market forces supplement to avoid their direct line staff being paid more than their managers.

3.4 The Market Forces Supplement is paid as an additional fixed sum allowance (pro-rata for part time employees) and itemised separately as such on the employee's payslip. The supplement is subject to normal deductions for national insurance, pensions and taxation purposes.

3.5 The business case also determines the period for which the Market Forces Supplements will be in place. The business case for justification must be reviewed and updated at least every 2 years after the establishment of the last review. A review may be brought forward, where there is a significant or unexpected change in the market. As the value of the supplement is fixed until reviewed and is not subject to increases with cost of living.

3.6 If a review deems the market pay rate has reduced in response to changing labour market conditions, or the need for the supplement has discontinued due to changes in the internal evidence and justification. Any change to or removal of market forces supplement arrangements will be implemented with no less than 3 months' notice to individuals affected before supplements are reduced or withdrawn. There is no entitlement to protection of market forces supplements.

3.7 Where there is a change to the jobs base pay rate (e.g. if a job is re-graded to a higher grade), any market forces supplement will normally be reduced by an equivalent amount to the increase, or removed as appropriate to maintain payment at the market rate justified in the business case. For employees who receive pay protection, any market forces supplement added to the substantive grade will be abated by the element of protected salary.

3.8 In all cases where a market forces supplement is agreed, sufficient workforce management actions should be planned and agreed to address the originating material factor in the future. This will be step 3 in the process, see below.

3.9 Appointment to a post subject to a market forces supplement will be in line with normal pay practice with the Market Forces Supplement being applied in addition.

4 Responsibilities

4.1 *Creating the Business Case for a Market Forces Supplement*

The relevant Head of Service is responsible for outlining the business case, outlining the relevant material factors and pay comparison and its submission, on the Market Forces

Supplement Request Form, to the Assistant Director – People. Human Resources will be able to provide further advice on compiling the business case and how to research pay comparison information. Details and guidance on compiling this information is provided in the appendices.

4.2 *Assessing the Business case*

The Assistant Director – People will assess the business case to ensure that the primary material factors cited are the main and only potential cause of the difficulties. At this point further clarification, information may be required. Alternative options to a market forces supplement may also be proposed or recommended dependent on the assessment of the case.

4.3 *Approving the Business Case*

Where the assessment of the business case finds there is sufficient evidence to justify a market forces supplement, the Assistant Director – People and Head of Service will seek formal approval from the Strategic Leadership Team (SLT).

4.4 *Reviewing the Business Case*

The relevant Head of Service will be responsible for undertaking a review of the business case for Market Forces Supplements in their service area, every two years or earlier if sufficient evidence arises to suggest that it should be earlier.

4.5 *Trade Union Involvement in Establishing Market Forces Supplements*

Recognised Trade Unions will be informed of, and engaged in discussion about, the need and level of such a market supplement. This will include sight of relevant supporting evidence.

5. Documenting Market Forces Supplements

5.1 Recruitment advertisements for a post where a market forces supplement has been agreed will clearly state the basic grade salary (as determined by job evaluation) with the market forces supplement value shown separately, unless agreed otherwise for the purposes of supporting recruitment. Where alternative arrangements are agreed (i.e. pay values including the market forces supplement value), all communication must clearly state the values provided are “inclusive of market pay supplement of £xxxx”.

5.2 The offer letter and contract of employment will both clearly state that: In addition to basic pay of £xxxxx per annum (SCP YY, pro rata), the post is currently in receipt of a Market Forces Supplement of £xxx per annum pro rata to reflect a range of particular market circumstances associated with the post at this time. The market allowance will be paid monthly and is subject to deductions for pension, income tax and national insurance. This allowance is subject to review under the terms of Dacorum Borough Council’s Market Forces Supplement Policy.

6. Review of Market Forces Supplement

6.1 A review of the material factors business case and market forces supplement value should be undertaken by the relevant Head of Service and submitted to the Assistant Director – People at least every two years, or sooner as set out during establishment of the market forces supplement rate, or if there is evidence to indicate that a review is required. The relevant Head of Service should assess:

- the impact to date on recruitment and retention statistics;
- whether the rationale still exist to continue to operate the supplement;
- if the amount is still justified in light of any changes in the market;
- the impact of removing or reducing a supplement; and
- progress against workforce management actions.

7. Changing the Rate of a Market Forces Supplement

7.1 Where a market forces supplement is to be decreased, the relevant Head of Service is responsible for providing a full business case to outline rationale for the reduced rate and submitting this to the Assistant Director – People as with a normal review of the supplement.

7.2 Where a market forces supplement is reduced employees will receive three months' notice of any reduction in the market forces supplement payable.

7.3 Where a market forces supplement is to be increased, the relevant Head of Service is responsible for providing a full business case to outline rationale for the increased rate and submitting this to the Assistant Director – People as with a normal review of the supplement.

7.4 Where a market forces supplement is increased this will take place with effect from the agreed implementation date for all employees in the post.

8 Removing a Market Forces Supplement

8.1 Where a market forces supplement is to be removed employees will receive three months' notice of the removal of the market forces supplement. The relevant Head of Service is responsible for notifying the Assistant Director – People of the withdrawal, together with the rationale before any withdrawal has been made.

9 Monitoring and Reviewing of the Market Forces Policy

9.1 The Assistant Director – People will ensure the monitoring of the operation and effectiveness of this policy.

9.2 If at any time there is an increased level of business demand for market forces supplements, this may reflect more extensive difficulties with the Council's pay and reward practice (e.g. market value of pay scales). At such time the Council may consider a suspension of the agreement of new market forces supplement arrangements, to undertake a wider review of pay and reward practice.

9.3 The Trades Unions will be informed of, and engaged in discussion about any proposed changes to the policy.

Toolkit: Creating a Market Forces Supplement Business Case

The business case for market forces supplements consists of three elements:

STEP 1: Establishing a Genuine Occupational and Material Reason for a Market Forces Supplement

1.1 The business case should be based on a 'genuine and material reason' for the Council to pay a supplement that increases total pay for the job above that which is determined by job evaluation. It should be related to the job market in which the post or specialism operates, but not to individual circumstances or differences (e.g. performance).

1.2 The reason(s) must be relevant and significant in that without making changes, the Council's ability to provide or deliver services would otherwise be adversely and severely affected. Indications of the existence of a material factor may include:

- Evidence of inability to recruit employees to posts at the evaluated pay level;
- Evidence of inability to recruit employees with sufficient skills or experience;
- Evidence of difficulties retaining employees in particular professions, or roles, with indication to show that decisions to leave are based on pay.
- Evidence that the role has been advertised to a diverse audience.

1.3 A material reason cannot simply rely on information about pay in the market elsewhere. The business case must justify a clear rationale for the difference and be able to evidence this. Inability to demonstrate a material factor to substantiate any difference in pay outside of normal pay practice, has the potential to result in an equal pay claim and would have major financial consequences for the Council along with their reputation and employees trust in the fairness of the pay system.

1.4 Rationale for a material need may include:

- Evidence of recently unfilled vacancies following attempts to recruit to it at the salary level determined by job evaluation (normally at least two unsuccessful recruitment attempts in the preceding six months);
- Data to indicate turnover of skilled staff is higher than normal, and that the reasons for leaving provided and destinations of leavers indicate pay is the major factor in the decision to leave;
- Staff being approached, for similar jobs with higher pay elsewhere.

Note: Where existing arrangements have been agreed previously, the business case should provide evidence that removal of the market forces supplement would re-establish the circumstances that led to the original material need, or present new factors for consideration, alongside any need to increase the value.

1.5 One of the key challenges to the market forces pay business case will be for the Head of Service to certify that the salary level is the main cause resulting in the material factor. Prior to a business case being approved, the Head of Service will need to demonstrate that an assessment has been undertaken to ensure that other underlying circumstances that go beyond pay are not causing or contributing to the material factor and that implementing non-pay recruitment and retention initiatives will not be sufficient to secure the key skills in the short-term.

1.6 The main areas for review are normally recruitment and selection processes; the analysis of retention statistics and leaving reasons; review of the success of previous retention strategies; and the consideration of wider organisational and structural changes. The Head of Service will need to establish that there are no identified problems internally and that the main reason for staff leaving is for more pay (other than as part of the normal career/personal development process).

STEP 2: The Target Market in Which the Council will Compete for Talent and the Market Forces supplement Level Required

2.1 Once the need for market forces supplements have been justified, the business case must also present objective evidence of the pay rates (and total reward packages) offered for similar posts by competing employers, and provide an assessment of the main features of the labour market.

2.2 Obtaining relevant market pay data for the post requires a robust identification of the appropriate comparator market. For some jobs it is more appropriate to concentrate on localised pay information whereas for other jobs regional or even national data will be more appropriate. Likewise, it may be necessary to only look at public sector comparators, or a mixture of public, private and/or not for profit organisations. The business case must justify such rationale.

2.3 There are various potential sources of market data to identify the salary paid for similar posts in other organisations and inform the business case, these include:

- Salary values in job advertisements from comparator organisations;
- Relevant salary surveys on the job type (e.g. local government employers; specialist organisations), please contact HR about what is presently available;
- Direct requests to other sources (e.g. Regional Employer or local authorities);
- Details of the job applicants existing pay; details of leavers pay in next job.

2.4 Managers are responsible for ensuring this research is undertaken, but may involve Human Resources who have access to some relevant and appropriate pay market data tools. The key is to obtain a range of data that is reflective of the full scope of the relevant comparator market, not just the top or bottom end and inclusive of the wider employment package, benefits offered etc.; advertisements and job descriptions for comparator posts should be included.

2.5 There is no optimum level of comparator data, generally the more data the better in terms of establishing the normal market range. An absolute minimum of 5 comparators is

required to establish the range of the 'going rate' for the job, across a range of comparator organisations (e.g. surrounding district Council's). Where pay is compared to the private sector – assessment of the total package should be obtained if possible.

2.6 The value of the proposed market forces supplement will be determined through an assessment of the market pay range for comparable roles against the pay range of the job as evaluated, and whether market forces account for all or a proportion of the difference in pay ranges taking into account the wider employment benefits,. This will then be applied using the difference between the median of maximum salary rates for comparator roles, and the maximum salary of the evaluated grade.

STEP 3: Actions to Help Reduce or Remove Future Need for Market Factor Supplements

3.1 Market forces supplements provide, and should only be considered as, a temporary measure to address the Council's staffing problems at a point in time. Acceptance of the material factors business case is subject to the service identifying other measures to manage the future skills demand and availability of resources. The business case should set out a realistic plan to implement these in order to reduce and eventually remove the need for market forces supplements.

3.2 The analysis undertaken in evidencing the need for the business case can often be used to inform such measures. For example:

- Improved job design, structure and better staff management;
- Developing the non-financial benefits package to match/exceed comparators;
- Process re-engineering to reduce unnecessary tasks within the role, to improve the content of the job and flexibility for individuals.
- Establishing workforce arrangements (e.g. trainee/apprentice schemes; or succession planning activity;) to ensure future provision of skills.

STEP 4: Approval of the Business Case

4.1 The finalised business case should be submitted to the Assistant Director – People. The Assistant Director – People has responsibility for scrutiny of the case and for assessing the reliability of the justification and evidence presented. The Assistant Director – People and Head of Service will make a final recommendation to SLT on the sufficiency of the business case to justify a market forces supplement. The Head of Financial Services will be required to submit financial information on the business case form in relation to the proposals affordability and appropriate budget to use.

Market Forces Business Case Form

Market Forces Supplement Request

Role / Job Information

Job Title			
Directorate			
Service			
Evaluated Grade	Band		
Grade Minimum (£)	£	Grade Maximum (£)	£
Service Establishment FTE		<u>Current Headcount</u>	
		Vacant Posts	

STEP 1: Market Forces Business Case

Please set-out why a market forces supplement is necessary for this role, providing any evidence for the existence of the material factor to back this up:

Material Reasons: e.g. <ul style="list-style-type: none"> • leaver reasons and other employee feedback • unsuccessful recruitment • quality of candidates for selection • where people have moved to. • Impact of removal of current market forces 			
Number of recruitment campaigns undertaken in the last two years for this job.		Length of time over which vacancies for the post have been advertised	

Number of employees appointed in the last two years		Number of offers refused at the evaluated grade rate	
Number of employees leaving the job during the last two years		Number of leavers in the year as percentage of total in the job	

STEP 2: Determining the Market

Please outline the comparator market you have used and the justification for why this is relevant for this post.

Market Rationale:			
--------------------------	--	--	--

Geographic (select one)	Local (Dacorum) Local (Hertfordshire) Regional National (UK)	Please detail reason for choice in market rationale section.	
Sector (select one or more)	Public Private Third Sector Other Sector: <state>	Please detail reason for choice in market rationale section.	
Industry (state one or more)	<detail as appropriate>	Please detail reason for choice in market rationale section.	
<u>Alternative Roles</u> (other jobs used as a comparator)		Please detail reason for choice in market rationale section.	
Median Average of Basic Pay of comparator jobs		Median Average of Maximum Pay of all comparator jobs	
Difference between Median Maximum pay and Median Average of Pay		Proposed Market Forces Supplement to be Paid	
Proposed Duration of the Supplement and			

Reason for that duration	
Additional market evidence provided to support business case:	

STEP 3: Identifying Measures to Reduce/Remove Material Reason

Please explain the actions you will take to keep the need for a market forces supplement under review and to reduce or remove the future need for it in the medium or long-term.

Review Process and/or Actions Planned		
Identify any other options considered but not progressed to address retention or recruitment for this post and why these were not appropriate.		
Additional Information:		

STEP 4: Authorisation Process

Prepared By:		Date	
Head of Service:		Date	
Head of Financial Services	<i>Comments</i>	Date	
AD – People Approval:	<i>Comments</i>	Date	

SLT Approval:		Date	
----------------------	--	-------------	--

Dacorum BC Community Impact Assessment (CIA) Template – Appendix 2

Policy / service / decision

Market Forces Supplements Policy and Procedure

Description of what is being impact assessed

What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?

Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc

It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact

Over Autumn 2022, a project was undertaken which explored recruitment difficulties and areas of high agency spend. In the discovery phase of the project, data was analysed on: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages. From this phase, one of the key findings was that it identified some recruitment/retention issues across parts of the Council.

In light of these findings the project identified the need for the Council to revise the existing market forces policy, as it needed a stronger focus on governance and the application of market forces payments. The eligible criteria for roles receiving market forces payment is all inclusive and are not EDI specific.

Evidence

What data/information have you used to assess how this policy/service/decision might impact on protected groups?

(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.

In determining whether this policy was required various forms of data was analysed, such as: failed recruitment attempts, areas of high agency spend, reasons for staff leaving, what others were offering in relation to salary packages.

The new policy will increase the governance and consistency of apply market forces payments to ensure it is based on a genuine material and

occupational reason which will ensure protected groups are not negatively impacted.

Who have you consulted with to assess possible impact on protected groups? *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

In creating this policy the following stakeholders have been consulted: Strategic Leadership Team, HR team, EDI, Unison, Unite, Head of Financial Services and Assistant Director (Planning).

There is no foreseeable impact on protected characteristics and it is therefore an all-inclusive policy.

Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

Summary of impact

Protected group

What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?

**Negative
impact /
outcome**

**Neutral
impact /
outcome**

**Positive
impact /
outcome**

<p>Age</p>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>The policy may encourage applicants from a more diverse age range and provide them with an opportunity to earn a salary that is competitive in the market.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	□	☒
<p>Disability (physical, intellectual, mental)</p> <p><i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i></p>	<p>All reasonable adjustments will continue to be adhered to in order to attract a diverse poll of candidates. Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>If necessary, the job description will be revised to ensure that the requirements for the job are truly essential, ensuring that the job description does not include requirements that may prevent someone with a disability or medical condition from applying, where they are not relevant to the role.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	□	☒
<p>Gender reassignment</p>	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	□	☒	□

Race and ethnicity	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	<p>Candidate assessment will continue to be based solely on the person's skills, knowledge and experience.</p> <p>This policy will ensure that hiring managers are sharing the job opportunity to a broad and diverse audience as well as basing any market forces payments on a genuine material and occupational reason</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Not protected characteristics but consider other factors, e.g. carers,	<p>A market forces supplement to current roles may improve retention of staff by providing a more competitive salary in line with market rates. Staff in these roles may feel more valued and feel supported with the Cost of Living Crisis and other changes in the economy at present.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<p>veterans, homeless, low income, loneliness, rurality etc.</p>	<p>Candidate attraction may be more receptive to a market forces supplement and attract candidates from a more diverse background to apply.</p> <p>Hiring managers will have the responsibility to firstly recruit for the role and if necessary, offer training and development opportunities to their team so that interested parties are qualified to apply for this job. This should be open to all.</p> <p>Where it can be demonstrated that there is a genuine material and occupational reason for adding market forces payments, the manager will need to produce a detailed business case in line with the policy. The Market forces supplement will be paid to all employees within the same role in order to remove any pay inequalities.</p> <p>Hiring Managers will be accountable to provide a timeframe as part of their business case plan between having to apply the market forces supplement (STEP 1) and when they will be implementing STEP 3 modifications for future opportunities.</p>			
---	--	--	--	--

Negative impacts / outcomes action plan

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<p>Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i></p>	<p>Date</p>	<p>Person responsible</p>	<p>Action complete</p>
	<p>Select date</p>		<p><input type="checkbox"/></p>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
If negative impacts / outcomes remain, please provide an explanation below.			
No negative impacts have been identified from the market forces policy. It is aimed to provide a recruitment and retention tool to enable the Council to increase direct recruitment of candidates and also retain experienced/skilled staff in roles that are identified in the industry as being hard to fill.			
Completed by (all involved in CIA)	Cybele Fernandes (Diversity and Community Inclusion Lead Officer) Priti Gohil (HR & OD Team Leader)		

Date	16/01/2023
Signed off by	Matt Rawdon (Assistant Director – People)
Date	20th January 2023.
Entered onto CIA database - date	TBA
To be reviewed by (officer name)	Aidan Wilkie (Strategic Director – People and Transformation)
Review date	20th January 2023



Joint Budget & Overview and Scrutiny Committee

Report for:	Housing & Communities Overview and Scrutiny Committee; Finance & Resources Overview and Scrutiny Committee; Strategic Planning & Environment Overview and Scrutiny Committee
Title of report:	Update on new Performance Management Framework and Proposed Revisions to Key Performance Indicators (KPIs)
Date:	1 st February 2023
Report on behalf of:	Cllr. Margaret Griffiths, Portfolio Holder for Housing, Cllr. Graeme Elliott, Portfolio Holder for Corporate Services, Cllr. Julie Banks, Portfolio Holder for Communities, Cllr. Alan Anderson, Portfolio Holder for Place, Cllr. Graham Barrett, Portfolio Holder for Neighbourhood Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1 – Summary of changes to Housing and Communities Overview and Scrutiny Committee (OSC) KPIs Appendix 2 – Summary of changes to Finance & Resources OSC KPIs Appendix 3 – Summary of changes to Strategic Planning & Environment OSC
Background papers:	1. Example of current Quarterly OSC Performance Dashboards 2. Proposed Full List of Future KPIs
Glossary of acronyms and any other abbreviations used in this report:	OSC – Overview and Scrutiny Committee KPIs – Key Performance Indicators SLT – Strategic Leadership Team

Report Author / Responsible Officer

Hannah Peacock, (Acting) Head of Transformation / Aidan Wilkie, Strategic Director for People and Transformation



Hannah.Peacock@dacorum.gov.uk / 01442 228037 (ext. 2037) / Aidan.Wilkie@dacorum.gov.uk /

Corporate Priorities	<ul style="list-style-type: none"> • A clean, safe and enjoyable environment • Building strong and vibrant communities • Ensuring economic growth and prosperity • Providing good quality affordable homes, in particular for those most in need • Ensuring efficient, effective and modern service delivery • Climate and ecological emergency
Wards affected	
Purpose of the report:	<ol style="list-style-type: none"> 1. To update the Overview & Scrutiny Committees on the new Performance Management Framework, and to 2. Outline the proposed future suite of KPIs, which are proposed to replace the existing KPIs reported to each of the relevant Overview & Scrutiny Committees
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. That the KPIs are adopted and implemented into the OSC reporting schedule.
Period for post policy/project review:	

1 Background

Performance Management Framework

The establishment of the new Transformation Service last year provided the opportunity to review how Dacorum Borough Council measures, monitors and reports on its performance, and to deliver an evidence-based / driven local authority through the development of a clear and robust Performance Management Framework.

The current performance management approach has focused on providing a contemporaneous statement of where performance is, with narrative generally focusing on providing additional context behind the data. The approach within the proposed new Performance Management Framework is prioritising understanding why performance is where it is, and what work is being undertaken to return performance to the defined standard or target.

To implement the new performance management framework, the Transformation Service will be;

1. Introducing a central resource, which challenges and supports teams to work on these specific areas
2. Support services to focus their efforts on areas of poor performance – in terms of reporting and directive performance
3. Increasing functionality of (and access to) InPhase, our Performance Management System
4. Enabling greater scrutiny and accountability at all levels
5. Introducing comprehensive staff training.

The effective implementation of the Performance Management Framework will deliver enhanced:

Reporting – reports will be clearer with focused narrative for red indicators, around the ‘why’ and ‘what next’, trend analysis and the ability to drill down into areas of concern

Accountability – named owners for each KPI, who are responsible for their performance, narrative and subsequent action, and held to account by our Strategic Leadership Team

Scrutiny – performance measures will have been through both directorate and SLT review, with additional performance insight provided by the performance function within the Transformation Service. There will be re-focussed Overview and Scrutiny Reports, with clear analysis and performance owners on hand to discuss.

The example of proposed future Quarterly OSC Performance Dashboard are attached to this report to highlight the new level of detail available for members to scrutinise the performance of Council services. Further detail will continue to be provided by the service in the narrative report, which will continue to accompany the Quarterly Dashboard.

This new performance management framework represents one of our key ‘transformation foundations’ along with the initiation of a PMO function and the recently agreed Digital, People and Communications strategies.

Amendments to Key Performance Indicators

Dacorum’s Key Performance Indicators regime will continue to change over time to reflect the Council’s priorities and focus as they continue to change. They will be finalised annually through the service planning cycle to ensure we are measuring performance against achieving priorities for the Council

The proposed list of KPIs attached to this report have been developed and tested through that process in 2022. They have then been further refined through engagement with SLT and then across our services.

The drivers to change the current Key Performance Indicators include;

- Technical refinements to the indicators / how they are measured,
- Removing* a small number of KPIs which are duplicates of other similar measures, or provide little value as a picture of the service’s actual performance,
- Amalgamating repetitive KPIs into overarching headline KPIs, allowing an ‘at a glance’ view of how we are performing as a council,
- Adding new KPIs which reflect Dacorum Borough Council’s Transformation Programme, including the Customer Strategy, Digital Strategy and People Strategy,
- Re-organising the indicators along new organisational lines with new KPIs for new or developing areas of the organisation e.g. Commercial Development.

The ambition is to provide scrutiny with a succinct and meaningful suite of indicators which, should performance be of concern or interest, Officers can then provide additional data to help inform a more detailed discussion.

* “Removed KPIs” are currently retained as Service Performance Indicators (SPIs). This means we will still use them operationally and can bring them to members as and when appropriate.

Appendix 1:

Amendments to Housing & Communities OSC KPIs

NEW

Measure Code	Measure Name
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)
CS02	Number of community trigger requests meeting the threshold in which DBC are the primary service
CS03	Number of current open ASB cases
CS04	Number of ASB cases closed in the month
CS05	Safeguarding enquiries responded to within DBC
CS06	External Safeguarding requests responded to
CS07	Number of incidents of crime
HSPS01	Percentage of all repairs completed within target
HSPS02	Percentage of annual stock condition surveys undertaken (as % of total stock)
HSPS03	Average time to re-let an HRA property
HSPS04	Percentage of Fire Risk Assessments (FRA) in place
HSPS05	Percentage of outstanding High risk FRA actions (% of total remedial actions)
HSPS06	Percentage of valid Landlord Gas Safety Records in place (annual check)
HSPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)
HSPS08	Percentage of Water Hygiene inspections completed
HSPS09	Percentage of communal area Asbestos re-inspections completed
HSPS10	Percentage of lift inspections completed
TL01	Current rent arrears as a percentage of the monthly debit
HM03	Number of evictions due to arrears in period
HM04	Number of estate inspections completed
Measure Code	Measure Name
SH01	Number of homeless applications
SH52	Total number of placements in temporary accommodation
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)
SH03	Number of households in Bed & Breakfast

SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)
SH05	Cost of Bed & Breakfast in Period

AMENDED

Measure Code	Measure Name	Amendment
Housing Property Services		
PP13b	Percentage of responsive repairs completed right first time	Moving target amended to blanket 86% target

Appendix 1: (ctd)

Amendments to Housing & Communities OSC KPIs

REMOVED

Measure Code	Measure Name
Housing Management	
TL13a	Percentage of Community Alarm calls answered within 1 min
TL15	Satisfaction with the outcome of the Tenancy Enforcement investigation
TL55	% of tenants paying for their house or garage rent by direct debit
Housing Property Services	
PP01	Percentage of dwellings with a valid Gas Safety Certificate
PP04	Percentage of properties passing QA checks, repairs and voids
PP05	Percentage of properties passing QA checks (planned works)
PP12	Percentage of non-urgent repairs completed within target
PP13a	Percentage of responsive repairs completed within target
PP15	Percentage of tenants satisfied with the service planned and responsive works
SH03a	Average time to re-let general needs properties
SH03b	Average time to re-let adapted properties
SH03c	Average time to re-let sheltered properties
SH04a	% of general needs properties re-let in target
SH04b	% of adapted properties re-let in target
SH04c	% of sheltered properties re-let in target
Strategic Housing	
SH07a	Number of new housing advice cases received
SH20e	Total household on Housing Register broken down by 1,2,3 and 3+ bedrooms
SH33	Overall spend on engagement activity per property
SH35	HMO licence applications received
SH36	Number of illegal applications prevented
SH37	Number of rough sleeper cases relieved
SH38	Number of main duty applications
SH39	Total number of successful prevention
SH40	Total number of successful relief

Appendix 2:

Amendments to Finance & Resource OSC KPIs

NEW

Measure Code	Measure Name
FIN03	General fund budget variance against forecast
FIN04	HRA budget variance against forecast
FIN06	Capital variance against forecast
FIN07	Percentage of invoices paid within 30 days
LG03	Percentage of audit recommendations completed within agreed timescales
FOI01	Percentage of FOI requests satisfied within 20 days
RBF01	Average time taken to respond to a benefit-related contact from a resident
CD02	Percentage of commercial income achieved against forecast
CP03	Number of new commercial property lets
CP01a (N)	Number of vacant commercial properties
CP01a	Percentage of vacant units
CP05	Percentage of commercial property debtors in payment plans
CP06	Percentage of commercial property income received against forecast
HR06	Percentage of temporary workers as a % of total staff (FTE) *
HR07	Average time to employ staff following a vacancy *
WEB02	No. of registered MyDacorum users

AMENDED

Measure Code	Measure Name	Amendment
Commercial Development		
FIN12	Garages income YTD budget against YTD actual	Name to 'Percentage of garage income received against forecast'
FIN13	Car parking income YTD budget against YTD actual	Name to 'Percentage of parking income received against forecast'
Revenues, Benefit and Fraud		
RBF04	NNDR (Business Rates) in-year collection rate	Targeted against previous year's data vs. estimated forecast
RBF05	Council Tax collection rate	Targeted against previous year's data vs. estimated forecast
Transformation		
CS02a	Percentage of Stage 1 complaints resolved in 15 days for the Council	Percentage of Stage 1 Complaints resolved in 10 working days
CS02b	Percentage of Stage 2 complaints resolved in 20 days	Percentage of Stage 1 complaints resolved in 20 working days

Appendix 2: (ctd)

Amendments to Finance & Resources OSC KPIs

REMOVED

Measure Code	Measure Name
Financial Services	
FIN03	General Fund expenditure – outturn forecast against budget
FIN04	HRA expenditure outturn forecast against budget
FIN06	General Fund Capital Expenditure – outturn forecast against budget
Revenues, Benefit and Fraud	
RBF01 (N)	Total days taken to decide new benefit-related contact in period
Transformation	
CSU06	Percentage of customers satisfied with service received from the CSU
CSU11	Call handling: Abandoned call rate
CSU12	Face to face: average wait time
Digital	
ICT02	Availability of primary systems (office hours)
ICT06	Total number of incidents and service requests reported
WEB03	No. of website users

Appendix 3:

Amendments to Strategic Planning and Communities OSC KPIs

NEW

Measure Code	Measure Name
CPE01	Retail properties – vacancy rate
CPE02	Number of businesses supported by the PCE
DMP01	Percentage of all planning applications determined within target
PE04	Percentage of all Planning Enforcement priority site visits completed within target
TBC	Number of Affordable Housing started on site in period
TBC	Number of Affordable Housing completions in period
CSG05	Graffiti Removal – Percentage removed from Dacorum Structures within 7 days
PR01	Number of Public Space Protection Order enforcement penalty charge notices issued

AMENDED

Measure Code	Measure Name	Amendment
Environmental Services		
WR04	Average residential waste (KG) per household	KG per household of residual waste

REMOVED

Measure Code	Measure Name
Development Management & Planning	
DMP02	Number of planning applications received
DMP03	Percentage of planning applications refusals appealed against
DMP04	Percentages of major applications determined within 13 weeks (YTD)
DMP05	Percentage of minor applications determined within 8 weeks
DMP06	Percentage of other applications determined within 8 weeks
DMP07	Percentage of planning applications refused
DMP08	Percentage of planning applications validated within 4 working days
DMP30	Appeals dismissed
DMP30 (D)	Total number of appeals in period
FIN16	Planning fees YTD actual against profiled budget
FIN17	Search fees YTD actual against profiled budget
LC04	Average time taken to process an official Local Land Charges search
PE01	Priority 1 site visits
PE02	Priority 2 site visits
PE03	Priority 3 site visits
Housing Development	
SPR05	Number of new homes completed
SPR20	Level of CIL receipts
Environmental Services	
CSG01	Percentage of dog fouling reports actioned within the set timescales of 7 days
CSG01a	Number of dog fouling reports actioned within the set timescales of 7 days
CSG02a	Number of flytips collected within the set timescale of 7 days
CSG04a	Percentage of litter cleared in 7 days
WR01a	Justified Missed collections (excluding assisted collections)
WR03	Number of justified missed assisted collections
WR05	Dry recycling collected

Appendix 3: (ctd)

Amendments to Strategic Planning and Communities OSC KPIs

REMOVED

Measure Code	Measure Name
Environmental Services (ctd.)	
WR06	Total tonnage of garden waste collected
WR07	Tonnage of food waste
WR08	% change in commercial waste customers in the quarter.

Proposed KPIs by directorate

Corporate and Commercial Services

Commercial Development			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
CD01	Number visits to leisure facilities	Quarterly	✓			
CD02	Percentage of Commercial income achieved against forecast	Quarterly	✓		✓	
FIN12 (a)	Percentage of Garages income received against forecast	Monthly	✓		✓	
FIN13 (a)	Percentage of parking income received against forecast	Monthly	✓		✓	

Financial Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
FIN03	General Fund Budget Variance against forecast	Monthly	✓		✓	
FIN04	Housing Revenue Account Budget Variance against forecast	Monthly	✓		✓	
FIN06	Capital variance against forecast	Monthly	✓		✓	
FIN07	Percentage of Invoices paid within 30 days	Monthly	✓		✓	
FIN01	Percentage of creditor trade invoices paid within 30 days	Monthly	✓		✓	

Revenues & Benefits			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAEC OSC
RBF01	Average time taken to respond to a benefit-related contact from a resident.	Monthly	✓		✓	
RBF04	NNDR (Business Rates) in-year collection rate	Monthly	✓		✓	
RBF05	Council Tax collection rate	Monthly	✓		✓	
RBF06	Average time taken to respond to a council tax related contact from a resident	Monthly	✓		✓	

Legal & Democratic Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
LG03	Percentage of audit recommendations completed within agreed timescales	Quarterly	✓		✓	
DPA01	Percentage of Data Protection Act requests met in 31 days	Quarterly	✓		✓	
FOI01	Percentage of FOI requests satisfied in 20 days	Quarterly	✓		✓	

People & Transformation

People			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
HR03	Total days lost through sickness absence (OSC)	Monthly	✓		✓	
HR05	Average days lost due to sickness absence per Full Time Equivalent (FTE) - profiled target	Monthly	✓		✓	
HR02a	Turnover of Staff	Quarterly	✓		✓	
HR06	Percentage of temporary workers as a % of total staff (FTE)*	TBC				
HR07	Average time to employ staff following vacancy*	TBC				

*Under development – recording mechanism being developed

Transformation			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CS01a	Total stage 1 complaints received for the Council	Monthly	✓			
CS02a	Percentage stage 1 complaints resolved in 10 days for the Council *	Monthly	✓		✓	
CS01b	Total stage 2 complaints received for the Council	Monthly	✓			
CS02b	Percentage stage 2 complaints resolved in 20 days for the Council *	Monthly	✓		✓	
CSU10	Call Handling: Average wait time	Monthly	✓		✓	

Digital			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
ICT01	Percentage of incidents resolved in less than 2 days	Monthly	✓		✓	
WEB02	No. of registered My Dacorum users	Quarterly	✓			

Place

Place, Communities & Enterprise			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CPE01	Retail properties – vacancy rate	Quarterly	✓			✓
CPE02	Number of businesses supported by the PCE Team	Monthly	✓			✓

Development Management & Planning			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
DMP01	Percentage of all planning applications determined within target	Monthly	✓			✓
PE04	Percentage of all Planning Enforcement priority site visits completed within target	Quarterly	✓			✓

Development			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
New	Number of Affordable Housing started on sites in period	Quarterly	✓			✓
New	Number of Affordable Housing completions in period	Quarterly	✓			✓

Property Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CP03	Number of new commercial property lets	Quarterly	✓		✓	
CP01a (N)	Number of vacant commercial properties	Monthly	✓		✓	
CP01a	Percentage of vacant units	Monthly	✓		✓	
CP05	Percentage commercial property debtors on payment plans	Monthly	✓		✓	
CP06	Percentage of commercial property income received against forecast	Monthly	✓		✓	

Resident Services – Housing

Strategic Housing			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
SH01	Number of homeless applications	Monthly	✓	✓		
SH02	Total number of placements in temporary accommodation	Monthly	✓	✓		
SH02	Average time spent in temporary accommodation (for those leaving TA in the period)	Monthly	✓	✓		
SH03	Number of households in Bed & Breakfast	Monthly	✓	✓		
SH04	Average time spent in Bed & Breakfast (for those leaving B&B in the period)	Monthly	✓	✓		
SH05	Cost of Bed & Breakfast in Period	Monthly	✓	✓		
SH34	Total number of Houses in Multiple Occupation (HMOs) with a licence	Monthly	✓	✓		

Housing Property Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
PP10	Percentage of emergency repairs completed within 4 hours	Monthly	✓	✓		
HPS01	Percentage of all repairs completed within target	Monthly	✓	✓		
PP13b	Percentage of responsive repairs completed right first time	Monthly	✓	✓		
HPS02	Percentage of stock condition surveys undertaken (as % of total stock)	Monthly	✓	✓		

HPS03	Average time to re-let an HRA property	Monthly	✓	✓		
HPS04	Percentage of Fire Risk Assessments (FRA) in place	Monthly	✓	✓		
HPS05	Percentage of outstanding High risk FRA actions	Monthly	✓	✓		
HPS06	Percentage of valid Landlord Gas Safety Records (LGSR) in place (annual check)	Monthly	✓	✓		
HPS07	Percentage of communal areas with a current Electrical Installation Condition Report (EICR)	Monthly	✓	✓		
HPS08	Percentage of Water Hygiene inspections completed	Monthly	✓	✓		
HPS09	Percentage of annual Asbestos re-inspections completed	Monthly	✓	✓		
HPS10	Percentage of lift inspections completed	Monthly	✓	✓		

Housing Management			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
HM01	Current rent arrears as a percentage of the monthly debit.	Monthly	✓	✓		
HM02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Monthly	✓	✓		
HM03	Number of evictions due to arrears in period.	Monthly	✓	✓		
TST02	Percentage of Tenancy Sustainment cases where rent arrears were reduced	Monthly	✓	✓		
HM04	Number of estate inspections completed	Monthly	✓	✓		

Resident Services – Neighbourhood Delivery

Environmental Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
WR02	Recycling rate	Quarterly	✓			✓
WR01	Reports of all missed bins per 100,000 collected	Monthly	✓			✓
WR03	Kg per household of residual waste collected	Quarterly	✓			✓
CSG02	Percentage of fly tips collected within the set timescale of 7 days	Quarterly	✓			✓
CSG05	Graffiti Removal - Percentage removed from Dacorum Structures within 7 days	Quarterly	✓			✓

Regulatory Services			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
ECP09	Percentage of high risk (A-D) food inspections/ interventions achieved within the Quarter	Quarterly	✓			✓
RS01	Number of Public Space Protection Order enforcement penalty charge notices served	Quarterly	✓			✓

Community Safety			Reported to			
Measure Code	Measure Name	Frequency	SLT	H&C OSC	F&R OSC	SPAE OSC
CS01	Number of incidents of Dacorum High Risk Domestic Abuse cases heard at the Multi-Agency Risk Assessment Conference (MARAC)	Quarterly	✓	✓		
CS02	Number of community Trigger requests meeting the threshold in which DBC are the primary service	Quarterly	✓	✓		
CS03	Number of current open ASB cases*	Monthly	✓	✓		
CS04	Number of ASB cases closed in the month*	Monthly	✓	✓		
CS05	Safeguarding enquiries responded to within DBC*	Monthly	✓	✓		
CS06	External Safeguarding requests responded to*	Monthly	✓	✓		
CS07	Number of incidents of crime	Quarterly	✓	✓		

Financial Services

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	99.8%	96.0%	99.7%	96.0%	99.8%	96.0%	✓	30 Jun 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	1,058		1,297		1,329		n/a	
FIN01 (N)	Number of creditor trade invoices paid within 30 days	1,056		1,293		1,327		n/a	30 Jun 2022 .
FIN02a	Time taken for debtors to pay	51.7	40.0	49.0	40.0	58.1	40.0	✗	30 Jun 2022 Performance against this indicator continues to be adversely impacted by the pandemic. Debtors are taking longer to pay, with a higher proportion paying via instalments. Performance has deteriorated slightly on the previous quarter, which was the last quarter of 2021-22. Government restrictions on commercial debt recovery ended at the end of March 2022. Protections for eligible debtors remain in place until the end of September 2022 which means recovery activity continues to be restricted. 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 and cost of living on our residents and businesses.
FIN03	General Fund expenditure - outturn forecast against budget	£20,306,000	£20,306,000	£20,296,000	£20,107,000	£20,569,000	£20,107,000	✗	30 Jun 2022 The forecast outturn position is at budget at this early stage in financial year 2022-23.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
FIN04	HRA expenditure outturn forecast against budget	£60,199,000	£60,199,000	£58,439,000	£58,513,600	£58,381,000	£58,513,600	✗	30 Jun 2022 The forecast outturn position is at budget at this early stage in financial year 2022-23.
FIN05	HRA income - outturn forecast against budget	£60,199,000	£60,199,000	£57,862,000	£58,514,000	£58,349,000	£58,514,000	✓	30 Jun 2022 The forecast outturn position is at budget at this early stage in financial year 2022-23.
FIN06	General Fund Capital Expenditure - outturn forecast against budget	£22,854,000	£22,854,000	£10,258,751	£9,490,000	£9,490,000	£9,490,000	✗	30 Jun 2022 The forecast outturn position is at budget at this early stage in financial year 2022-23.
FIN07	HRA Capital Expenditure: outturn forecast against budget	£67,920,000	£67,920,000	£21,617,034	£41,360,000	£41,360,000	£41,360,000	✗	30 Jun 2022 The forecast outturn position is at budget at this early stage in financial year 2022-23.

Agenda Item 11

Clerk: Trudi Angel (x2224)

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

Meeting Date	Report Deadline	Items	Contact Details	Background information
7 March 2023	24 February 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
		Corporate & Commercial Q3 Performance Reports:	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		a) Finance and Resources b) Legal and Democratic Services c) Commercial Development Services	Assistant Director, Legal & Democratic Services Mark.brookes@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk	
		People and Transformation Q3 Performance Report	Strategic Director, People and Transformation Aidan.wilkie@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Electric Vehicle Charging Points	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk	
		Garages update	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk	

	Commercial Programme Update	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk	
--	------------------------------------	--	--

Agenda Item 12

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

Document is Restricted