



Public Document Pack

FINANCE AND RESOURCES OVERVIEW AND SCRUTINY AGENDA

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

TUESDAY 6 JUNE 2023 AT 7.30 PM

CONFERENCE ROOM 2 - 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 Freedman (Chair)
Councillor Capozzi
Councillor Gale
Councillor Reynolds
Councillor Santamaria
Councillor Stewart
Councillor Adeleke

Councillor Elliot (Vice-Chairman)
Councillor Guest
Councillor Pound
Councillor Hannell
Councillor Hobson
Councillor Williams

For further information, please contact Corporate and Democratic Support

AGENDA

1. MINUTES (Pages 3 - 15)

To confirm the minutes from the previous meeting.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

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

6. ACTION POINTS FROM THE PREVIOUS MEETING

7. STRATEGIC ASSET REVIEW (Pages 16 - 21)

8. QUARTER 4 PERFORMANCE REPORT - CORPORATE AND COMMERCIAL (Pages 22 - 60)

9. QUARTER 4 PERFORMANCE REPORT - PEOPLE AND TRANSFORMATION (Pages 61 - 70)

10. THE 2022/23 PROVISIONAL FINANCIAL OUTTURN REPORT (Pages 71 - 85)

11. WORK PROGRAMME (Pages 86 - 89)

MINUTES

FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

7 MARCH 2023

Present:

Cllr Claughton	Cllr Adeleke
Cllr Douris (Chairman)	Cllr Guest
Cllr Freedman	Cllr Symington
Cllr Tindall	

Officers:

Catherine Silva Donayre (Strategic Director, Corporate and Commercial)
Nigel Howcutt (Chief Finance Officer)
Ben Hosier (Head of Commercial Development)
Matt Brookes (Assistant Director, Legal and Democratic Services)
Matt Rawdon (Assistant Director, People)
Alex Robinson (Assistant Director, Planning)
Shaj Choudhury (Head of Transformation)
Trudi Angel (Corporate and Democratic 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)

The meeting started at 7.30 pm.

1. MINUTES

The minutes of the Finance and Resources OSC meeting held on 1 February 2023 were approved as an accurate record and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Chapman and Townsend.

3. DECLARATIONS OF INTEREST

The Chairman requested that members raise any declarations of interest as appropriate for each agenda item during the course of the meeting.

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 action points from the previous meeting were circulated to members and included in the agenda. The chairman hoped the committee were satisfied with the responses from the officers.

7. QUARTER 3 PERFORMANCE REPORT – CORPORATE AND COMMERCIAL

Cllr Guest declared an interest as the TRO (Traffic Regulation Order) for Old Fishery Lane mentioned in the report was financed by her County Council Highways Locality budget.

The Chairman declared an interest in his position as Dacorum representative on PATROL, which administers the traffic penalty tribunal.

C Silva Donayre noted that the various services areas of the corporate and commercial directorates had been combined for the report, and each service lead would give a brief summary before opening for questions.

Commercial Development

B Hosier referred to parking services on page 26, in terms of parking sessions, and noted that while Q3 showed a 7% increase from Q3 in 2019-2020 pre-Covid, it remained 48,000 sessions lower for the same 9-month period than in 2019-2020. Similarly, on page 27, Q3 showed an improvement, but remained almost 4,000 PCNs below the same 9-month period than in 2019-2020. B Hosier noted that these had both contributed to reduced income levels from parking services. For leisure, on page 32, B Hosier noted that the average weekly attendance in Q3 showed as reduced, which was attributed to Hemel Gym being closed for refurbishment for 2 weeks, but highlighted that the figures for the weekly average in Q3 2022-2023 were much higher than in the same quarter in 2021-2022.

Cllr Freedman wondered if there should be a more visible link between parking sessions and PCNs (penalty charge notices). B Hosier agreed there would be some correlation, however noted that more PCNs were being issued for on-street parking than off-street parking, confirming that enforcement fluctuates from month to month, but that it appears people are parking more often but for shorter periods.

Cllr Tindall wondered if the variance in enforcement rendered the statistics invalid. B Hosier noted that consistent enforcement is a target, however there is a shortage of enforcement officers, and further noted that there was also uncontrollable variance in the numbers of people parking illegally on any given day. Cllr Tindall wondered if this indicated drivers getting savvier in not parking illegally, and B Hosier conceded that whilst this was possible, there would be new motorists each year, so it was difficult to say.

Cllr Adeleke wondered if there was a breakdown of percentages within and outside of Hemel Hempstead, including attributed revenue contributions. B Hosier agreed that the data exists, but couldn't answer off the top of his head, and agreed to the Chairman's suggestion to instead circulate this information later.

Cllr Symington observed that Berkhamsted has a problem with on-pavement parking due to lack of enforcement, and that the issue is about resident's concerns and usage of pavements as well as revenue. B Hosier agreed that it was an issue, but pointed out that pavement parking outside of London is not illegal unless parking restrictions exist, and the police would be the ones to deal with obstruction issues, but added that restrictions in certain areas might be possible. Cllr Freedman agreed that legal action wasn't possible for pavement parking, but suggested production of a notice pointing out the inconvenience caused, and B Hosier agreed to take the idea back to the parking service. Cllr Douris observed that there was also significant local pressure via social media to get people to think twice.

Cllr Guest wondered if the parking trend and income was being monitored, and B Hosier confirmed that it was being monitored on a monthly basis as part of KPIs.

ACTION: B Hosier to circulate the breakdown of parking sessions and PCNs, and the associated revenue contributions, for Hemel Hempstead and outside Hemel Hempstead.

ACTION: B Hosier to raise the idea of a warning notice regarding pavement parking and obstruction of pavements with the parking service.

Legal and Democratic Services

M Brookes noted three main cases and fifteen cases prosecuted through the single justice procedure, and also noted that in November and December the elections team had delivered the business improvement district ballot, and the Kings Langley neighbourhood plan, which had all gone well.

Cllr Tindall noted on page 32 that the Dacorum leisure contract was still under negotiation, and wondered if there was a timescale for completion. B Hosier confirmed when an announcement regarding the negotiations could be expected.

Regarding page 37, Cllr Tindall wondered if there were any statistics on applications for voter identification. M Brookes stated that he didn't have the figures to hand, but agreed to ask the team to circulate them to members.

The Chairman mentioned hearing anecdotally that provisional driving licenses, old-style driving licenses and some other forms of ID do not have photos, further noting that the requirement for passport-style photographs might be a barrier, and Cllr Tindall added that Student ID is not on the list of accepted identification, which M Brookes agreed to investigate.

The Chairman noted that a lot of people either still didn't know about ID requirements, or hadn't registered yet. M Brookes summarised communication efforts, including those for people without internet access, confirming that information would be included with the polling card, and Cllr Williams confirmed the information is also included in the leaflet going out with Council Tax bills.

Cllr Adeleke noted the likelihood of problems at polling stations, and wondered what protection was being provided for polling staff. M Brookes noted that extra poll clerks were being arranged in areas with higher numbers, that there would be extensive training for poll clerks and presiding officers, and that members of the leadership team would be available for specific issues. Cllr Adeleke clarified that he was referring to physical incidents, and M Brookes noted that discussions were being held with the police, who would have teams available if required. The Chairman observed that the situation is national, not specific to Dacorum.

Cllr Freedman wondered if there had been confirmation of additional central funding to meet related additional costs, and whether it was anticipated that funding would be sufficient or there would be a deficit on DBC general funds as a result. M Brookes confirmed receipt of a payment, and that it was expected to be sufficient.

ACTION: M Brookes to request voter identification application statistics be circulated to members.

ACTION: M Brookes to investigate and confirm variations in identification and photograph requirements.

Finance and Resources

N Howcutt referred to section four in the report and noted one red KPI (key performance indicator), which had been there throughout the quarter, relating to time taken for debtors to pay, but noted that the non-commercial debt is green and being brought down by the commercial debt currently held. It was noted that the situation is improving, and that 2023-2024 was expected to be mostly green. The operational risk register was noted to have no significant changes.

Cllr Adeleke requested an explanation of the comment regarding pressure on waste services on page 46. N Howcutt noted that ongoing pressure is due to additional routes and hiring additional agency staff in 2021-2022 and 2022-2023, and that the waste transformation service is looking at route optimisation to reduce the pressure in 2023-2024 and bring it back in line with budget. Cllr Adeleke wondered how much reliance there was on consumer services. N Howcutt explained that it depended on the time of year, but varied between 10%-15%, depending on sickness.

Cllr Symington referred back to pages 41 and 42, showing £4 million and £2 million respectively, and wondered if it was correct that there had been nearly £6 million for commissioning around parking enforcement, and additionally wondered if the £800,000 for tree maintenance was linked to trees contracted with Hertfordshire County Council, also noting that a resident had complained about paying for a green bin when its only use was to dispose of leaves from a DBC-owned tree. B Hosier confirmed that the parking commissioning had been split into two parts, one for back office and hardware, and the other for the enforcement team and staff, and that those were on the contract register for a ten-year contract. B Hosier also noted that the tree maintenance had been split into two separate lots, and believed that as part of the contract recommissioning these would be split into four lots, but couldn't confirm whether that included the work for Hertfordshire County Council and agreed to look into this and let Cllr Symington know. In regard to the resident's complaint, B Hosier was unable to comment. Cllr Symington further wondered what criteria had been used to assess how much money should be spent on parking. B Hosier clarified that the amount was from the contract agreed five years previously, and that it would be reviewed when the contract came up for renewal, and Cllr Symington asked if that meant it would be a contractor. B Hosier explained that it would go through the normal process of assessment and tender, and if the budget remained the same it would be the value of the contract over a set period of years.

Cllr Guest wondered how the nurse-led absence management project on page 41 linked in with the occupational health services project on page 42. M Rawdon clarified that the two projects are separate contracts, being a reporting system for sickness, and an assessment by a qualified nurse, respectively.

The Chairman wondered, on page 47, whether it was possible to know the number of GDPR requests rather than the percentage. M Brookes agreed that this could be done once he was back in the office.

ACTION: B Hosier to check whether work for Hertfordshire County Council is included in the tree maintenance contracts and confirm with Cllr Symington.

ACTION: M Brookes to circulate numeric statistics relating to GDPR requests.

Outcome

The reports were noted.

8. QUARTER 3 PERFORMANCE REPORT – PEOPLE AND TRANSFORMATION

Cllr Douris noted that in Aiden's absence M Rawdon and S Choudhury would be presenting, and that some slides regarding KPIs would be explained, but had not been included in the meeting pack, therefore would be sent out separately.

ACTION: Omitted slides to be circulated following the meeting, with questions to be sent via email and copied to T Angel.

S Choudhury noted that fewer incidents had been resolved by the ICT team, primarily due to two vacancies within the team, one of which had since been filled, but the other being for a short-term secondment. M Rawdon highlighted a continuing trend in sickness reduction, with Q3 lower than Q2 and also than Q3 in the previous year, as well as staff turnover remaining healthy and below 10%. Within the communications service key projects were identified as support around the garden waste service, of Hemel Garden Communities' vision survey, of the Hemel Old Town Halloween party, and of various staff update sessions.

S Choudhury noted that call waiting times in the last quarter had been much higher than the target, primarily due to vacancies and staff turnover, with a dedicated training officer role having been created to offer mitigation by quickly upskilling new team members. It was noted that times are expected to remain high due to garden waste subscription, annual housing rent, and Council Tax letters all going out this quarter, and that mitigation strategies include reviewing the automated telephone scripts, and offering call-back services or encouraging self-service channels where possible at peak demand times. S Choudhury also noted that the new customer complaints policy had been launched, and that the next report would have KPIs around this.

In regard to 10% turnover being healthy, Cllr Freedman wondered what benchmarking was being used to use that definition, and also noted that on page 59 it was mentioned as being 15%, questioning whether that was because one figure was for a month and the other for a quarter. M Rawdon clarified that CIPD was the source for turnover of under 15% being healthy. Cllr Freedman expressed surprise, and admitted concern that turnover had only been compared to other local councils with similar issues, but deferred to the team's assessment if it was against the UK environment as a whole. Cllr Freedman requested a follow-up and lessons learned regarding the green bin subscription service, particularly in regards to sign-ups after the first collection and complaints received. M Rawdon agreed to take the feedback to the Head of Communications, who was not present at the meeting.

Cllr Claughton referred to page 58, paragraph 2.3, wondering if any trends or areas of concern had been identified, particularly in regard to the underlying causes of the increase in mental health problems, and whether they would be identified in the upcoming deep dive. M Rawdon confirmed that the underlying reasons were investigated and that there hadn't been a specific cause, noting that support is tailored to each individual case.

Cllr Adeleke referred to page 60, paragraph 4.1 regarding call handling times, and wondered what the industry standard call length was. S Choudhury noted that the target was 300 seconds, but would need to investigate what the industry standard was.

Cllr Adeleke further referred to page 61, 6.3 regarding problems recruiting for service desk, and wondered if a recruitment drive for the council, possibly at local colleges, had been considered. S Choudhury reiterated that the first vacancy had been filled, and that the second was due to the individual being on a six-month secondment, where the short-term basis made it difficult to fill, so the issue was more timescales than lack of candidates.

Cllr Guest referred to page 59, paragraph 2.7 regarding staff turnover, and wondered if there was a breakdown of turnover by department or service and role. M Rawdon agreed that this could be produced and circulated. Cllr Guest further wondered whether anything was being put in to address areas where staff turnover was significantly higher than normal. M Rawdon agreed that this was a key area of work, with various programmes currently running as part of the people strategy.

Cllr Symington wondered how large the service desk team was, and whether pay was an issue. S Choudhury apologised that he couldn't give a confident answer, but estimated twenty people, and reiterated that a customer strategy had been developed, along with one of his key roles being a transformation programme to improve customer service. It was noted that an area of interest was determining why calls might take longer to resolve.

Cllr Douris referred to the first slide on ICT incidents, and wondered what the definition of incident was. S Choudhury explained that he thought it was related to support tickets raised internally, but noted that he would refer the question back to the Head of ICT for a definitive answer.

ACTION: M Rawdon to take request for follow-up and lessons learned regarding the green bin subscription service to the Head of Communications.

ACTION: S Choudhury to investigate the industry standard for call length and inform Cllr Adeleke.

ACTION: M Rawdon to produce breakdown of staff turnover by department or service, and role, and circulate this to committee members.

ACTION: S Choudhury to request the Head of ICT to send Cllr Douris a definitive definition of the term incident in the context of ICT incidents.

Outcome

The report was noted.

9. EMPLOYEE CODE OF CONDUCT

M Brookes summarised the rationale for reviewing the employee code of conduct, noting that other local authorities had been examined for examples of best practice. Of specific note was the change introducing a declaration of interest form similar to that completed by committee members, and both unions were confirmed to have been consulted with no suggestions for amendment arising.

Cllr Adeleke wondered how the new code of conduct compared to the seven principles of public life, and also whether recent police misconduct and similar misconducts can be summarised to come under the proposed new code of conduct. M Brookes confirmed that the Nolan Principles are noted at the start of the code of conduct and have been taken into consideration throughout, and also confirmed that discrimination or inequality will not be tolerated.

Outcome

The code of conduct was noted and recommended to cabinet and council for adoption.

10. WORK PROGRAMME

There was no changes to the work programme.

11. EXCLUSION OF THE PUBLIC

The Chairman advised the meeting would now move into part two.

12. COMMERCIAL STRATEGY UPDATE

Full details can be found in the Part 2 Minutes.

13. ELECTRIC VEHICLE CHARGING POINTS

Full details can be found in the Part 2 Minutes.

14. GARAGES UPDATE

Full details can be found in the Part 2 Minutes.

The meeting ended at 9.43 pm.

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

Document is Restricted



Finance & Resources

Overview and Scrutiny Committee

Report for:	Finance & Resource Overview and Scrutiny Committee
Title of report:	Strategic Asset Review
Date:	6 th June 2023
Report on behalf of:	Councillor Sally Symington, Portfolio Holder for Corporate & Commercial Services
Part:	I
If Part II, reason:	N/A
Appendices:	N/A
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	HRA - Housing Revenue Account GF - General Fund SAR – Strategic Asset Review

Report Author / Responsible Officer

David Barrett - Assistant Director, Strategic Housing and Delivery

Nigel Howcutt – Chief Finance Officer

Catherine Silva Donayre, Strategic Director, Corporate & Commercial Services



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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:	To present the Strategic Asset Review proposal that will be submitted to Cabinet in June 2023.
Recommendation (s) to the decision maker (s):	To support the proposals for the Strategic Asset Review programme and associated funding requirements.
Period for post policy/project review:	12 months

1 Introduction/Background:

The Council wishes to conduct a comprehensive Strategic Asset Review (SAR). This will support the Council's aims to deliver housing growth and regeneration throughout Dacorum, and to make best use of Council assets to generate long term income streams that support service delivery for the benefit of Dacorum's communities.

The council has a series of key objectives that will support the delivery of these aims. These are:

- *To provide the right type of housing in the right places throughout Dacorum to help local people access good quality homes. That will require a delivery pipeline which includes social housing, affordable rent, market rent, rent to buy, shared ownership and private sale homes. These may be delivered through a range of delivery vehicles harnessing the optimum mix of public and private investment in delivery.*
- *To progress the regeneration of Hemel Town Centre and other urban/ neighbourhood areas throughout Dacorum, to contribute to wider Place Strategy objectives and drive economic growth and health and social wellbeing.*
- *To secure long term income streams for the Council through regeneration and development programmes, which will support the Council's ongoing financial sustainability and allow continued delivery of the corporate vision and objectives.*

The Borough of Dacorum is ambitious for growth and transformation. There is a pressing need for new homes, particularly affordable housing. The Council is developing its agenda to address current place-related issues, as well as seeking to promote and shape new development to support the Council's and Borough's, longer term economic future.

The emerging Hemel Place Strategy (www.thinkhemel.com) is forming a coherent plan and compelling offer to the investment market to develop. Over the next 30 years, Hemel Hempstead's population is projected to rise by 50% to approximately 150,000 through a combination of plans. These include Hemel Garden Communities, a vibrant new development to the town's north and east based on garden city and sustainability principles providing 11,000 new homes and 10,000 new jobs; and ambitious regeneration in the town centre and along the line of the Grand Union Canal to the south. Furthermore, the Council is progressing with place strategies for the three towns – Hemel Hempstead, Berkhamsted, and Tring.

It is acknowledged that there is a need to ensure that new development is not at the expense of the need for urban renewal and regeneration, and that Hemel does not become a 'two-speed town'. Thus the importance of a focus on Place and neighbourhood renewal alongside planning for new development.

The Council's Commercial Strategy acknowledges the need to increase our financial envelope and improve our resilience; seeking opportunities to generate income to continue to support our communities as the Borough grows and develops.

It is many years since the Council's HRA and General Fund assets have been reviewed. Some assets are tired and need investment, some are no longer economically viable and some may have a purpose which may no

longer fits with the Council's priorities. Opportunities for development or re-purposing assets to support the Council's objectives should be considered.

The Council wants to better understand the potential of all assets that contribute towards its Place, housing and commercial objectives. To consider as part of this how they can be best used to attract investment (intra-borough and external, public and private), support commercial revenue income and business growth, drive footfall into Hemel Hempstead Town Centre, deliver the housing the borough needs, and support the wider corporate priorities set out in the Corporate Plan.

It is proposed to undertake a Strategy Asset Review to consider the Council's overall portfolio of assets at a strategic level. This will provide a holistic overview of asset categories held by the Council; provide benchmarking and assessment of their performance; and identify strategic opportunities that might deliver increased benefits and support Place making, housing, regeneration and commercial objectives.

In addition to the overarching Strategic Asset Review, there are a series of in-depth reviews currently planned for asset segments within the overall portfolio; specifically for in-depth reviews of HRA assets and General Fund garage portfolio. The outcomes of these initial reviews will be considered and further work may be commissioned as Phase 2, which could include a more in-depth review of the General Fund Commercial Property Portfolio.

2 Key Issues/proposals/main body of the report:

The Strategic Asset Review programme has the following workstreams scoped and planned:

Work stream 1 – High level Strategic Review of Dacorum's portfolio of assets.

This will include a high level performance review of the Council's overall asset portfolio. It will include a review of assets' strategic purpose, how the portfolio supports the Council's priorities and objectives for regeneration, Place, economic development and housing delivery, as well as the contribution to the Council's financial sustainability. Consideration will be given as to how the Council can make strategic improvements across its asset portfolio, and harness key investment opportunities through strategic development and management of its asset portfolio.

The review will also assess the categorisation and available data of these segments, and provide recommendations on improvements that will allow better strategic oversight of the portfolio, its opportunities, and aid future decision-making and management.

Work stream 2 –Detailed reviews of individual asset segments; and development of potential programmes for change

Work will be carried out within this work stream to conduct more detailed reviews of asset segments, and develop proposals for future developments that might improve contribution to housing, commercial, regeneration and place making agendas. These will be undertaken through separate commissioning activity, to secure the most appropriate expertise to support each review.

At present, the asset reviews planned within this work stream are for the Garage Portfolio, Housing and Sheltered Housing. Other work is also ongoing to consider key town centre sites in Hemel Hempstead. It is anticipated that the initial Strategic Asset Review may inform further detailed reviews of other General Fund assets, such as Commercial Property.

Asset segments/categories within the Council's overall portfolio include the following:

- Commercial Property Portfolio
- Garage portfolio
- Housing Estates (incl, Housing & Sheltered Housing)
- Key town centre Hemel Town Centre sites
- Neighbourhood centres
- Corporate Estate & other GF land and assets

- Community & cultural assets

Work stream 3 - Assessment of delivery vehicles:

This work stream will assess delivery vehicles that might support the Council's housing, commercial, regeneration and place-making objectives, including generation of additional long term income streams.

It will identify and assess a range of delivery vehicles, develop potential timelines for establishment of vehicles, and align with proposals for an initial 'pipeline' of development for delivery.

Project Costs

The various related work streams that are currently planned to review the Council's assets are estimated to cost approximately £516k in total as listed in Table 1. These costs can be partly funded from existing budgets however there is a shortfall of £211k required to deliver the work streams currently anticipated, as set out in Table 2.

Table 1

Work stream	Estimated cost HRA	Estimate cost GF	Total Estimated cost
Strategic Asset High Level Review	£60,000	£60,000	£120,000
Garage Portfolio	£0	£75,000	£75,000
Sheltered Housing Review	£30,000	£0	£30,000
Housing Estate Review	£150,000	£0	£150,000
Assessment of Delivery Vehicles	£0	£30,000	£30,000
Developing an outline pipeline (Work stream detail TBC)	£12,500	£12,500	£25,000
*Contingency and new tasks	£18,000	£18,000	£36,000
Interim internal project management resource	£25,000	£25,000	£50,000
Total cost	£295,500	£220,500	£516,000

* Contingency based on 7.5% of the total projected costs of the programme.

Table 2

	Estimated cost HRA	Estimate cost GF	Total Estimated cost
Total Estimated cost including contingency	£295,500	£220,500	£516,000
Approved funding:			
Strategic Asset Review (GF- Head of Property)	£0	-£40,000	-£40,000
Investment Team consultancy funding	-£200,000	£0	-£200,000
Commercial strategy budget (GF- reserve)	£0	-£65,000	-£65,000
Subtotal- approved funded	-£200,000	-£105,000	-£305,000
Funding to be approved (current funding shortfall)	£95,500	£115,500	£211,000

There is little expectation of capitalisation at this point but as the work develops and is completed the outputs will be reviewed to ensure any capitalisation of this investment is undertaken to reduce the impact to the revenue.

Interim Resource – It is envisaged that the first phase of the SAR project in Work stream 1 would sit with the Property Services team who do not currently have the capacity to fully commit to this project. The appointed resource would work part time and have a strategic/commercial Asset background to directly support the overall

project delivery and create the agility within the team to deliver the required focus and outputs. The estimated cost is based on a 6 month engagement secured through an agency.

The key outputs of the resource would include, but are not limited to the following;

- Project management of the SAR project
- Conduit for information to and from the Council and the appointed consultants
- Coordination and undertaking the creation of a commercial portfolio Asset Register
- Additional resource for the Property Services team creating the agility to maximise the outputs of the appointed consultants
- Scrutiny of outputs when presented as an initial draft

Programme

It is anticipated that the procurement of the work and completion of the Strategic Asset Review, Garage review and assessment of delivery vehicles will take somewhere in the region of 9 to 12 months for the various work streams. The Housing review timescales will require further review and development.

3 Options and alternatives considered

There is not capacity internally to undertake the reviews. As noted above, it is many years since the Council's HRA and General Fund assets have been reviewed.

4 Consultation

Officers have been consulted as appropriate in the development of this proposed review.

5 Financial and value for money implications:

There is a requirement for the allocation of £96k in HRA funds to undertake the housing elements of the review and £116k of one off General fund (GF) reserves. There is scope within the Dacorum Development reserve to fund the £116k of GF funding.

A one off reduction to the 2023/24 HRA revenue contribution to capital will support the HRA funding requirement of £96k, this further reduces the available reserves to the HRA going forward.

6 Legal Implications

The Council's legal team will be involved in the reviews where required to ensure legal implications are being fully considered before final recommendations are proposed.

7 Risk implications:

The reviews will include a rigorous risk identification and assessment process before any recommendations are proposed.

8 Equalities, Community Impact and Human Rights:

Community Impact Assessment – There are a range of reviews planned. No positive or negative impacts on the protective characteristic groups have been identified at this point, and this will be further considered as part of each review. .

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

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

Any sustainability implications will be considered as part of each review.

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

Any infrastructure implications will be considered as part of each review.

11 Conclusions:

The recommendations set out within this report will be reported to Cabinet in June 2023. A further report will be presented to Portfolio Holders, this Committee and Cabinet following the completion of each review.



Finance and Resources Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Quarter 4 Performance Report – Corporate and Commercial Services
Date:	6 June 2023
Report on behalf of:	Councillor Sally Symington, Portfolio Holder for Commercial Strategy and Delivery
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A – Key Performance Indicator report Appendix B – Commercial Development supplementary information (Commissioning and Tendering & TRO activities) Appendix C – Financial Services Operational Risk report
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	TRO – Traffic Regulation Orders

Report Authors/ Responsible Officers

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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
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Wards affected	All
Purpose of the report:	To provide Members with the performance report for Quarter four 2022-23 in relation to the Corporate and Commercial directorate.
Recommendation (s) to the decision maker (s):	That Members note the performance of the service as set out in the report.
Period for post policy/project review:	Quarterly

1 Introduction

This paper will provide an update on service performance over Q4 2022/2023 for the Corporate & Commercial Directorate, including Commercial Development, Finance & Resources and Legal & Democratic Services. It will also highlight key service achievements over this same period.

2 Commercial Development

This section of the report provides an update on the performance during Q4 2022-23 of Commercial Development Services.

2.1 Key Performance Indicators

The key performance indicators for Commercial Development can be found at Appendix A.

2.2 Procurement Activity

The Procurement team are currently supporting the delivery of a number of commissioning and tendering activities in compliance with the Council's Commissioning & Procurement Standing Orders. Tables of these activities can be found at Appendix B.

2.3 Procurement Compliance

Following a Procurement Assurance internal audit report, the recommendation was to update the Finance & Resources Overview & Scrutiny Committee with any non-compliance procurement activities.

Table 1 - Number of times the Procurement Standing Orders have been set aside during Q4

Contract	Justification	Responsible Officer
There were no incidents of the Procurement standing orders being set aside during Q4		

Table 2 - Non-Compliant procurement expenditure during Q4

Contract	Annual Value	Reason	Responsible Officer	Mitigation
Fixed Telecommunications	£65,000	Contract expired	Vacant Post	New tender submissions being evaluated – contract award likely in next few weeks
Supply of Sacks for Environmental Services	£40,000	Contract expired	Trevor Pugh	Report on contract award being presented to Commercial Board in June. If awarded expenditure will become compliant
Temporary Agency Staff	£2,000,000	Contract(s) expired	Matt Rawdon	Corporate contract commenced from April 2023
Car Salary Sacrifice Scheme	£48,000	Contract expired	Matt Rawdon	Report on contract award being presented to Commercial Board in May
Verge Hardening Programme	£350,000	Contract expired	David Barrett	New contract being prepared with HCC contractor, due in June
Supply of Bins & Caddies	£40,000	No contract in place	Trevor Pugh	Contract award report being presented to Commercial Board 06/23. If awarded then future expenditure will become compliant
Haulage of Waste from Cupid Green	£45,000	No contract in place	Trevor Pugh	Contract award report being presented to Commercial Board in June. If awarded then future expenditure will become compliant
Supply & Fitting of Tyres to Commercial Fleet	£75,000	No contract in place	Trevor Pugh	Contract award report being presented to Commercial Board in June. If awarded then future expenditure will become compliant
Supply of Grounds Maintenance Equipment	£110,000	No contract in place	Trevor Pugh	Contract award report being presented to Commercial Board in June. If awarded then future expenditure will become compliant

2.4 Parking Services

During both the Covid pandemic and the ensuing recovery period, the demand for both on and off street parking spaces across Dacorum was significantly reduced, however, data from Q4 in 2022/23 shows that the number of sessions when compared to the same quarter in 2019 are approximately 20% higher. Overall, the annual figures for 2022/23 are now slightly higher (0.2%) than the annual figures for 2019/20 (however it should be noted that the figures for February and March 2020 reduced as the pandemic took hold).

Customer parking behaviours appear to have changed since the start of the Covid pandemic, with off-street parking now 5% higher than it was in 2019/20, whereas on-street parking remains 27% lower. This will be monitored during the course of 23/24.

2. 4.1 Parking Sessions

2022/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	12,432	13,141	12,805	12,979	12,003	12,540	12,411	11,302	11,430	10,903	10,893	13,284
Off Street	93,041	98,072	93,253	98,490	93,716	95,135	100,624	98,745	104,455	93,685	92,869	104,568
Total	105,473	111,213	106,058	111,469	105,719	107,675	113,035	110,047	115,885	104,588	103,762	117,852

2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	16,817	17,681	17,184	18,060	16,154	16,261	17,774	17,423	16,756	16,385	16,044	12,371
Off Street	97,975	105,540	102,656	105,040	102,356	103,193	88,121	86,099	89,501	82,241	79,237	69,231
Total	114,792	123,221	119,840	123,100	118,510	119,454	105,895	103,522	106,257	98,626	95,281	81,602

Difference	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	-4,385	-4,540	-4,379	-5,081	-4,151	-3,721	-5,363	-6,121	-5,326	-5,482	-5,151	913
%	-26%	-26%	-25%	-39%	-35%	-30%	-30%	-35%	-32%	-33%	-32%	7%
Off Street	-4,394	-7,468	-9,403	-6,550	-8,640	-8,058	12,503	12,646	14,954	11,444	13,332	35,337
%	-4%	-7%	-9%	-6%	-9%	-8%	14%	15%	17%	14%	17%	51%
Total	-9,319	-12,008	-13,782	-11,631	-12,791	-11,940	7,140	6,525	9,628	5,962	8,481	36,250
%	-8%	-10%	-12%	-9%	-11%	-11%	7%	6%	9%	6%	9%	44%

The number of parking sessions during Q4 in 2022/23 against the same period in 2019/20 (Pre-Covid) is running at a 20% increase.

2.4.2 Penalty Charge Notices (PCNs)

The number of PCN's issued in on street locations has significantly increased during the latest quarter (62%) over the same period in 2019/20, whereas the number of PCN's in off street locations remains lower than this period (11%).

Overall, the number of PCNs issued in 2022/23 is still significantly lower than the 2019/20 period (3,265 or 26%), with on street PCNs being 8% lower and off street PCNs being 46% lower.

The main reasons for the reduced level of PCNs being issued are shown below:

- Almost 70% of PCNs are issued for on street parking infringements, the figures above indicate that on-street parking sessions are still 27% below the figures from 2019/20
- Due to the lack of a consistent number of Civil Enforcement Officers (CEOs) being deployed on the contract and the difficulties that Saba have had recruiting to these roles.

There are contractual mechanisms in the contract that compensate the Council from the under-deployment of a minimum level of CEOs.










2.4.3 Traffic Regulation Order activity for Q4 can be found at Appendix C.

2.5 Leisure Contract

Attendance figures for leisure centres at Berkhamsted and Hemel Hempstead and the athletics track at Jarman's Park are shown below. The overall attendance figures pre-pandemic were 20,000 per week on average, and in Q4 2022/23 they were 11,693 per week.

Weekly Attendance Data

Dacorum Leisure Contract

Week Commencing	Gym		Group Ex		Swimming		Outdoor		
Week Commencing	Hemel	Berkhamsted	Hemel	Berkhamsted	Hemel	Berkhamsted	Berkhamsted 3G	Track	Total
2021/22 Q1 Weekly Average	1,887	1,399	1,271	381	2,464	1,221	852	517	9,992
2021/22 Q2 Weekly Average	1,414	881	1,934	571	4,283	1,374	836	471	11,764
2021/22 Q3 Weekly Average	1,192	773	1,704	538	3,370	1,136	717	274	9,704
2021/22 Q4 Weekly Average	1,401	926	2,131	687	3,923	1,420	831	433	11,752
2022/23 Q1 Weekly Average	1,309	1,048	2,024	650	4,580	1,466	795	980	12,852
2022/23 Q2 Weekly Average	2,836 ¹	1,072	1,799	611	5,021	1,488	809	612	14,248
2022/23 Q3 Weekly Average ²	2,128 ³	1,058	1,906	674	3,139	1,184	688	288	11,069
2022/23 Q4 Weekly Average	3,277	1,389	2,322	827	1,869	832	800	423	11,693
Direction of Travel V's last Qtr									
Average Attendance	1,931	1,068	1,886	617	3,581	1,265	791	500	11,634

¹ Increase in attendance at gym in Hemel is mainly due to the installation of entry scanning facility

² Quarter included the Christmas week where attendance significantly reduces

³ Hemel gym closed for 2 weeks for refurbishment

The management fee was renegotiated for 2022/23 and was set at approximately 50% of the contractual management fee, but it is recognised that the leisure industry is still recovering from the pandemic and attendance has not yet returned to pre-pandemic levels.

2.6 Garage Service

The information below shows the number of terminations and commencements that have been completed within 2022/23.

	Q1	Q2	Q3	Q4	Total
Terminations	125	109	87	113	434
Commencements	182	128	109	159	578
Quarterly Difference	57	19	22	46	144
Occupied Garages	5,222	5,269	5,291	5,334	
Void Garages	1,916	1,869	1,847	1,770	

The number of commencements during 2022/23 was 578, and the number of terminations was 434

The number of garages being rented has increased by 144 in total over the year, or 2% of the total garage stock.

There have been 32 garages sold during 2022/23.

The rate of void garages is just below 25% and is on a downwards trend after being close to 27% at the start of the year.

2.7 Commercial Strategy & Programme

As outlined in previous reports in February and March 2023 to this Committee, the Council has developed a Commercial Strategy which has adopted a broad definition of 'commercial' and includes assessing, testing and developing various ways in which the Council might use its assets and capabilities more effectively; both to reduce costs and develop additional/ increased revenue streams.

It was recognised that continued financial pressures mean that focusing on cost reduction measures alone will not be a sustainable strategy, if the Council wishes to continue delivering the ambitions and services set out in the Corporate Plan.

Five thematic area have been identified within the Commercial Strategy. These are:

- Service Models
- Traded Services

- Procurement
- Contract Management
- Assets & Investments

These themes are not mutually exclusive, and some of the commercial projects which are recommended for implementation may fall into more than one of these categories. For example, a service model may need to be enhanced, before the service can be traded.

With support from consultants at Costain and Commercial Gov, and working across the Council's Corporate Leadership Team, an initial Commercial Programme was formed in 2022, with 12 Initial Business Case (IBCs) opportunities identified for further development to Full Business Case (FBCs). The 12 IBCs were reduced to 9, with the other 3 incorporated into ongoing transformation projects taking place within Housing and Waste Services.

Work progressed over 2022-23, with the outcome of the review of Fees & Charges being presented to this Committee in December 2022 as part of the budget approval process, and plans for development of Light Industrial Units on garage sites presented to the Committee in February and Cabinet in March 2023.

3 Shared Service opportunities (Legal Services, Planning Service and Environmental Services) are progressing discussions with neighbouring authorities, with the outcome of these discussions being presented to Scrutiny and Cabinet in due course.

The Parking FBC is currently under review and will be presented in due course to this Committee, after review by the Portfolio Holder.

A workshop with Council officers took place in April 2023 to identify other opportunities, and work relating to Strategic Asset Reviews will further consider opportunities for income generation and/ or cost savings for the General Fund through optimising development and management of the Council's assets.

3 Legal and Democratic Services Q4 Performance Report

3.1 The Legal Team

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

Matter	Client/type	Case Detail
Flytipping prosecution	DBC -V- Dadd	Fine £930 Legal costs of £900
Flytipping	DBC -v- JXI Construction Ltd	Fine £3,300 Costs £2,561
Injunction	DBC -V- Ibrar	Anti-Social Behaviour – Great Gaddesden
Flytipping	DBC -V- Dragonir	Fine £200 £552 costs for clear-up
Littering	DBC -v- Elliot	Conditional discharge 6 month

The Legal Service continues to review options for future service delivery and assess options for a shared service with neighbouring Hertfordshire authorities. The review forms part of the Council's Commercial Strategy and will be reported to members for review and decision once the relevant appraisal is complete.

3.2 Corporate and Democratic Support

During Quarter 4, Democratic Support carried out the following:-

- Delivered 2 Full Council meetings, which were live streamed via YouTube
- Supported 23 committees (including agendas & minutes)
- Supported 1 corporate meetings
- Processed and administered 11 new Portfolio Holder Decisions, published 10 completed decisions
- Processed 7 Officer Decisions
- 1 Member Development sessions were delivered as follows;

19th January – Housing Development Member Briefing Session

The team undertook preparations for the upcoming Local Elections to take place in May 2023, including preparing for, setting up and staffing Postal Vote Opening and finalising the New Member Induction Programme.

Mayoralty:

During Q4, the Mayoralty hosted a key event in the annual event calendar, the Mayor's Civic Reception at Pendley Manor.

The office raised a total of £2,565.95 for the Mayor's chosen charity for 2022/23 – Dacorum Community Trust, broken down as follows;

- Rotary Club/DCT Quiz Night raised £1,230.00 for DCT
- Ticket sales to the Mayor's Civic Reception raised £663.77
- Tombola and fundraising at the Mayor's Civic Reception raised £1,335.95
- The High Sheriff of Hertfordshire made a £250.00 donation in thanks for the enjoyable evening spent at the Civic Reception

- Staff Easter Raffle raised £188.00

The Mayor attended 21 engagements, both within Borough supporting local community & business events and at events hosted by Mayors & Chairs across Hertfordshire

The Deputy Mayor attended 11 engagements on behalf of the Mayor

Digital Print & Post Room:

In addition to the day to day workload and ad hoc requests for support and reprographics, during Qtr 4 the team;

- Processed and franked a total of 57,001 outgoing mail items, at a total cost of £33,150.09 (includes HVCCG & CAB which is recharged)
- Processed and banked 439 cheques with a total income of £126,092.54
- Received and banked 10 emergency cash transactions with a total value of £1764.47
- Supported the Electoral Registration Team with various print requests for the upcoming Local Election
- Supported the Strategic Planning team with scanning of documents and plans for the Jarvis development at Eastwick Row and Marchmont Field development
- Supported the Planning Team with printing of large documents for the consultation/inspector enquiry at Tring .
- Supported the Legal team with printing/scanning various last minute court bundles
- Our Courier service has gone above and beyond with delivering personnel urgent letters, delivery of stationery items to staff, including collections of confidential waste

3.3 Electoral Services

Electoral Register

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

Additions 1406

Deletions 932

Changes 171

Movers 397

Elections 2023

Further preparations were made for the forthcoming elections in May 2023. Key tasks completed included:

- All polling stations booked
- Communications with Everyone Active were held to organise the verification and count.
- Appointing Staff to allocate to the 400 roles.
- All training prepared for CLT, Polling station inspectors and polling station staff. A lot of changes were needed in particular for the station staff training due to voter ID and new accessibility requirements.
- An initial meeting and follow up meetings took place with the election agents
- All Parish Clerks were kept up to date with regular information explaining the voter ID requirements, arrangements for the receipt of Nominations and key dates of the election timetable.
- The Notice of Elections published and circulated to all Town/Parish Clerks.
- A policing plan agreed for dedicated support on the day should it be required.
- A Business Continuity meeting was held with the Returning Officer to discuss emergency situations and agree DBC's approach to each.
- All poll cards were issued on the 22nd of March 2023 which included details on voter ID and the accepted forms to be used.
- Nominations opened and until the close at 4pm on the 4th of April 2023.

Voter ID

The local awareness campaign took place, following the launch of the Electoral Commissions national campaign. Social media and the Council's website were constantly updated and used to raise awareness of photo ID. Posters were displayed within the Forum, in sheltered schemes and community centres.

In addition, roll up advert screens were displayed in The Forum, Berkhamsted & Tring Civic Centres, and Berkhamsted & Hemel Hempstead Sports Centres.

3.4 Licensing

- Animal Licensing Officers dealt with several complaints through January, February and March. These complaints included unlicensed boarders, dog walkers and breaches committed by Licence Holders. The Enforcement Officers have also dealt with breaches of Private Hire and Hackney Carriage Licenses which resulted in two drivers going before the Licensing Committee in January 2023. A further driver was referred to the Licensing Committee for Dangerous Driving. Inspections of vehicles on the Taxi Ranks and at the respective offices were also carried out.
- There was also a visit made by an Enforcement Officer with Border Force Officers to a premises in Hemel Hempstead, where workers were arrested for working illegally and not having permission to be in the UK .There were also visits made to several public houses in the Dacorum area to carry out general inspections and enforcement visits in relation to breaches of licence.
- Inspection visits have also been carried out on the Licensed Betting Shops in the Dacorum area. This was to check that the licensing regulations are being followed. All Betting Shops complied with their licensing conditions and no breaches were found or advice given.
- The Licensing Team were also informed that, following a previous enforcement visit carried out in 2022, Border Force had issued a £20,000 fine to the licensed premises where several illegal workers were found.

4 Finance & Resources Q4 Performance & Operational Risk Report

4.1 Introduction:

Operational Risk and Performance reports are presented to Overview and Scrutiny Committees on a quarterly basis. They provide Members with an opportunity to scrutinise performance against a range of key indicators.

4.2 Quarter 4 Finance and Resources performance report:

- A. This report outlines the 2022/23 Quarter 4 (January – March) performance of the Finance and Revenues and Benefits services, the details of the quarterly KPI's are included in the enclosed the Appendix A Corporate and Commercial Performance report.

The Performance appendix detail the current performance against a range of agreed Key Performance Indicators. These report detail that there is only 1 red KPI where performance requires improvement;

FIN02a Time taken for debtors to pay –

This has been adversely impacted in the last 2 years by several government Covid policies around debt collection and in particular around enforcement of the collection of commercial rent, these policies have either limited or prevented the standard debt collection processes.

This has resulted in the Council holding more historic commercial property debt resulting from the pandemic, where either businesses have chosen to repay debt through payment plans which take longer to pay back and delay payment, or have not been paying their debt as previously expected.

The “normal” debt recovery processes only returned in November 2022 and improvement has been made since these changes came about but the service will take time to return to pre covid levels. During 2022/23 this KPI peaked at over 60 days and is now around the 50 – 52 days so improvement has been made to date. The commercial property and finance team are working in combination with commercial property tenants to improve this performance.

The council has a bad debt provision that could fund unpayable debts and the impact on the council's cashflow of this reduced performance is minimal. Although the financial impact at present is negligible the service is driven to improve this level of performance, to pre covid levels in 2023/24.

4.3 Finance and Resources Quarter 4 Operational Risk Report

The Qtr 4 Finance & Resources operational risk register is attached in Appendix C. There are no changes to the scoring at quarter 4 from quarter 3. At present there is one red rated operational risk in relation to the council tax and business rates collection. The collection rates finished slightly behind the targeted levels in 22/23 but both rates are an improvement on year on year, but not yet achieving pre covid performance levels.

Although the in-year collection rate has underperformed from a budget/cash perspective the in year collection of previous year's arrears has exceeded expectations and hence there is no reported budget pressure in 22/23. The poorer collection performance in quarter 3 and 4 combined with the current economic outlook, would suggest the collection rate performance in 23/24 will be very challenging and hence will be under close scrutiny.

5 Financial and value for money implications:

Poor performance or increased risk would indicate areas of concern and potential lack of best value, and these services and processes are reviewed as part of the ongoing corporate financial monitoring framework and reflected in the budget monitoring reports presented to Scrutiny and Cabinet.

6 Legal Implications

N/A

7 Risk implications:

The process of reviewing and reporting performance and operational risks is part of the wider risk management processes undertaken by the council, to ensure risk management and mitigation is undertaken where required and follows the strategic risk strategy outlined by the council.

8 Equalities, Community Impact and Human Rights:

No Community or equalities assessment has been undertaken specifically as part of this report. The services and the service delivery processes are assessed periodically to ensure these services reflect the Council's policies on service delivery.

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

N/A

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

N/A

11 Conclusions: Performance and risk are outlined in the appendices and summarised in the report, and the Committee are asked to note the report.

Commercial Development - Performance Scorecard

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
FIN12	Garages Income ytd budget against ytd actual	Mar 2023	£3,257,972	£3,267,200	✔	
<p>The 12 month target for income generated from garage rentals in 2022/23 was £3,267,200, at the end of March 2023, the actual income generated from garage rentals was £3,257,972. This was a shortfall of £9,228 or 0.28% of the budget. This was an increase in income from 2021/22 of £125,000</p>						
FIN13	Car Parking Income ytd budget against ytd actual	Mar 2023	£2,091,488	£2,713,280	✔	
<p>The number of parking sessions and the duration of the sessions have not returned to pre-pandemic levels. This indicates that customer behaviours have changed and as a result the income generated from the Council's car park assets does not reach the income target in the budget. As this has been the case since April 2020, the income target in the budget for 2023/24 has been reduced by £450k.</p>						

Financial Services - Performance Scorecard

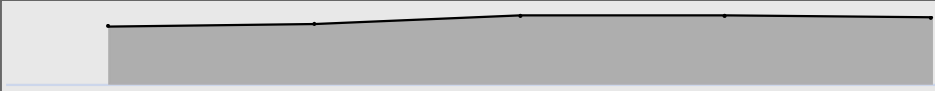
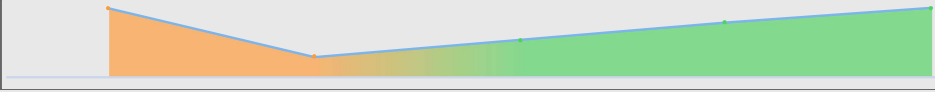
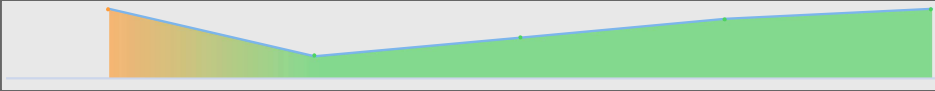
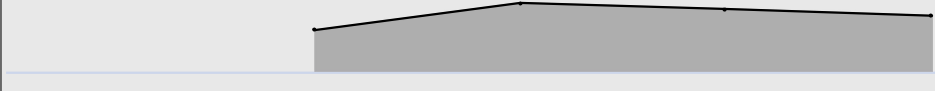
Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
FIN01 (Q)	Percentage of creditor trade invoices paid within 30 days (Q)	Mar 2023	98.90%	96.00%	?	.
FIN02a	Time taken for debtors to pay	Mar 2023	51.8	40.0	✘	
<p>Performance against this indicator deteriorated during the pandemic due to government restrictions in place around the collection of debt. Those restriction have now lifted. Performance has improved month on month and is now just below target. Financial Services continues to engage with the Council's debtors in order to improve collection performance and undertake a proactive review of debt to write off where uncollectable. Council debtors are taking longer to pay than they have previously, with payment plans in place for a proportion of Council debt. An increasing proportion of debtors are on payment plans which has and adverse effect on this performance indicator and secures income to the Council in the medium term. The Council's Financial Services team continued to work to maximise income recovery for the Council, mindful of the impact of the current cost of living increases that the Council's customers are having to manage.</p>						
FIN03 (Q)	General Fund Budget Variance against forecast (Q)	Mar 2023	80,000.00	0.00	?	.
<p>This KPI reports the total forecast variance to budget for the Council's General Fund services, across income and expenditure. The position shown is that forecast at the end of February 2023, the latest approved position. A pressure of £80k is forecast against General Fund as at the end of February 2023. There is an underlying pressure is driven by inflationary costs on fuel and the costs associated with the 2022/23 pay award. A request was made in February to Cabinet to recommend to Council to draw down reserve funding to meet this pressure in 2022/23.</p>						
FIN04 (Q)	Housing Revenue Account Budget Variance against forecast (Q)	Mar 2023	113,000.00	0.00	?	.
<p>This KPI reports the total forecast variance to budget for the Council's HRA services, across income and expenditure. The position shown is that forecast at the end of February 2023. A pressure of £4.113m was forecast against HRA as at the end of December 2023. This position is to be mitigated by a reduction in revenue contribution to capital and a draw down from HRA revenue reserves. This approach was approved by Cabinet to recommend to Full Council during February 2023. This is driven by expected repairs and maintenance expenditure. There are also pressures against utilities costs and additional costs from General Fund relating to resources supporting the HRA.</p>						
FIN06 (Q)	Capital variance against forecast (Q)	Mar 2023	0.00	0.00	?	.
<p>This KPI shows the slippage against the Council's HRA and General Fund capital programme. The position shown is that forecast as at 31 December 2022, the latest approved position. There is further slippage against the HRA capital programme of £10.6m, largely due to delays in starting housing development projects. This delay has been caused by planning approval restrictions in place prior to the implementation of the mitigation strategy relating to Chiltern Beechwoods Special Area of Conservation. Slippage of £2.1m is reported against the General Fund across a variety of schemes. Further information can be found in the Q3 Financial Performance report to February Cabinet.</p>						

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
FIN08 (Q)	Investment income: outturn forecast against budget Q	Mar 2023	1,503,000.00	492,000.00	?	
Returns on the Council's investments are performing over target due to increases in the Bank of England base rate not anticipated when targets were set.						

Legal & Democratic Services - Performance Scorecard

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
DPA01	Percentage of Data Protection Act requests met in 31 days	Mar 2023	91.30%	100.00%	❌	<p>The Performance Trend column contains a bar chart. The bar represents the actual performance of 91.30% against a target of 100.00%. The bar is colored orange, indicating a performance gap. The chart shows a downward trend from the target line to the actual value.</p>

Revenues and Benefits - Performance Scorecard

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
RBF01 (Q)	Average days taken to respond to a benefit-related contact from a resident. (Q)	Mar 2023	14.20		✓	
<p>Performance remains comparative to the previous quarter. The service has struggled with workload as the busiest time of year has combined with staff sickness absence and changes to resourcing from our resilience suppliers.</p> <p>The service is seeing a particular increase in the number of new applications being submitted. This is likely being caused by cost of living pressures. However, we are not seeing any corresponding increases in caseload, indicating that many of these applicants do not qualify for any help.</p>						
RBF04 (Q)	NNDR (Business Rates) in-year collection rate (Q)	Mar 2023	96.00	95.10	✓	
<p>The end of year collection level shows improvement from the last two years, but has still not returned to the level which was achieved before the pandemic. This is likely to be linked to the ongoing issues with energy prices and the wider economic environment.</p>						
RBF05 (Q)	Council Tax collection rate (Q)	Mar 2023	97.40	97.20	✓	
<p>The collection rate is continuing to slowly recover from the sharp drop at the beginning of the pandemic, but has not yet returned to what would previously have been considered normal level.</p>						
RBF03 (Q)	Average days taken to respond to a council tax related contact from a resident (Q)	Mar 2023	16.51		✓	
<p>Performance in this area continues to recover, as officers are no longer being diverted to other tasks.</p> <p>The increased complexity of many contacts compared to the pre-pandemic period remains, as residents are seeking support in respect of both current liability and arrears from previous years</p>						

Appendix B – Commercial Development Supplementary Information (Commissioning & Tendering activities, & TROs)

Table 1 Q4 - Commissioning Activities

Project	Status	Service	Duration	Total Value
Nurse-led Absence Management (WBC Framework) DECISION NOT TO TENDER	Decision to change to an in-house absence management system.	People and Transformation	4 years	£100,000
Mobile Phone Communications	Commissioning process commenced. Head of Digital request to extend by one year to allow for digital transformation review	Corporate and Commercial Services	5 years	£150,000
Parking Enforcement Contract Compliance & Business Process	Commissioning in progress but linked to Smart Parking project	Commercial Development	10 years (5 years + 5 years)	£3,970,000
Banking Services	Commissioning stage completed Further competition via framework -NEPO update is that framework will not be available until Autumn 2023	Financial Services	5 years	130,000
Cleaning Services at Maylands Business Centre & Kylna Court	Commissioning in early stages of progress	Place, Communities and Enterprise	3 years	90,000
Parking Enforcement Integrated Systems & Software	Commissioning in progress but linked to Smart Parking project	Commercial Development	10 years (5 years + 5 years)	£,920,000
Tree Maintenance Service Lot 1	Commissioning in early stages of progress	Environmental Services	5 years	£575,000
Tree Maintenance Service Lot 1	Commissioning in early stages of progress	Environmental Services	5 years	£200,000
Community Alarm Monitoring Contract	Commissioning in progress	Housing Management	5 Years	£366,678
Community Alarm Equipment Upgrade	Commissioning in progress This will be carried out by Housing Property Services (and not Housing Management as previously)	Housing Property Services	5 years	890,000

Project	Status	Service	Duration	Total Value
All voluntary sector contracts	Commissioning in early stages of progress.	Place Communities & Enterprise	5 Years	TBA
Facilities Management Service	Commissioning in progress	Property Services	5 Years (plus 2 x 1 year extensions)	£2,436,000
Furniture for sheltered accommodation	Commissioning in early stages of progress	Housing Management	5 years	£400,000
Laundry Equipment for Sheltered Accommodation	Option to extend present contract by two years. Report to Commercial Board in progress	Housing Management	5 years	£120,000
Public Planning Notices	Commissioning in progress	Development Management	28 months	£128,000
Occupational Health Services	Commissioning in early stages of progress	People	5 years	175,000
CRM system	New requirement following outcome of Transformation Programme. Commissioning process has commenced.	Transformation	TBA	TBA
Upgrade of the Council's Fleet Management System	Commissioning process has commenced.	Environmental Services	5 years	46,000
Housing Support Software/Homeless Link	Commissioning process has commenced.	Housing Management	5 years	63,500
Civica Abrisas case management system	To be Reviewed as part of the Digital Transformation	Housing Management	TBC	TBC
Supply of Laptops and Mobile Tablets as part of the Desktop Refresh Programme	Commissioning process to be commenced.	Digital	5 years	67,000
Supply of Sacks for Environmental Services	Commissioning in progress	Environmental Services	4 years	160,000
Supply of Bins, Caddies and Associated Products	Commissioning in progress	Environmental Services	4 years	120,000

Haulage of Waste from Cupid Green	Commissioning in progress	Environmental Services	4 years	180,000
Project	Status	Service	Duration	Total Value
Supply and fitting of tyres to Commercial Vehicles	Commissioning in progress	Environmental Services	5 years	300,000
Supply of Grounds Maintenance Equipment and Ride on Mowers for Clean, Safe & Green	Commissioning in progress	Environmental Services	4 years	440,000
Debt Recovery & Enforcement Services	Commissioning in early stages of progress	Revenues & Commercial	3 years + OTE 2 years	Income generating
Asbestos Surveys for Housing Properties	Commissioning in progress	Housing Property Services	4 years	520,000
Electrical Works	On hold while EY audit is carried out	Housing Property Services	TBC	TBC
Fire Risk Assessments	On hold while EY audit is carried out	Housing Property Services	5 years	250,000
Disabled Facility Grants	On hold while EY audit is carried out	Housing Property Services	4 years	14,820,000
Homeless Hostel – The Elms	Commissioning in progress	Housing Operations & Safe Communities		
Light Industrial Units	Commissioning in progress. Approval via Commercial Board for procurement of a Principal Contractor via a “Mini Competition” through the WCHT Developer Services or Catalyst Construction and Services framework.	Development	Completion by 2025	£2,750,000

Table 2 - Q4 - Tendering Activities

Title of Tender	Service Area	Contract Duration	Estimate Value £
Telecommunications Services	Digital	3 years (plus 2 year extension)	£325,000
Temporary Agency Staff – Approval to use CCS framework	People	Up to 15.1.24	Up to £2,000,000
Supply, Installation & maintenance of Stair lifts and Ceiling Joists	Housing Property Services	5 years	£1,000,000
St Margarets (Main Contractor) AWARDED	Development	97 weeks	£11,370,519
Garages Stock Condition Survey AWARDED	Commercial Development	10 weeks	£122,684
Paradise Depot	Development	36 months	£15,600,000
Site Inspection St Margaret's Ways and Marchmont Fields	Development	Duration of build for each project	£29,550
Car Salary Sacrifice Scheme via ESPO framework	People & Transformation	4 years	£192,000
Housing Benefit Resilience Service	Revenues Benefits & Fraud	4 Years	£540,000
Supply, Installation and Maintenance of the Multi-Functional Printers AWARDED	Corporate and Commercial Services	18 month extension to existing contract	£150,000
Strategic Growth Location Study – review & update via NEPO framework Bloom contract	Place	6 months	£110,000
Consultation software via G Cloud framework	Development Management	3 years	£47,725
Leadership Development Programme via YPO framework	People	12 months	£130,000

Traffic Regulation Orders Q4

Marlowes (North)

Proposal to introduce Pay to Park bays, No waiting restrictions, No waiting/no loading restrictions, and Disabled badge holder only bays.

The installation went well last year, Murrills completed the signing, lining and machine installation and the machines were recommissioned by an IPS engineer. The Advertising & Implementation stage was completed and the scheme was set to go live on Friday 4 November 2022. However, the Hertfordshire County Council's Traffic Regulation Order (TRO) team indicated that our TRO required a minor correction as is related to old (2007) legislation now revoked by 2022 legislation in May 2022 (even though the old legislation was correct at the time of the public consultation).

The TRO error affects the Pay & Park bays only. We have suspended these bays and we have covered the payment machines and signage. The error requires an amendment order requiring a statutory consultation to resolve. Parking Services submitted a Portfolio Holder Decision to introduce the amendment order. As the PH decision was not called in Parking Services instructed consultants ADL to undertake the process to correct the error including the statutory consultation.

Stakeholders affected by the proposals were consulted over a three-week period from Wednesday 11 January 2023 to Wednesday 1 February 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette. Parking Services have received the consultation report from ADL and is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://dacorum.gov.uk) website page.

The decision to implement the scheme had already been made by Portfolio holder and by the Head of Commercial Development, therefore Parking Services requested that the scheme progressed to the Advertising & Implementation stage, requiring a 'Notice of Making' to be advertised in the local paper, online and with site notices on Wednesday 15 March 2023. Paybyphone, Saba Park Services and IPS were all apprised of the go live date of Monday 20th March 2023.

Latest Update

The parking scheme is now in operation as of Monday 20th March 2023. Parking Services are receiving income from motorists requiring to park and Saba Park Services (UK) Ltd are enforcing the new parking restrictions as per the new Traffic regulation Order. The feedback received indicates that the scheme is a success and is really helping shops as customers can now park. Furthermore, season tickets valid for the Queensway car park nearby are being offered to those needing to park all day or for long periods of the day such as shop owners or their staff. The season tickets are £150 and are valid for 1 year from the date of application.

Waterhouse Street

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

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

Received decision from the Portfolio Holder for Corporate & Contracted Services after reading the consultation report, and we have decided to make revisions to the proposal, which are:

1. Instead of proposing Pay to park bays on the western side of the road after the pedestrian crossing, we propose to keep the existing taxi rank, although only five standard vehicles in length* please see the revised proposal in the map below
** A standard vehicle length would be equal to the length of a family car such as a Ford Focus*
2. Proposing 8 disabled badge holder only bays on the western side of Waterhouse Street, instead of proposing 7 disabled badge holder only bays restricted from Monday to Sunday from 8am to 8pm to a maximum of 3 hours parking with no return within 2 hours.

The County and local councillors have agreed to the proposed changes and we have received the draft TRO, schedule, statement of reasons, and plan from ADL. Therefore Parking Services instructed consultants ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from Wednesday 11 January 2023 to Wednesday 1 February 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette.

The statutory consultation was concluded and Parking Services now have the consultation report from ADL, which will be placed on the [Councils results of completed consultations web page](#) with the recommendation to continue to make and implement the Traffic Regulation Order as proposed.

Latest Update

The scheme now requires decisions from the new Portfolio Holder and the Head of Commercial Development to pursue with the implementation of the scheme, or not.

The Denes, Hemel Hempstead

Proposal to limit the existing parking bays outside the shopping areas to two hours with no return within two hours Monday to Sunday 8:00am - 7:00pm further to Cllr Maddern's correspondence with Parking Services.

Our consultancy (ADL) have undertaken a site visit and assessment and have engineered a scheme design that is agreeable to the local stakeholders in the area including no waiting at any time on the junctions of Pinecroft/The Denes, Barnacres Road/Georgewood Road, Barnacres Road/The Denes.

Our consultancy (ADL) has undertaken an informal resident/business consultation and the consultation report is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://dacorum.gov.uk) web page. The consultation report has also been shared with Cllr Maddern and Cllr Williams who have given their consent for the scheme to pursue. Hertfordshire County Council have approved the TRO and Parking services are now ready for the statutory consultation.

Parking Services received the draft TRO, schedule, statement of reasons, and plan from ADL. Therefore, Parking Services instructed consultants ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from 1st March 2023 to 22nd March 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette.

The statutory consultation was concluded and Parking Services now have the consultation report from ADL, which will be placed on the [Councils results of completed consultations web page](#) with the recommendation to continue to make and implement the Traffic Regulation Order as proposed.

Latest Update

The scheme now requires decisions from the new Portfolio Holder and the Head of Commercial Development to pursue with the implementation of the scheme, or not.

Anchor Lane, Hemel Hempstead

Further to Cllr Allen and Herts Police's correspondence with Parking Services, Parking Services propose to introduce No Waiting at Any Time (Double Yellow Line) restrictions at the junction with Heath Lane up to the end of the current No Waiting 'Mon-Fri 8.30am-4.30pm' (Single Yellow Line). There are currently three restrictions in a small area on Anchor Lane, Parking Services are proposing to make the area less confusing to motorists, and to help to prevent parents parking (and driving) along the pavements at school drop off and pick up times.. Also at the junction of Beechfield Road and Anchor Lane the proposal is to introduce additional no waiting at any time restrictions in order to prevent parking close to or on the mini roundabout.

Our consultancy (ADL) have undertaken a site visit and assessment on Friday 22 April 2022 and have engineered a scheme design that is agreeable to the local stakeholders in the area. Parking Services are proposing to introduce no waiting at any time (double yellow) lines on Beechfield Road including protection for the Anchor Lane/Beechfield Road junction. Correspondence has taken place between Councillors and Parking Services to extend these double yellow lines from the Beechfield Road/Anchor Lane junction to outside number 38 Beechfield Road as currently residents are parking their vehicles on the grass verge, which we are proposing to stop.

Parking Services received the decision to pursue with the scheme and have ADL have completed the informal resident's consultation. The consultation has concluded and our consultancy (ADL) have provided their consultation report, which is available to view on the [Councils results of completed consultations web page](#)

The report was shared County and ward councillors for comments as to whether we pursue to the formal statutory consultation. We have received their feedback to extend yellow lines and move the advisory disabled bay from the pavement on Beechfield Road to prevent pavement parking. Parking Services is working on the revised plan to with ADL to incorporate these changes before then proceeding with the statutory consultation.

The County and local councillors have agreed to the proposed changes and we have received the draft TRO, schedule, statement of reasons, and plan from ADL. Therefore, Parking Services instructed consultants ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from 1st March 2023 to 22nd March 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette.

The statutory consultation was concluded and Parking Services now have the consultation report from ADL, which will be placed on the [Councils results of completed consultations web page](#) with the recommendation to continue to make and implement the Traffic Regulation Order as proposed.

Latest Update

The scheme now requires decisions from the new Portfolio Holder and the Head of Commercial Development to pursue with the implementation of the scheme, or not.

Elm Grove, Berkhamsted ('F' Zone)

Proposal to introduce a residents only Controlled Parking Zone in order to formalise current parking habits to avoid obstruction currently caused by inappropriate parking by commuters visiting the town centre.

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

The call in period expired and we informally consulted residents and business on a proposal to alter the existing parking arrangements at Elm Grove, Berkhamsted, consisting of the introduction of:

1. A permit parking area (Controlled Parking Zone F) - permitting only permit holders to park in that area.
2. Additional no-waiting-at-any-time (double yellow line) restrictions - to prevent parking on both sides of Elm Grove.

The proposals

The proposals are in response to concerns being raised about non-resident vehicles (consisting of shoppers and commuters) parking on Elm Grove meaning residents are unable to park near to their properties.

These measures are also being proposed for the following reasons:

- To prevent double parking on Elm Grove

- To enable residents to park close to their homes by preventing commuters/shoppers parking on the road (whom would not be eligible for a permit)
- To prevent parking at the junction of Elm Grove and A4251 High Street
- To generally improve the safety and navigability of Elm Grove for road users

Our consultancy (ADL) has undertaken an informal resident/business consultation and the consultation report is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://dacorum.gov.uk) web page. The consultation report has also been shared with councillors who have given their consent for the scheme to pursue. Hertfordshire County Council have approved the TRO.

We have received the draft TRO, schedule, statement of reasons, and plan from ADL. Therefore, Parking Services instructed consultants ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from 1st March 2023 to 22nd March 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette.

The statutory consultation was concluded and Parking Services now have the consultation report from ADL, which will be placed on the [Councils results of completed consultations web page](#) with the recommendation to continue to make and implement the Traffic Regulation Order as proposed.

Latest Update

The scheme now requires decisions from the new Portfolio Holder and the Head of Commercial Development to pursue with the implementation of the scheme, or not.

Old Fishery Lane, Hemel Hempstead

Proposal to introduce no waiting at any time restrictions (double yellow lines) on Old Fishery Lane. Currently vehicles are parking at the end of the road, on the turning head and outside homes. DBC & HCC have received complaints from residents that they cannot use their drives. There has also been a canal boat fire and the fire brigade struggled to get as close to the fire as they wanted.

Therefore, Parking Services has offered to introduce the restrictions, if HCC provide the funding to do so. HCC have agreed and invoice sent.

Parking Services has raised an EDRS.

The call in period expired and we informally consulted residents and business on a proposal to alter the existing parking arrangements to introduce the proposed restrictions.

- Introducing 'No Waiting at Any Time' (Double Yellow Line) restrictions along both sides of the carriageway south of the canal bridge and into the turning head.

The introduction of No Waiting at Any Time (Double Yellow Line) restrictions on Old Fishery Lane aims to; prevent inappropriate parking close to the canal bridge, prevent private accesses and the turning head being obstructed, ensure the safe, convenient, and expeditious movement of traffic and generally improve road safety and amenity in the vicinity.

Our consultancy (ADL) has undertaken an informal resident/business consultation and the consultation report is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://dacorum.gov.uk) web page. The consultation report has also been shared with councillors who have given their consent for the scheme to pursue. Hertfordshire County Council have approved the TRO and Parking services are now ready for the statutory consultation.

From feedback, ADL and Parking Services have recommended that the entire road to be restricted not just the lower half past the bridge. Cllr Fiona Guest has instructed the scheme from her locality budget and is very keen to pursue.

The County and local councillors have agreed to the proposed changes and we have received the draft TRO, schedule, statement of reasons, and plan from ADL. Therefore, Parking Services instructed consultants ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from 29th March 2023 to 19th April 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette.

The statutory consultation was concluded and Parking Services now have the consultation report from ADL, which will be placed on the [Councils results of completed consultations web page](#) with the recommendation to continue to make and implement the Traffic Regulation Order as proposed.

Latest Update

The scheme now requires decisions from the new Portfolio Holder and the Head of Commercial Development to pursue with the implementation of the scheme, or not.

Risk Register Summary Table

Risk Name	Risk Owner	31 Mar 2023		
		RM01 Risk Consequence	RM02 Risk Likelihood	Status
		Actual	Actual	Actual
Council Tax & Business Rates collections rates drop below budget	Nigel Howcutt	3	4	12.00
Delays and errors in the processing of Benefits claims	Nigel Howcutt	2	3	6.00
Delays to Capital programme	Nigel Howcutt	2	4	8.00
Failure to optimise income generated by commercial assets	Nigel Howcutt	3	1	3.00
Variances in General Fund revenue budget	Nigel Howcutt	3	2	6.00

Risk Name	Detail	31 Mar 2023
		Status
Council Tax & Business Rates collections rates drop below budget	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Council Tax & Business Rates collections rates drop below budget.
	Reference to Strategic Objectives / Priorities	Finance & Resources Operational Risk Register
	Inherent Score	9 ▲
	Mitigated Score	12.00 ▲
	Risk Appetite	6.00
	Comments	
	Controls & Assurances	<p>The following controls aim to identify as quickly as possible if the Council is falling behind on its collection rates target for the year. If a problem is identified, the Council is then able to invoke a range of options to minimise the ongoing negative impact on collection.</p> <p>Profiled monthly collection rates are monitored monthly - see KPIs RBF04 and RBF05. Reasons for variances are then investigated in order to address problems quickly as possible.</p> <p>Direct debit payment is recommended for all customers – a pre-filled instruction is sent to all non-DD payers with their annual bill or a first bill for a new taxpayer. The direct debit method reduce the risk of under-collection because it eliminates the risk of a payer forgetting to make a monthly payment.</p> <p>The service always promotes the payment of council tax by direct debit and this supports the consistency and reliability with which residents pay their council tax.</p> <p>Following the cessation of the governments Covid protection policies the council has reinstated an active programme for taking formal recovery action against non payers and this is monitored monthly and overseen through quarterly performance reporting.</p> <p>During Quarter 3 and also in Quarter 4 in 2022/23 the collection rate performance has reduced compared to the first half of 22/23 and the likelihood of in year collection rate achieving the targeted levels was challenging, hence an increase in the overall risk score from 9 to 12 at quarter 3. This score has not changed to quarter 4 as end of year collection rates have dropped behind expected levels.</p> <p>Collection rates in 2022/23 has improved on the previous 2 years but is still slightly behind pre covid levels. The service is collecting greater levels of historic arrears from previous years, so the actual cash collected for council tax is in line with budgeted expectations.</p>

Detail

Status

Evidence Risk is being managed

The processes for collection of council tax and business rates have been consistent over time and the budgeted collection rate levels have been achieved over the medium term.

The collection rates achieved are above national averages and specifically business rates collection was in the upper quartile of national performances. The average national council tax collection in 2022/23 was 98% with Dacorum targetting 99.4% collection rate.

The service has been able to increase the volume of CT payers that are received through Direct Debits and has also developed 10 and 12 monthly payment processes in the last few years.

Consequences / Impacts

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

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

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

Delays and errors in the processing of Benefits claims

Risk Owner

Nigel Howcutt

Portfolio

Finance & Resources

Risk Description

Delays and errors in the processing of Benefits claims

Reference to Strategic Objectives / Priorities

Finance & Resources Operational Risk Register

Inherent Score

12 ▲

Mitigated Score

6.00 ●

Risk Appetite

6.00

Comments

Controls & Assurances	<p>The controls in place aim to mitigate this risk by closely monitoring performance to assist with effective decision-making around resource allocation. This is a heavily process driven service area and close monitoring also helps to identify bottle necks in the process which need to be improved to optimise performance. By subjecting the process to this regular in-depth scrutiny the Service is able to reduce the probability of the risk crystallising, hence the reduction between the Inherent Risk score (4) and the Residual Risk score (2) after the controls have been taken into account.</p> <p>Quality checking and individual performance management is in place. These mean that each officer has targets for their personal productivity and accuracy, and information from quality checks is fed back in order to sustain improvement.</p> <p>Average time taken for processing new claims and changes in circumstances forms part of monthly monitoring which is deemed good practice.</p> <p>Processes are in place to expedite cases where the customer is vulnerable or facing eviction. These processes start when a case is identified within benefits, or by customer services, homelessness, housing etc. The service work in partnership with other council services and external bodies to achieve good outcomes for the residents.</p> <p>Monthly meetings are held between senior officers within Finance & Resources to monitor detailed performance levels at each stage of the claims process, and quarterly performance meetings with the S151 are undertaken.</p> <p>This enables intermediary targets to be set for discrete elements of the process, which in turn enables the more effective monitoring which has resulted in significantly improved performance over the last 6 months.</p> <p>The service is experiencing more requests for benefits and more complex queries from residents, likely linked to the current cost of living pressures being experienced, and additional energy reliefs being processed by Dacorum. The performance has stabilised to around 14 days which is very much in line with sector averages.</p>
Evidence Risk is being managed	<p>Prior to pandemic the KPI's for the housing benefit service in 2019/20 were all achieved with new performance records set along the way.</p> <p>The 20/21 and 21/22 financial years saw a surge in new cases and changes to existing claimants. The service have had to introduce new ways of working to deal with the new cases pre and post covid. The performance on changes to existing housing benefit cases has remained strong with performance in the second half of 22/23 being the strongest achieved in the last 2 years.</p> <p>The annual housing benefits audit and audit returns have all being approved by auditors and the processes have received substantial assurance.</p>
Consequences / Impacts	<p>This risk links to the corporate objective of delivering modern and efficient council services.</p> <p>Customers could suffer personal hardship resulting from delays or errors in the processing of claims.</p> <p>Significant reputational risk associated with high-profile errors.</p> <p>Staff time spent on addressing unnecessary errors leads to duplication of effort and is an inefficient use of resources.</p> <p>Government subsidy for housing benefit expenditure is based on external audit certification of the claim made. There is financial risk if errors on cases are identified during their testing.</p> <p>Communications with claimants needs to be well-written and jargon-free in order to reduce the risk of repeat queries which puts pressure</p>

Risk Name	Detail	31 Mar 2023
		Status
Delays to Capital programme	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Delays to Capital programme
	Reference to Strategic Objectives / Priorities	Finance & Resources Operational Risk Register
	Inherent Score	8 ▲
	Mitigated Score	8.00 ●
	Risk Appetite	6.00
	Comments	

Controls & Assurances	<p>The controls that have been implemented to mitigate this risk target the robustness of capital bids both at the time they are submitted and throughout the delivery phase of the projects.</p> <p>In particular, scrutiny is focused on those elements of the capital bid that experience indicates are the primary cause of delays to capital projects. These include</p> <ul style="list-style-type: none"> • How robust are the assumptions on the estimated duration of the procurement exercise? • How realistic is the estimated time taken for contractors to deliver the works? • How realistic are the assumptions on officer availability to manage the project on time? <p>The rationale behind this approach is that an increased culture of challenge will lead to more realistic programming of future capital projects, and therefore a reduced likelihood of slippage.</p> <p>The following controls are in place with a view to developing a culture of scrutiny and challenge for officers to improve the accuracy of future bids:</p> <ul style="list-style-type: none"> • Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs; • Strategic Leadership Team (SLT) receive a quarterly report on the progress of capital projects against anticipated timeframes; • Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects; • Reports go to Cabinet and all Overview and Scrutiny Committees (OSC) every quarter. These reports have been redesigned to focus on the more immediate risk of in-year delivery, highlighting higher risk areas to invite closer scrutiny from Members. <p>The quarter 3 financial report in February outlined additional slippage on the capital programme for 22/23, With slippage of £2m on the general fund and £10.6m on the HRA for 22/23. The main reasons for this slippage is a combination of the planning moratorium preventing new planning approvals and supply chain of providers in delivering materials and goods such as the fleet replacement programme. It is likely that further slippage will happen in the 4th quarter, due to the ongoing impact of the moratorium and also because of one supplier failure in quarter 4, but these reports are still being finalised at present</p> <p>The overall risk score reduced in quarter 3 but has remained static in quarter 4. The likelihood of delayed spending has increased whilst the impact of delays reduced as finance have taken mitigating actions to reduce the impact of this delay.</p>
Evidence Risk is being managed	<p>The General Fund and New House Building capital programmes have been maintained throughout the pandemic and covid recovery period. The timeframes have extended as a result of covid, and the capital programme has been adjusted accordingly. There has been no significant financial pressures realised to date as a result of the capital programme being delayed.</p> <p>The recent increase in capital project costs has been maintained within existing contingency budgets, it is expected that future procurement of construction partners will exceed historic cost expectations.</p>

		31 Mar 2023
Detail		Status
	Consequences / Impacts	<p>Many of the major projects within the Capital Programme are fundamental to delivery of the Council's corporate objectives. Therefore significant delays can impact on the achievement of the corporate plan.</p> <p>Financial decision-making is negatively affected if the timing of projects in the Capital Programme is wrong. This can result in lost investment income or increased interest costs as the Council moves closer to the point where it will need to borrow.</p> <p>The estimated delivery date is considered as part of the decision to allocate capital funds to one project over another. If estimated timings are not accurate, there is a risk that the allocation of funds is not being decided on appropriately.</p> <p>If inaccurate project management is tolerated, there is a risk that the culture of financial management across the Council will be negatively affected which will have consequences for wider financial decision-making.</p> <p>Not delivering major projects within the timeframe to which it has committed itself exposes the Council to reputational risk.</p>
Failure to optimise income generated by commercial assets Page 58	Risk Owner	Nigel Howcutt
	Portfolio	Finance & Resources
	Risk Description	Failure to optimise income generated by commercial assets
	Reference to Strategic Objectives / Priorities	Finance & Resources Operational Risk Register
	Inherent Score	12 ▲
	Mitigated Score	3.00 ★
	Risk Appetite	6.00
	Comments	

Controls & Assurances

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

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

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

The post covid period has resulted in larger levels of debt from the period of the pandemic and as such increased levels of payment plans that result in slower payment of rental.

The quarter 4 financial performance of the commercial assets service is projecting to exceed the 22/23 budgeted income by circa £500k, reducing the likelihood of not achieving the commercial income, hence reducing the overall risk score.

Evidence Risk is being managed

In 2019/20 the commercial property service achieved occupancy of 96.2% with rent arrears of only 7%. This performance is above the targeted KPI levels and well ahead of commercial expectations.

In 20/21 when Covid impacted the occupancy level remained strong at 95% with arrears increasing to 15% in 20/21, and up to 20% in 21/22 in reaction to the pandemic and in particular government covid restriction policies in relation to rent arrears and evictions. Arrears in 2022/23 have been on average about circa 20% which is ahead of the market average for the retail sector of circa 60%, but behind pre covid levels.

The service have increased the number of payment plans and alternative methods for debt collection in this period and this has meant debt levels are higher than previous levels but have remained below sector averages. In a post covid scenario and with the release of government covid policies the commercial property team and debt collection service are working proactively to assess and collect outstanding debt.

Consequences / Impacts

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

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

The continuing decline in the economic environment and the difficulties it brings for local businesses increases the likelihood of this risk crystallising.

Variances in General Fund revenue budget

Risk Owner	Nigel Howcutt
Portfolio	Finance & Resources
Risk Description	Variances in General Fund revenue budget
Reference to Strategic	Finance & Resources Operational Risk Register

		31 Mar 2023
Detail		Status
Inherent Score	12 ▲	
Mitigated Score	6.00 ●	
Risk Appetite		6.00
Comments		
Controls & Assurances	<p>The following controls aim to reduce the probability of there being a variance in the General Fund Revenue Budget by ensuring that there is strong challenge put to Budget Holders on the robustness of their assumptions, from a range of audiences.</p> <p>It is intended that these controls will increase the opportunity for flawed assumptions to be exposed as soon as possible, as well as incorporating a stronger culture of financial management across the Council leading to continuous improvement in the setting of accurate budgets.</p> <p>The annual budget-setting process consists of an ongoing scrutiny process in which senior officers from across the Council, together with the Financial Services team, challenge the following year's budget bids from Group Managers.</p> <p>This scrutiny process is augmented by the Budget Review Group (BRG), consisting of officers and the Portfolio Holder and Leader, provides early Member-level challenge.</p> <p>There are two opportunities for OSCs to scrutinise the budget proposals and directly question the relevant officers before the budget report is finalised and considered by Cabinet and Council.</p> <p>Once approved, in-year budget performance is managed through monthly reporting to the SLT which underpin quarterly reports to Cabinet and OSCs.</p> <p>The Council's Financial Regulations provide a guide to all budget-holders and are subject to annual review.</p> <p>The quarter 4 performance following reserve draw downs in Qtr 3 to support the 22/23 pay award and inflationary pressures is projecting to be delivered inline with the revised budget.</p>	
Evidence Risk is being managed	<p>The Financial Performance for 2022/23 was in line with budgeted expectations, and the reserves support provided from the economic recovery reserve was in line with budgeted expectations.</p> <p>The budget required additional in year draw downs from reserves to support the inflationary pressures leading to an increased pay award and increased cost in utilities as well as to support new one off corporate initiatives.</p>	
Consequences / Impacts	<p>Accurate, well-controlled budgeting relates directly to the corporate Objective creating a modern and efficient council. Indirectly, through the financial decision-making process, this links to the achievement of all of the Council's corporate objectives.</p> <p>Inaccurate budgeting negatively affects the Council's ability to make evidence-based decisions. A significant underspend at year-end could indicate that funds have been needlessly diverted from a competing priority. A significant overspend at year-end could result in reserves being used to support lower priority objectives. Both of these could result in reputational damage for the Council.</p>	



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Quarter 4 Performance Report – People Transformation Digital and ICT Communications
Date:	6 June 2023
Report on behalf of:	Councillor Carole Weston
Part:	I
If Part II, reason:	N/A
Appendices:	N/A
Background papers:	Nil
Glossary of acronyms and any other abbreviations used in this report:	KPI – Key Performance Indicators

<p>Report Author / Responsible Officer</p> <p>Aidan Wilkie (Strategic Director – People & Transformation)</p> <p>Matt Rawdon, Assistant Director (People)</p> <p>Kelvin Soley, Head of Communications</p> <p>Shaj Choudhury , Head of Transformation</p> <p>Yvonne Salvin, Head of Digital</p> <p> </p> <p>Matt.Rawdon@dacorum.gov.uk / 01442 228513 (ext. 2513)</p> <p>Kelvin.Soley@dacorum.gov.uk / 01442 228504 (ext. 2504)</p> <p>Shaj.choudhury@dacorum.gov.uk / 01442 228166 (ext. 2166)</p> <p>Yvonne.salvin@dacorum.gov.uk / 07840426947</p>

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

1. Introduction

- 1.1. This paper will provide an update on service performance over Q4 2022/2023 for People, Transformation (including CSU and Climate and Ecological Emergency), Digital and ICT, Communications, and also highlight key achievements over this same period.

2. People

- 2.1. The total days sickness absence for quarter 4 is more than the previous quarter (570 days) but less than quarter 4 last year (165 days less).
- 2.2. Detailed analysis shows the main contributors to sickness absence were **musculoskeletal, Cold/Flu and mental health**. HR work with management to assess cases to understand the reasons for the absence so that a tailored approach can be devised. For cases of work-related sickness, mechanisms are in place to identify the 'possible cause', so that managers can find solutions to alleviate these pressures whilst still setting expectations of work delivery. Alternatively, for cases including home life stressors, there are many support processes in place such as: occupational health; counselling; sign posting to external support; and our mental health first aider programme.
- 2.3. The sickness scrutiny group continues to meet monthly to assess all sickness absence and looks to identify trends and areas of concern. Any such cases will be escalated to a more formal route as per the policy. This group also monitors return work interview compliance, as well as carrying out spot checks on whether managers are in regular contact with their staff whilst off sick from work.
- 2.4. The sickness scrutiny group continues to assess all long-term sickness cases each month to ensure the Council is doing all it can to support staff back to work, by ensuring we have the latest medical information from our Occupational Health team, looking at what adjustments we can make to roles and where cases need to be escalated to a formal process in line with the policy. We work closely with managers to ensure regular contact is made with staff who are absent from work as this is a critical aspect to help staff back to the workplace.

- 2.5. HR also continue to send out staff wellness offers which includes courses, webinars, exercise classes and other support. These focus on a dedicated topic and also link into national themes around wellness. The Council continues to promote our mental health first aider programme, where we have a cohort of trained staff who can be the first port of call for our workforce should they need some assistance. We also offer free confidential helpline to staff where they can seek professional advice and counselling in certain cases. We also are continuing to run our staff engagement group which is focussing on health and wellbeing issues/solutions.
- 2.6. HR has been undertaking further interventions which have been approved by the strategic leadership team to help reduce sickness absence, the key actions include: Implementing Mental Health First Aid awareness 'lite' course for managers where there is a high level of mental health issues in their teams, having a physio on site for front line staff (Pilot to commence at Cupid Green), working with H&S on musculoskeletal cases – to identify trends, appropriate PPE and training needs. We have also recently commissioned a clinical counselling service for front line staff who are dealing with traumatic/emotional caseloads, the pilot will be run in the homelessness team, and we will roll out to other teams if it is successful.
- 2.7. The HR team has arranged Food nutrition classes delivered by CAD, created a new Cost of Living internal web page to offer support/guidance to staff. Alongside all this work, HR and H&S has recently conducted a review of DSE assessment compliance to ensure that both DSE assessments have been undertaken at both home and office locations. In the summer there is to be a leadership development course launched for all middle managers which will focus on many aspects of good leadership. We are currently in the planning stage of a leadership development programme, in which HR will be looking to ensure supporting staff through change and how we best manage anxious staff will be factored in to the programme.
- 2.8. The annual staff turnover percentage is still below 15% which is considered a healthy staff turnover rate in the UK.

3. Transformation

- 3.1. We continue to work on implementing the Customer Strategy. A new Customer Charter was developed which set out a number of commitments the Council will adhere to improve our Customer Service across the organisation. The Customer Charter and new staff value of Customer Focus was launched to the whole organisation at the last All Staff Briefing and a implementation plan has been developed to help embed the charter commitments across all departments.
- 3.2. During the development of the Customer Strategy, we identified the need to improve the way we communicate information about services to our residents and customers and a number of webpages were identified that needed reviewing. We have developed a new webpage content guide, in line with Government Digital Services standards, that will help us develop web content in a more customer friendly way and help us reduce failure demand into the Council, which will have a positive impact on our call waiting times. We are now in the process of redeveloping the web content of a number of key webpages in line with the new guide.
- 3.3. The Transformation Service has led on the corporate service planning process. A comprehensive new template was developed and training sessions held with all Heads of Service and Assistant Directors to set out the information requirements. An initial draft was submitted which was analysed and assessed by enabling services such as Transformation, HR, Finance and ICT and feedback provided to services to help with review and revision before the final drafts were submitted in May.

- 3.4. The Transformation Service led on producing a central Policy Register which highlighted opportunities to streamline and amalgamate existing policies as well as introduce more rigour to the current policy-making process. A Policy Making Task and Finish Group was set up and has focused on developing a new policy making approach and new template to ensure all future policies are developed in a consistent way and takes a customer centric approach to its design and formatting.
- 3.5. A review of the Central PMO function was undertaken to identify how the current PMO reporting process can be improved and how the PMO can provide greater value to the leadership team to ensure greater accountability and assurance of project and programme delivery across Dacorum. Over the next quarter, the central PMO will focus on establishing key baseline information and ensuring all projects have the correct documentations in place to give the leadership team greater confidence of delivery.
- 3.6. A new Transformation Programme and Project Manager and new Transformation Project Management Lead joined the team this quarter, who will focus on the implementation of the Customer Strategy. The service still holds two vacancies which have been hard to fill and are in conversation with HR to identify the best solution to address these vacancies.

4. Customer Services Unit (CSU)

- 4.1. Call handling times remain high, and this quarter saw a further increase in average call waiting-time to 755 seconds this quarter. This was primarily due to a surge in demand as a result of the Garden Waste Subscription service being rolled out and the Annual Housing Rent increase letters and Annual Council Tax bills being distributed to residents during this quarter. We have aimed to mitigate this by encouraging self-service channels where appropriate and improved management oversight to manage long wait times to enable diverting of calls to other staff members and offering call back options.
- 4.2. We undertook a review of the automated Integrated Voice Recognition (IVR), updating the call directory to ensure customers can be routed to the right teams effectively and we are undertaking a wider review of the current customer journeys for the IVR, with an aim to improve the journeys and reduce the number of voice-prompt interactions where possible.
- 4.3. Staff turnover of multi-skilled and experienced team members has also impacted call wait time and we have continued to use a dedicated Training Officer to support new starters, which is having a positive impact on the ability to deliver training in a structured and consistent manner and will, over time, assist with reducing wait times.
- 4.4. The work on implementing the Customer Strategy will also support our efforts to reduce avoidable contact and failure demand, resulting in shorter wait times.
- 4.5. A new Complaints Policy was launched in December 2022 and the focus within this quarter was to ensure organisational compliance to the new policy. Performance targets to respond within target timescales for this quarter were 73.44% for Stage 1 Complaints and 68% for Stage 2 complaints. Process guidance has been written for the handling of complaints, MP Enquiries, and Ombudsman Enquiries and the central team have focused on training staff on complaints management and have also taken responsibility to co-ordinate complex complaints which will help improve performance levels in the next quarter.

5. Climate and Ecological Emergency

- 5.1. The Climate and Ecological Emergency (CEE) programme recently delivered an initiative of giving away 20 water butts (aimed at both climate mitigation and adaptation) which had a great uptake of 1,266 entrant and resulted in over 230 individuals signing up to Dacorum Climate Action Network.

- 5.2. A climate adaptation and resilience project, as part of the Hertfordshire Climate Change and Sustainability Partnership (HCCSP), has recently commenced. Officers and service leads attended a training workshop focusing on climate adaptation as we begin the work on addressing climate risks and creating a climate risk register.
- 5.3. HCCSP facilitated a site visit to the HS2 construction project site. This site visit was intended for Councillors and officers to see first-hand the initiatives and steps being taken to ensure environmental factors were being considered in the construction of this section of HS2.

6. Digital and ICT

- 6.1. IT Systems availability (100%) continued to be positive within the quarter demonstrating the fundamental reliability of the Council's technology infrastructure.
- 6.2. Our other primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) remained red within the quarter at 86% against a target of 90%. The Digital Team have been unable to achieve this KP target because we have an open vacancy in the team. Despite this performance over the quarter has improved from 83% in February. The team are currently looking at ways to automate simple processes so that we increase our capacity to focus on problem solving incidents more quickly. This is having a positive effect on overall resolution times
- 6.3. The pilot for considering all new digital initiatives has been well received by services and was approved formally by SLT on the 26 April. A number of services have submitted requirements documents through this process. In 8 cases the digital platform has been identified as the potential solution and a specification is being built so that we can light up these solutions as soon as possible after the digital platform is purchased. This is great news for the organisation as we make best use of our corporate investment rather than continuously buying in disparate solutions that cost money and often don't speak to each other. The digital platform procurement strategy will be presented to Commercial Board in June.
- 6.4. The council has signed up to GovWifi; a Government Digital Service (GDS) single Wi-Fi login which has been installed by the digital team over our existing infrastructure. Now anyone who registers with GovWifi will have access to Wi-Fi at any participating public sector location. It is now available to all of our workforce and guests across all main sites including the Forum, Cupid, Berko and Tring CC, Old Town Hall and Poppy Fields. Anyone who registers with GovWifi will also have auto access to Wi-Fi at any participating public sector location.

7. Communications

- 7.1 In Q4 we delivered against our external communications programme supporting corporate projects and events across DBC services and partner organisations. This includes 296 social media campaigns/posts on our corporate channels (Facebook, Twitter and LinkedIn), 18 news articles (website), 20 press releases and more than 160,000 emails via our digital publications portfolio.
- 7.2 In Q4 we delivered on our events and awareness programme including recognition/celebration of Holocaust Memorial Day, International Womens Day, Commonwealth Day and the National Day of Reflection. We also planned and delivered the Mayors Civic Service.
- 7.3 In terms of Internal Communications output, it has continued to be a very busy time for the team. We have delivered an internal communications programme, including an in-person/hybrid 'Staff Update Session', with more than 300 colleagues attending (in-person and online); and an 'informal Coffee Morning' event with SLT and staff. In Q4, we issued over 45 internal communication campaigns across internal channels, such as our intranet, covering general staff news, corporate information (projects and initiatives) and staff events.

7.4 We have delivered our programme of print and digital publications, including 12 issues of our weekly *Dacorum Life* digital newsletter (currently 12,821 subscribers – increase of 191 from Q3 2022/23).

7.5 Social media and website statistics: Our social media channels continue to grow organically at a healthy rate compared to similar local authorities. This quarter sees a further significant increase in LinkedIn connections, reflecting increased place shaping and business-related activity including effective promotion of job vacancies.

- Dacorum BC **Facebook** - January to March 2023:
 - o Connections – 12,500 (increase of 278 from Q3 2022/23)
 - o Link clicks – 6,536 (increase of 1,594 from Q3 2022/23)
 - o Posts – 133 (decrease of 53 from Q3 2022/23)

- Dacorum BC **Twitter** – January to March 2023:
 - o Connections – 8,915 (increase of 35 from Q3 2022/23)
 - o Link clicks – 1,003 (decrease of 193 from Q3 2022/23)
 - o Posts – 128 (decrease of 48 from Q3 2022/23)

- Dacorum BC **LinkedIn** - January to March 2023:
 - o Connections – 4,889 (increase of 280 from Q3 2022/23)
 - o Link clicks – 810 (increase of 420 from Q3 2022/23)
 - o Posts – 35 (decrease of 11 from Q3 2022/23)

Website - Page Title	Pageviews	Unique Pageviews	Avg. Time on Page	Bounce Rate
	1,161,923	778,123	00:00:54	42.41%
	% of Total: 100.00% (1,161,923)	% of Total: 100.00% (778,123)	Avg for View: 00:00:54 (0.00%)	Avg for View: 42.41% (0.00%)
1. Garden Waste Subscription Service	204,710 (17.62%)	72,682 (9.34%)	00:00:37	42.57%
2. My Bin Collections	110,915 (9.55%)	48,887 (6.28%)	00:00:31	9.11%
3. Dacorum Borough Council Home Page	107,048 (9.21%)	88,526 (11.38%)	00:00:30	21.59%
4. Council Services - Payment Portal	88,787 (7.64%)	42,542 (5.47%)	00:00:27	16.17%
5. Transaction complete - Payment Portal	48,048 (4.14%)	45,100 (5.80%)	00:00:57	89.02%
6. Complete your shopping - Payment Portal	44,882 (3.86%)	34,213 (4.40%)	00:02:11	23.66%
7. Payment summary - Payment Portal	41,755 (3.59%)	34,577 (4.44%)	00:00:11	17.62%
8. Search Dacorum Borough Council	34,880	31,877	00:01:06	63.23%

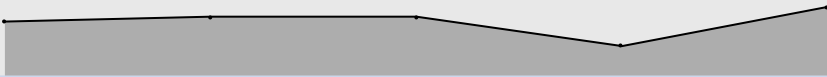
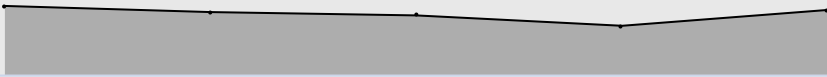
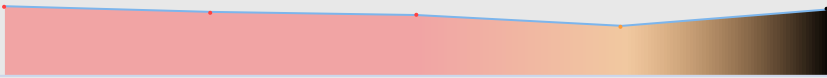
	(3.00%)	(4.10%)		
9. When are my bins collected	31,181	29,040	00:00:43	84.80%
	(2.68%)	(3.73%)		
10. Search planning applications	28,199	22,580	00:03:51	77.43%
	(2.43%)	(2.90%)		
11. Rent	23,236	20,612	00:00:51	67.26%
	(2.00%)	(2.65%)		
12. Paying your Council Tax bill	18,679	16,186	00:00:49	55.07%
	(1.61%)	(2.08%)		
13. Waste services extra questions	16,345	5,859	00:00:40	10.45%
	(1.41%)	(0.75%)		
14. Council Tax	11,213	9,191	00:00:47	23.18%
	(0.97%)	(1.18%)		
15. Contact us	10,856	9,335	00:02:49	63.49%
	(0.93%)	(1.20%)		
16. (not set)	10,380	7,546	00:01:17	66.23%
	(0.89%)	(0.97%)		
17. Apply for housing	10,358	8,572	00:04:51	79.51%
	(0.89%)	(1.10%)		
18. Do it online	9,250	7,825	00:00:17	14.89%
	(0.80%)	(1.01%)		
19. Dacorum Borough Council - Payment Portal	8,624	7,083	00:00:11	5.49%
	(0.74%)	(0.91%)		
20. Green-lidded bin	8,471	6,335	00:00:54	19.45%
	(0.73%)	(0.81%)		
21. Recycling refuse and waste	7,426	6,521	00:00:25	15.20%
	(0.64%)	(0.84%)		
22. Your details	6,861	3,952	00:01:02	18.07%
	(0.59%)	(0.51%)		
23. Decision Notice search	6,607	3,604	00:00:36	45.22%
	(0.57%)	(0.46%)		
24. Make a payment	6,600	5,783	00:00:53	57.96%
	(0.57%)	(0.74%)		
25. Waste eforms	6,324	4,939	00:00:26	31.59%
	(0.54%)	(0.63%)		

Finance & Resources OSC
People & Transformation Report

Performance Scorecard F&C OSC- Digital

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
ICT01(Q)	Percentage of incidents resolved in less than 2 days (Q)	Mar 2023	83.59	90.00	✔	

Performance Scorecard F&R OSC- People

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
HR02a	Turnover of staff	Mar 2023	14.00%		✔	
Under 15% annual staff turnover is considered as a healthy industry standard						
HR03 (Q)	Total days lost through sickness absence for the council (OSC)	Mar 2023	2,574.26		n/a	
<p>The sickness is higher than last quarter, but lower than the same quarter last year (2,739 days). The main contributors to this is musculoskeletal, Cold/Flu and mental health related sickness. The Council's Sickness Scrutiny Group continue to meet monthly to review sickness absence and highlight any cases that are causing for concern that may require further investigation or a formal meeting and exploring whether we are doing all we can to support people back to work.</p> <p>Work continues to from HR to support the management of sickness absence, this includes: the delivery of mental health first aid courses throughout the rest of the financial year for managers who have high areas of mental health absence in their teams, agreed an on site physio process and costs at Cupid Green to commence in April for a 6 month pilot, health and wellbeing bulletins to staff, Food nutrition classes delivered by CAD, created a new Cost of Living internal web page to offer support/guidance to staff, chasing up outstanding return to work interviews, Clinical counselling sessions for staff in high emotional roles (pilot in Housing), discounted food offerings on trial with the staff recognition group. We are also exploring introducing some wellness days for staff so that they can receive a medical examinations from a qualified nurse.</p> <p>Alongside all this work, HR and H&S has recently conducted a review of DSE assessment compliance to ensure that both DSE assessments have been undertaken at both home and office locations. In the summer there is to be a leadership development course launched for all middle managers which will focus on many aspects of good leadership. We are currently in the planning stage of a leadership development programme, in which HR will be looking to ensure supporting staff through change and how we best manage anxious staff will be factored in to the programme.</p>						
HR04 (Q)	Average days lost due to sickness absence per FTE - profiled target (Q)	Mar 2023	1.22		✘	

Performance Scorecard F&C OSC- Transformation

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
CS01 (Q)	Percentage of stage 1 complaints resolved in 10 days for the Council (Q)	Mar 2023	73.44%			
CS02 (Q)	Percentage of stage 2 complaints resolved in 20 days for the Council (Q)	Mar 2023	68.00%			
CSU10 (Q)	Call Handling: Average wait time (Q)	Mar 2023	755.67	300.00		



Finance and Resources

Overview and Scrutiny Committee

Report for:	Finance and Resources Overview and Scrutiny Committee
Title of report:	Provisional Financial Outturn 2022/23
Date:	6 th June 2023
Report on behalf of:	Councillor Sally Symington, Portfolio Holder for Corporate & Commercial Services
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A – General Fund Revenue Provisional Outturn 2022/23 Appendix B – Housing Revenue Account Provisional Outturn 2022/23 Appendix C – Capital Programme Provisional Outturn 2022/23
Background papers:	None.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

Report Author

Clare Dempsey, Financial Planning and Analysis Manager

Responsible Officer

Fiona Jump, Head of Financial Services



Fiona.Jump@dacorum.gov.uk / 01442 228162 (ext. 2162)

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>
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Wards affected	All
Purpose of the report:	To provide details of the provisional financial outturn 2022/23 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendation (s) to the decision maker (s):	To note the provisional 2022-23 provisional financial outturn position and associated reserve movements for the General Fund, Housing Revenue Account and Capital Programme.
Period for post policy/project review:	The Council's financial position is reported to committee on an ongoing, quarterly basis.

1 Introduction/Background:

The report presents the provisional 2022/23 financial outturn position for the Council as at 31st March 2023. The final position for the year is subject to:

- Finalisation of reserve movements.
- The completion of the audit of the Council's accounts by the Council's external auditors Grant Thornton UK LLP.

This report reflects agreed directorate structures for 2022/23. Future reports and budgets will be aligned to the new structures in place for 2023/24.

2. Executive Summary

The General Fund revenue budget is forecasting an underlying surplus of £0.65m. A request will be taken to Cabinet to recommend to Full Council that this surplus be transferred to Dacorum Development reserve to fund future initiatives.

The Housing Revenue Account (HRA) is forecasting a residual pressure of £2.289m at year end. This pressure is proposed to be met from a drawdown from HRA revenue reserves. Full Council approved the draw-down of £0.830m from HRA reserves to support HRA pressures in February 2023. A request for a further draw down for the additional £1.459m will be taken to Cabinet to recommend to Full Council.

General Fund capital is reporting further slippage of £3.073m from the position report at quarter 3 2022/23 and an overspend of £0.075m.

HRA capital has additional slippage from the position reported at quarter 3 2022/23 of £5.741m and a broadly balanced provisional outturn position.

3. General Fund Revenue

Appendix A provides an overview of the General Fund forecast outturn position. The table below provides an overview by directorate.

Scrutiny Area	Current Budget	Forecast	Variance	
	£m	£m	£m	%
Finance & Resources	8.579	8.547	(0.032)	(0.4%)
Strategic Planning and Environment	10.987	12.768	1.781	16.2%
Housing & Community	1.949	1.548	(0.401)	(20.6%)
Operational Cost	21.515	22.863	1.348	6.3%
Core Funding	(21.516)	(22.928)	(1.412)	6.6%
Contribution (to)/ from General Fund Working Balance	(0.001)	(0.065)	(0.064)	

The table below provides an overview for by scrutiny area.

Scrutiny Area	Current Budget	Forecast	Variance	
	£m	£m	£m	%
Finance & Resources	8.579	8.547	(0.032)	(0.4%)
Strategic Planning and Environment	10.987	12.768	1.781	16.2%
Housing & Community	1.949	1.548	(0.401)	(20.6%)
Operational Cost	21.515	22.863	1.348	6.3%
Core Funding	(21.516)	(22.928)	(1.412)	6.6%
Contribution (to)/ from General Fund Working Balance	(0.001)	(0.065)	(0.064)	

Key Budget Variances in the General Fund

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

Directorate	Key Financial Variance £m	Description
Resident Services	0.704	Waste Services pressures include employee costs £0.686m, fuel costs £0.172m, vehicle hire £0.200m, and £0.143m commercial waste shortfall. Income offset some of these costs including (£0.574m) higher recyclable income in the first half of 2022/23 and a reduction in Disposal Costs of (£0.087m). A pressure on income from the crematorium and burial services of £0.164m.
Corporate and Commercial	0.117	Car Parking Income shortfall £0.514m and costs relating to Berkhamsted Leisure Centre £0.300m. Offset by reduction in car parking contract fees £0.134m, Garage repairs £0.283m and the removal of the additional National Insurance Contributions £0.280m.
Place	(0.528)	Commercial Property Income improved performance.
Place	0.161	Staffing Pressures, Planning Income and Utilities. Partly offset by Rental Income for the Forum, Planning Vacancies and Covid Outbreak Management Fund (COMF) funding.
Corporate Items	(2.435)	Treasury Investment Income including the crematorium loan interest (£1.530m), Interest payable reductions (£0.227m) due to the £10.5m loan repayment, government grants (£0.354m) and increased HRA Recharge (£0.305m).
All services	0.719	Impact of 2022/23 pay award.

Resident Services

The pressures in waste services employees and hire vehicles totals £0.968m for 2022/23. 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. This work is expected to come into effect during 2023/24 and address all current issues and financial challenges. The route optimisation project is due to be initiated in July 2023 and is projected to reduce waste service costs by circa £1m.

A benefit of £0.570m was seen in 2022/23 for haulage and gate fee costs in relation to the waste disposal costs on recyclables. At the start of 2022/23, the basket price for recyclables was very high, generating an income for the authority. The market has since declined to previous levels and the disposal of these materials has returned to costs and therefore no benefit is expected in 2023/24.

Budgeted income for the cemeteries service, which includes income for the new crematorium saw a pressure of £0.160m, mainly being rental income from the crematorium.

Corporate and Commercial

Garages repairs and maintenance has an underspend of £0.280m. Stock condition survey results were received at the end of 2022/23. 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 income for 2022/23 resulted in a pressure of £0.510m, as a result of reduced use of the car parks. Car parking contract costs have reduced significantly since a change in contract which has meant processing costs have reduced and outturn is £0.130m.

Leisure income of £0.330m has been received in 2022/23 above budget and as per previous approval, will be moved to reserves to smooth any future budget implications resulting from the current leisure contract.

Following a review of technical treatment of spend previously recorded as capital expenditure in relation to consultancy and surveys at Berkhamsted Leisure Centre, this has been moved and allocated to revenue, £0.300m.

A surplus of £0.280m in respect of budget for the National Insurance contributions is gained following the reversal of the Government's introduction of the increased contributions for the Health care system. This budget has been removed from the 2023/24 budgets.

Legal and Democratic services have had a number of vacant posts in 2022/23. For Legal services interim cover has been used to cover the work within the service causing a pressure of £0.100m. This is offset by vacancies within member support and electoral registration of £0.080m.

Place

A pressure on planning income of £0.360m for 2022/23, driven by in- year legal restrictions on the issuing of planning decisions that have since been lifted. Delays in planning applications are still being seen by the service as developers adjust to the new post moratorium arrangements. Wider economic uncertainty is expected to have an impact on planning income into 2023/24. In addition the above has had an impact on land charges income of £0.060m.

A number of vacant posts have been seen within the planning service in 2022/23 with recruitment and retention problems. Some of these posts have been filled by agency cover, however there is an underspend of £0.190m.

Investment property income has seen a surplus of £0.530m. For 2023/24 the income budgets have been increased, following reintroduction of income targets reduced following covid, together with savings agreed in the last financial year. In addition, The Forum continued to receive income for office space that was not budgeted for, generating income in 2022/23 of £0.230m.

The following requests will be taken to Cabinet to recommend to Full Council:

- To drawdown £0.050m from the Dacorum Development reserve for Community Infrastructure Levy (CIL) admin costs to cover the shortfall in income collected for 2022/23 following the planning moratorium.
- To transfer £0.153m of income collected to fund future mitigation work to a Suitable Alternative Natural Greenspace (SANG) Reserve.

People and Transformation

Filming income has an outturn pressure of £0.050m. Filming income consists of three income streams, namely 'Filming Fees and Charges', 'Venue Hire' and 'Parking'. Both 'Filming Fees and Charges' and 'Venue Hire' are in line or exceeding the proposed income targets. The shortfall in income is based on the parking income target set for the 2022/23 financial year. This income target was based on previous years parking income achieved from filming activities.

Pressure on Human Resources budgets of £0.110m relating to recruitment and staffing costs within the service. There has been a large volume of recruitment across the authority in 2022/23 resulting in associated cost pressures.

Impact of Cost of Living

Cost of living increases are creating additional costs to the Council for 2022/23. At outturn, within Waste Services and Clean Safe and Green there is a pressure of £0.170m against fuel that is considered attributable to the rising prices, resulting in a pressure of £0.410m across the General Fund.

In February 2023, Full Council approved a draw down from the Inflationary Pressures reserve to fund £0.284m of inflationary costs. 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.

HRA Recharge

Services within the Council’s General Fund provide support to the Council’s landlord function, the Housing Revenue Account. This includes Senior and Corporate management, Human Resources, Legal and Financial services, amongst others.

The tier 2 management restructure agreed at the start of the 2022/23 financial year impacted the recharge to the HRA, as have additional support services have been provided to the HRA to assist with the Housing Transformation Improvement Programme. The variance to the HRA recharge budget for 2022/23 is forecast to be £0.305m, made up as follows:

CLT Restructure	£0.100m
Additional HR Support	£0.059m
Enhanced Communications support	£0.022m
HRA Management Costs	£0.197m
Support Services Management Costs	(0.074m)

Corporate Items

The impact of the continuing rise in the Bank of England interest rates and a return on the crematorium loan has had a positive impact on interest received on our cash balances for 2022/23; resulting in an additional £1.530m on budget.

Additional new burdens grant has been received in respect of work the Council has undertaken in 2022/23 in the administering of Covid schemes and other energy schemes. This grant, along with further government grants, provide a £0.350m surplus at year end.

There is a pressure of £6.000m against Taxation relating to the Collection Fund (Council Tax and Business Rates), supported by a combination of business rates grant and proposed reserve funding. During the year, the Council made an expected payment of £8.000m in respect of a Collection Fund deficit arising from the impact of the pandemic. Funding to support the payment was received from the government in previous financial years and transferred to the Funding Equalisation Reserve. Business rates grants received for 2022/23 have been higher than expected, meaning that a balance of £2.850m, proposed to be drawn down from the Funding Equalisation Reserve where it is held, is now required to support the deficit payment. This request will be taken to Cabinet to recommend to Full Council.

4. Housing Revenue Account (HRA)

The HRA has a pressure of £2.289m. This is summarised as follows

Housing Revenue Account	Current Budget £m	Forecast Outturn £m	Variance £m
Income	(60.198)	(61.556)	(1.358)
Expenditure	60.198	63,845	3.647
Net Deficit / Surplus	0.000	2.289	2.289

Appendix B outlines the overall Housing Revenue account provisional outturn. The table below shows the major variances to the budget.

Budgeted Surplus/Deficit	£m
Council tax liability on void properties.	0.126
Increase in interest rates are expected to generate increased income on treasury investments.	(1.042)
Increased cost of responsive and empty home repair costs, Damp and Mould works	5.242
Utilities due to increased energy prices	0.459
General Fund Recharges regarding additional resources supporting HRA	0.378
Asset Management Strategy/Team	0.195
Pay Award Impact	0.280
Bad Debt Provision	(0.474)
Revenue Contribution to Capital	(3.284)
Depreciation	0.815
Other Minor budget variances	0.272
Budget Monitoring - HRA Variance	2.289

In February 2023, Full Council approved the draw down £0.830m from reserves to support pressures in the HRA. A further request will be made for the additional £1.459m. Significant growth in repairs and maintenance arose as a result of inflationary increases and demand for works to our Housing properties. Pressures seen in 2022/23 are projected for 2023/24. The service has proposed mitigating actions for 2023/24. These include the development of efficiency plans with key contractors, work to reduce the average cost of empty home refurbishment costs and re-phasing works where possible.

5. Capital Budget Monitoring

Appendix C shows the forecast capital outturn in detail by scheme.

The table below summarises the forecast outturn for the capital programme by Scrutiny.

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	%
Finance & Resources	1.944	-1.168	0.777	0.810	0.033	4.24%
Housing & Communities	3.496	-0.970	2.526	2.529	0.003	0.10%
Strategic Planning and Environment	2.286	-0.935	1.351	1.390	0.039	2.90%
GF Total	7.727	-3.073	4.654	4.729	0.075	1.60%
HRA Total	40.616	-5.741	34.875	34.884	0.009	0.03%
Grand Total	48.343	-8.814	39.529	39.613	0.084	0.21%

General fund capital budgets are reporting further slippage of £3.073m, relating to the following:

- Disabled Facilities Grants £0.344m due to continued carry forward of grant following covid.

- Waste Services IT Upgrade £0.080m due to the waste transformation project is ongoing and the requirements for the system are still being reviewed to ensure the system upgrade produces benefits.
- Depot Improvements £0.060m & Waste Transfer Site £0.262m due to increased costs for the works, the project is being reviewed and the scope of works being reassessed to complete essential works in line with the budget.
- Chipperfield Car Park resurfacing £0.200m, due to delays in contracting for the project. The project is due to be completed by Q2 of 2023/24
- Fleet Replacement Programme £0.294m due to continued delays are seen from reviewing requirements and options and supply chain delays.
- Car Parking refurbishment £0.135m due to review of drainage requirements being undertaken and ongoing work with the Environment Agency and contractors.
- Multi-Functional Devices (MFDs) £0.090m due to reduced usage since the pandemic meaning the life of the existing assets has extended. A review of document management across the Council is being undertaken and includes the requirements for the MFD's moving forwards.
- Hemel Garden Communities projects, including Nickey Line Improvements - £0.552m. Government grant was awarded in 2022/23 and the service is working with Hertfordshire County Council to complete the project to meet the grant requirements.
- Aragon Close £0.119m – the project has completed and final invoices are awaited from the supplier.

HRA capital budgets are reporting slippage of £5.741m. The housing development programme has been delayed due to the planning moratorium seeing a further £3.193m slippage. This includes Paradise Depot, Marchmont, Randalls Ride and Garage Sites. In addition Eastwick Row has been delayed following the contractor going into administration. Further slippage of £2.547m for Housing Property is a result of increased demand on revenue repairs and maintenance and procurement negotiations delaying planned projects.

The General Fund is reporting an overspend on capital projects of £0.075m. £0.056m relates to Wheeled Bins and Boxes. The service has experience continuing high level of demand for replacement bins following the deterioration of existing bins splitting and requiring replacement. A large proportion of the defective bins have now been replaced and therefore spend is expected to reduce inline for future years.

A request will be taken to Cabinet to recommend to Full Council to draw down £0.350m from the vehicle replacement reserve in 2022/23 for the financing of the Vehicle Replacement programme spend.

Cabinet will be asked to approve the following supplementary capital budget requests, both of which are grant funded.

For 2022/23:

- £0.670m Hemel Garden Communities projects, including Nickey Line improvements.

For 2023/24:

- £0.415m Off-street Residential Charge point Scheme.

The HRA is reporting a minor overspend of £0.009m on its capital programme for 2022/23.

6. Financial and value for money implications

These are set out in the body of the report.

7. Legal implications

There are no direct legal implications arising from this report.

8. Risk implications

Regular monitoring and reporting on the Council's financial position is one of the key ways in which the organisation manages the potential risk of the weakening of its financial resilience.

9. 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.

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

There are no direct sustainability implications arising from this report.

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

The implications for the financial resources of the Council are contained within the body of the report.

12. Conclusion

At provisional outturn 2022/23, there is a surplus of £0.065m against Council General Fund budgets. Housing Revenue Account budgets are reporting a deficit of £2.289m.


At provisional outturn 2022/23, General Fund capital budgets are reporting additional slippage of £3.073m with a pressure of £0.075m. Against Housing Revenue Account capital schemes, there is additional slippage of £5.741m and a pressure of £0.009m.

The provisional outturn position for the Council for 2022/23 will be reported to Cabinet in June 2023. This report will include recommendations on reserve movements and supplementary capital budgets as outlined in this report.



Dacorum Borough Council
General Fund Revenue Provisional Outturn March 2023

	<i>Full Year</i>		
	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services			
Finance and Resources	8,579	8,547	(32)
Housing and Community	1,949	1,548	(401)
Strategic Planning and Environment	10,987	12,768	1,781
Net Cost of Services	21,515	22,863	1,348
Other Items			
Investment Income	(300)	(1,830)	(1,530)
Interest Payments and MRP	1,029	802	(227)
Parish Precept Payments	1,034	1,015	(19)
Government Grants	(1,638)	(6,946)	(5,308)
Taxation (Council Tax and Business Rates)	(16,370)	(10,393)	5,977
Surplus / Deficit on Provision of Services	(16,245)	(17,352)	(1,107)
Transfers between Reserves / Funds			
Net Recharge to the HRA	(5,271)	(5,576)	(305)
Net Movement on General Fund Working Balance	(1)	(65)	(64)

 Housing Revenue Account 2022/23 Outturn Revenue Budget Monitoring Report				
	Budget	Forecast	Variance	
	£000	Outturn	£000	%
		£000		
Income:				
Dwelling Rents	(57,300)	(57,419)	(119)	0.2%
Non-Dwelling Rents	(102)	(97)	5	-4.9%
Tenants Charges	(1,517)	(1,466)	51	-3.4%
Leaseholder Charges	(592)	(622)	(30)	5.1%
Interest and Investment Income	(42)	(1,084)	(1,042)	2481.0%
Contribution towards Expenditure	(645)	(868)	(223)	34.6%
Total Income	(60,198)	(61,556)	(1,358)	2.3%
Expenditure:				
Repairs & Maintenance	11,513	16,544	5,031	43.7%
Supervision & Management	17,265	18,727	1,462	8.5%
Rent, Rates, Taxes & Other Charges	66	192	126	190.9%
Interest Payable	11,302	11,302	0	0.0%
Provision for Bad Debts	750	263	(487)	-64.9%
Depreciation	15,620	16,435	815	5.2%
HRA Democratic Recharges	398	382	(16)	-4.0%
Revenue Contribution to Capital	3,284	0	(3,284)	-100.0%
Total Expenditure	60,198	63,845	3,647	6.1%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0	2,289	2,289	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2022	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	2,289	2,289	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2023	(2,892)	(603)	2,289	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR MARCH 2023

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										
51 Automation Programme	85,000	0	0	(80,000)	(80,000)	5,000	0	0	(5,000)	0
52 Firewall Renewal	95,000	0	0	0	0	95,000	95,000	95,000	0	0
53 Civica Customer Experience Software (Flare replacement)	100,000	0	0	(100,000)	(100,000)	0	0	0	0	0
54 Rolling Programme - Hardware	75,000	0	0	0	0	75,000	44,899	44,899	(30,101)	0
55 Software Licences - Right of Use	40,000	0	0	0	0	40,000	6,583	6,583	(33,417)	0
56 Future vision of CRM	100,000	98,600	0	(198,600)	(198,600)	0	5,225	5,225	5,225	0
	495,000	98,600	0	(378,600)	(378,600)	215,000	151,707	151,707	(63,293)	0
Head of Environmental Protection										
60 Health and Safety software system	40,000	0	0	(40,000)	(40,000)	0	0	0	0	0
	40,000	0	0	(40,000)	(40,000)	0	0	0	0	0
Head of Property Services										
64 Service Lease Domestic Properties	0	8,118	0	0	0	8,118	0	0	(8,118)	0
65 Old Town Hall - Cafe Roof and stonework renewal	0	60,000	0	(45,000)	(45,000)	15,000	0	0	(15,000)	0
66 Piccotts End Retaining Wall Rebuild	35,000	0	0	0	0	35,000	0	0	(35,000)	0
67 Tring Community Centre - new play area for Children's Nursery	0	11,144	0	0	0	11,144	23,050	23,050	0	11,906
68 Adeyfield Community Centre Structural Improvements	20,000	17,000	0	0	0	37,000	0	0	(37,000)	0
69 Boiler Replacement Programme	15,000	5,046	0	0	0	20,046	20,757	20,757	(0)	711
70 Tring Community Centre - Retaining Wall for New Play Area	0	20,000	0	0	0	20,000	33,600	33,600	0	13,600
71 Bennetts End Community Centre door upgrade work	15,000	0	0	0	0	15,000	14,990	14,990	0	(10)
72 External Refurb - Woodhall Farm Community Centre	40,000	0	0	0	0	40,000	27,020	27,020	(12,980)	0
73 Rossgate Shopping Centre - Structural Works	240,000	221,577	0	(290,000)	(290,000)	171,577	146,297	146,297	(25,281)	0
74 Commercial Properties - Renew Obsolete Door Entry Controls	25,000	0	0	0	0	25,000	23,278	23,278	(1,723)	1
75 100 High St (Old Town), Hemel - Window Replacement	0	14,000	0	(14,000)	(14,000)	0	0	0	0	0
76 Long Chaulden Roof	0	55,020	0	(55,020)	(55,020)	0	0	0	0	0
77 Bellgate - Walkway Renovation	0	19,550	0	0	0	19,550	7,450	7,450	(12,100)	0
78 Bennettsgate - Window Renewal	0	74,780	0	(74,780)	(74,780)	0	0	0	0	0
79 Queens Square Canopy Renewal	40,000	0	0	0	0	40,000	(72)	(72)	(40,072)	0
80 Renew Surface Water Drains to Henry Wells Square	0	19,100	0	0	0	19,100	21,620	21,620	0	2,520
81 Void Commercial Property Refurbishment	70,000	0	0	0	0	70,000	47,492	47,492	(22,508)	0
82 Bennettsgate - Structural Concrete Improvements & Façade Renewal	0	79,762	0	(51,712)	(51,712)	28,050	28,050	28,050	0	0
83 Bellgate - Concrete Renewal & Refurbishment	0	25,000	0	0	0	25,000	10,700	10,700	(14,300)	0
84 Village Centre - Soffits & Facias	0	45,000	0	0	0	45,000	41,050	41,050	(3,950)	0
85 9 High Street Tring, Electrical Works	0	14,793	0	0	0	14,793	10,500	10,500	(4,293)	0
86 Broadwater Road Resurfacing	0	93,000	0	(93,000)	(93,000)	0	0	0	0	0
87 Creation of new Community Facility and Foodbank at The Hub (Dens)	625,000	0	0	(625,000)	(625,000)	0	0	0	0	0
88 Damp proofing improvements to commercial properties	30,000	0	0	0	0	30,000	0	0	(30,000)	0
89 Kings Langley Charter Court - Separate Meter Supply	20,000	0	0	0	0	20,000	0	0	(20,000)	0
90 48-52 High Street - Fire Alarm System Renewal	15,000	0	0	(15,000)	(15,000)	0	17,432	17,432	15,000	2,432
91 Bellgate Canopy Renewal - Highfield	200,000	0	0	(200,000)	(200,000)	0	0	0	0	0
92 Rossgate Terrace Walkway Waterproofing	30,000	0	0	0	0	30,000	0	0	(30,000)	0
93 Public Conveniences - Improvement Programme	40,000	0	0	0	0	40,000	24,498	24,498	(15,502)	0
94 Maylands Business centre upgrade fire alarm	20,000	0	0	0	0	20,000	21,750	21,750	0	1,750
	1,480,000	782,890	0	(1,463,512)	(1,463,512)	799,378	519,461	519,461	(312,827)	32,910

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)
Head of Commercial Development										
98 Hemel Hempstead Sports Centre - Astro turf renewal	0	280,000	0	(280,000)	(280,000)	0	0	0	0	0
99 Berkhamsted Leisure Centre Redevelopment	14,150,000	(299,644)	0	(13,850,356)	(13,850,356)	0	0	0	0	0
100 Hemel Hempstead Sports Centre - Basketball Hoop Replacement	0	0	0	0	0	0	21,274	21,274	21,274	0
101 Car Park Refurbishment	0	135,000	0	0	0	135,000	0	0	(135,000)	0
102 Water Gardens North Car Park Drainage Improvements	0	35,000	0	0	0	35,000	0	0	(35,000)	0
103 Multi Functional Devices	0	90,000	0	0	0	90,000	0	0	(90,000)	0
	14,150,000	240,356	0	(14,130,356)	(14,130,356)	260,000	21,274	21,274	(238,726)	0
SD Place										
111 Nickey Line Improvements - HGC capital project	0	0	0	0	0	670,000	117,246	117,246	(552,754)	0
	0	0	0	0	0	670,000	117,246	117,246	(552,754)	0
Totals: Finance and Resources	16,165,000	1,121,846	0	(16,012,468)	(16,012,468)	1,944,378	809,688	809,688	(1,167,600)	32,910
Housing and Community										
AD Place, Community and Enterprise										
119 Adventure Playgrounds Improvement Programme	500,000	0	0	(500,000)	(500,000)	0	64,465	64,465	64,465	0
120 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	223,965	223,965	64,465	0
Head of Housing Property										
124 Disabled Facilities Grants	741,000	272,834	0	0	0	1,013,834	669,960	669,960	(343,874)	0
	741,000	272,834	0	0	0	1,013,834	669,960	669,960	(343,874)	0
Head of Development										
128 Affordable Housing Development Fund	311,000	487,594	0	0	0	798,594	339,757	339,757	(458,837)	0
129 Temporary Accommodation - creation of new units	0	275,201	0	0	0	275,201	203,536	203,536	(71,665)	0
130 Aragon Close - Creation of Affordable Housing Move-on Units	0	824,288	0	0	0	824,288	705,305	705,305	(118,983)	0
131 Rough Sleepers Accommodation Programme	0	0	0	0	0	300,000	300,000	300,000	0	0
	311,000	1,587,083	0	0	0	2,198,083	1,548,599	1,548,599	(649,484)	0
Head of Commercial Development										
135 Highbarns Land Stabilisation Project	0	0	0	0	0	0	2,600	2,600	0	2,600
	0	0	0	0	0	0	2,600	2,600	0	2,600
Head of Community Safety										
139 Rolling Programme - CCTV Cameras	25,000	11,290	0	(11,290)	(11,290)	25,000	0	0	(25,000)	0
140 Alarm Receiving Centre	0	33,627	0	(33,627)	(33,627)	0	0	0	0	0
141 CCTV Equipment Refresh	110,000	(55,460)	0	(54,540)	(54,540)	0	24,758	24,758	24,758	0
142 Verge Hardening Programme	150,000	114,036	0	(164,036)	(164,036)	100,000	58,743	58,743	(41,257)	(0)
	285,000	103,493	0	(263,493)	(263,493)	125,000	83,500	83,500	(41,500)	(0)
Totals: Housing and Community	1,857,000	1,967,910	135,000	(763,493)	(628,493)	3,496,417	2,528,624	2,528,624	(970,392)	2,600

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)
Strategic Planning and Environment										
AD Place, Community and Enterprise										
150 Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	(108,915)	(108,915)	25,100	0	0	(25,100)	0
151 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	0	(25,100)	0
Head of Environmental Services										
155 Waste Services IT upgrade	80,000	0	0	0	0	80,000	0	0	(80,000)	0
156 Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	156,278	156,278	0	56,278
157 Litter Bin Upgrade	40,000	0	0	0	0	40,000	40,969	40,969	0	969
158 Play Areas & Open Spaces - replace equipment	250,000	0	152,486	(135,032)	17,454	267,454	265,015	265,015	(2,439)	(0)
159 Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	0	(60,000)	0
160 Chipperfield Common Car Park Resurfacing	0	200,000	0	0	0	200,000	0	0	(200,000)	0
161 Gadebridge Park Walled Garden Pathway Improvements	30,000	0	0	0	0	30,000	23,628	23,628	0	(6,372)
162 Improvements to Sport Pitches	35,000	0	0	0	0	35,000	33,769	33,769	0	(1,231)
163 Waste Transfer Site Upgrade Works	400,000	0	0	0	0	400,000	137,539	137,539	(262,461)	0
164 Fleet Replacement Programme	919,988	1,943,640	0	(2,047,626)	(2,047,626)	816,002	522,296	522,296	(293,707)	0
	1,854,988	2,203,640	152,486	(2,182,658)	(2,030,172)	2,028,456	1,179,495	1,179,495	(898,606)	49,645
Head of Property Services										
168 Boxmoor War Memorial Structural Improvements	40,000	(500)	0	0	0	39,500	28,375	28,375	0	(11,125)
169 Gadebridge Park Roadway Improvements	110,000	0	0	0	0	110,000	109,978	109,978	0	(22)
170 Allotment Improvement Programme	40,000	16,750	0	(56,750)	(56,750)	0	8,780	8,780	8,780	0
171 Stone Works to Charter Tower	0	18,000	0	(18,000)	(18,000)	0	0	0	0	0
172 Nickey Line Bridge Refurbishment	0	50,000	0	(30,000)	(30,000)	20,000	0	0	(20,000)	0
	190,000	84,250	0	(104,750)	(104,750)	169,500	147,132	147,132	(11,220)	(11,148)
Head of Development Management										
176 Tablets for Planning	0	0	0	0	0	0	625	625	0	625
43 CIL Capital Projects	0	0	0	0	0	63,111	63,111	63,111	0	0
	0	0	0	0	0	63,111	625	625	0	625
Totals: Strategic Planning and Environment	2,044,988	2,475,055	152,486	(2,449,473)	(2,296,987)	2,286,167	1,390,363	1,390,363	(934,926)	39,122
Totals - Fund: General Fund	20,066,988	5,564,811	287,486	(19,225,434)	(18,937,948)	7,726,962	4,728,675	4,728,675	(3,072,918)	74,632

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)
Housing Revenue Account										
Housing and Community										
Head of Housing Property										
188 Planned Fixed Expenditure	7,942,600	1,358,640	0	(600,000)	(600,000)	8,701,240	8,275,603	8,275,603	(449,598)	23,961
189 Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	0	(23,961)	(23,961)	0	(23,961)
190 M&E Contracted Works	1,200,000	0	0	0	0	1,200,000	1,637,303	1,637,303	437,303	0
191 Communal Gas & Heating	2,500,000	213,275	0	0	0	2,713,275	2,321,555	2,321,555	(391,720)	0
192 DBC Commissioned Capital Works	6,423,400	3,086,293	0	(3,394,436)	(3,394,436)	6,115,257	4,484,811	4,484,811	(1,630,446)	0
193 Special Projects	0	513,021	0	0	0	513,021	0	0	(513,021)	0
	18,066,000	5,171,229	0	(3,994,436)	(3,994,436)	19,242,793	16,695,311	16,695,311	(2,547,482)	(0)
Head of Development										
197 New Build - General Expenditure	184,000	(184,000)	0	0	0	0	4,239	4,239	0	4,239
198 Martindale	0	0	0	0	0	0	5,068	5,068	0	5,068
199 Bulbourne	1,317,354	901,594	0	(2,210,742)	(2,210,742)	8,206	9,806	9,806	1,600	0
200 Coniston Road	283,000	306,730	0	(187,415)	(187,415)	402,315	369,585	369,585	(32,730)	0
201 Eastwick Row	2,952,080	4,822,263	0	(3,531,291)	(3,531,291)	4,243,052	3,607,487	3,607,487	(635,565)	0
202 St Margaret's Way	1,032,741	216,916	0	(379,401)	(379,401)	870,256	1,239,970	1,239,970	369,714	0
203 Paradise Fields	10,739,486	1,949,209	0	(8,220,386)	(8,220,386)	4,468,309	3,313,722	3,313,722	(1,154,587)	0
204 Randalls Ride	3,169,961	1,069,885	0	(3,026,199)	(3,026,199)	1,213,647	1,318,162	1,318,162	104,515	0
205 Garage Sites - New Build Developments	2,763,580	2,239,042	0	(2,963,771)	(2,963,771)	2,038,851	3,900,483	3,900,483	1,861,632	0
206 Wilstone	1,026,897	659,593	0	(241,836)	(241,836)	1,444,654	1,420,233	1,420,233	(24,421)	0
207 Marchmont Fields	4,054,000	2,923,395	0	(3,392,712)	(3,392,712)	3,584,683	278,502	278,502	(3,306,181)	0
208 Paradise Depot	1,031,000	1,578,483	0	134,176	134,176	2,743,659	2,529,559	2,529,559	(214,100)	0
209 Cherry Bounce	(127,690)	367,643	0	(232,816)	(232,816)	7,137	16,973	16,973	9,836	0
210 Stoneycroft and Great Sturgess	0	0	0	289,236	289,236	289,236	91,652	91,652	(197,585)	0
211 Garage Sites B	0	0	0	59,064	59,064	59,064	39,064	39,064	(20,000)	0
212 Great Sturgess Road	0	0	0	0	0	0	43,323	43,323	43,323	0
213 RTB Buy-Backs	0	0	0	0	0	0	1,090	1,090	1,090	0
	28,426,409	16,850,753	0	(23,904,093)	(23,904,093)	21,373,069	18,188,917	18,188,917	(3,193,459)	9,307
Totals: Housing and Community	46,492,409	22,021,982	0	(27,898,529)	(27,898,529)	40,615,862	34,884,228	34,884,228	(5,740,941)	9,307
Totals - Fund: Housing Revenue Account	46,492,409	22,021,982	0	(27,898,529)	(27,898,529)	40,615,862	34,884,228	34,884,228	(5,740,941)	9,307
Totals	66,559,397	27,586,793	287,486	(47,123,963)	(46,836,477)	48,342,824	39,612,903	39,612,903	(8,813,859)	83,938

Agenda Item 11

Clerk: Trudi Angel (x2224)

Finance and Resources Overview & Scrutiny Committee Work Programme 2023/2024

Meeting Date	Report Deadline	Items	Contact Details	Background information
4 July 2023	23 June 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
5 September 2023	24 August 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
		Q1 Corporate & Commercial Performance Reports: <ul style="list-style-type: none"> ○ Finance and Resources ○ Legal and Democratic Services ○ Commercial Development Services 	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk Chief Finance Officer Nigel.howcutt@dacorum.gov.uk Assistant Director, Legal & Democratic Services Mark.brookes@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Budget Monitoring Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

		Q1 People and Transformation Performance Report	Strategic Director, People and Transformation Aidan.wilkie@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
3 October 2023	22 Sept 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
		Medium Term Financial Strategy (MTFS)	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
7 November 2023	27 October 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
		Q2 Corporate & Commercial Performance Reports:	Strategic Director, Corporate and Commercial Catherine.silvadoonayre@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		<ul style="list-style-type: none"> ○ Finance and Resources ○ Legal and Democratic Services ○ Commercial Development Services 	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
			Assistant Director, Legal & Democratic Services Mark.brookes@dacorum.gov.uk	
			Head of Commercial Development Ben.Hosier@dacorum.gov.uk	
		Budget Monitoring Report	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

		Q2 People and Transformation Performance Report	Strategic Director, People and Transformation Aidan.wilkie@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
6 December 2023	27 November 2023	Joint Budget	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise the draft budget proposals for 24-25</i>
9 January 2024	28 December 2023	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
7 February 2024	29 January 2024	Joint Budget	Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise the draft budget proposals for 24-25</i>
5 March 2024	23 February 2024	Action Points (from previous meeting)	Democratic Services Trudi.angel@dacorum.gov.uk	
		Q3 Corporate & Commercial Performance Reports:	Strategic Director, Corporate and Commercial Catherine.silvadoayre@d	<i>To review and scrutinise quarterly</i>

	<ul style="list-style-type: none"> ○ Finance and Resources ○ Legal and Democratic Services ○ Commercial Development Services 	<p>acorum.gov.uk Chief Finance Officer Nigel.howcutt@dacorum.gov.uk Assistant Director, Legal & Democratic Services Mark.brookes@dacorum.gov.uk Head of Commercial Development Ben.Hosier@dacorum.gov.uk</p>	<p><i>performance</i></p>
	<p>Budget Monitoring Report</p>	<p>Chief Finance Officer Nigel.howcutt@dacorum.gov.uk</p>	<p><i>To review and scrutinise quarterly performance</i></p>
	<p>Q3 People and Transformation Performance Report</p>	<p>Strategic Director, People and Transformation Aidan.wilkie@dacorum.gov.uk</p>	<p><i>To review and scrutinise quarterly performance</i></p>