



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

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

**TUESDAY 7 NOVEMBER 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-Chair)  
Councillor Guest  
Councillor Pound  
Councillor Hannell  
Councillor S Hobson  
Councillor A Williams  
Councillor Cox

For further information, please contact Corporate and Democratic Support on 01442 228209 or email [member.support@dacorum.gov.uk](mailto:member.support@dacorum.gov.uk)

**AGENDA**

1. **MINUTES** (Pages 3 - 9)  
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 (Page 10)**

#### **7. QUARTER 2 PERFORMANCE REPORT - PEOPLE AND TRANSFORMATION (Pages 11 - 20)**

#### **8. QUARTER 2 PERFORMANCE REPORT - CORPORATE AND COMMERCIAL (Pages 21 - 49)**

#### **9. QUARTER 2 FINANCIAL PERFORMANCE REPORT (Pages 50 - 65)**

#### **10. WORK PROGRAMME (Pages 66 - 67)**

## MINUTES

### FINANCE & RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

3 OCTOBER 2023

#### Present:

Councillor Freedman (Chair)	Councillor Patterson
Councillor Capozzi	Councillor Hannell
Councillor Gale	Councillor Pound
Councillor Reynolds	Councillor Elliot (Vice-Chair)
Councillor Santamaria	Councillor Stevens
Councillor Adeleke	Councillor A Williams
Councillor Stewart	Councillor Wyatt-Lowe

#### Officers:

Nigel Howcutt (Chief Finance Officer)  
Trudi Angel (Democratic Support Officer)

#### Also in attendance:

Councillor Sally Symington - Portfolio Holder for Corporate and Commercial (Virtually)  
Councillor Ron Tindall - Leader of the Council

The meeting started at 7.30 pm.

#### 1. MINUTES

The minutes of the previous meeting held on 5 September 2023 were approved as an accurate record and signed by the Chair.

#### 2. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Cox, S Hobson and Guest. Councillor Patterson, Stevens and Wyatt-Lowe were substitutions.

#### 3. DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 4. PUBLIC PARTICIPATION

There was no public participation.

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

None.

## **6. ACTION POINTS FROM THE PREVIOUS MEETING**

The Chair thanked the officers for providing responses to all the action points and it was confirmed there were no matters to be discussed.

## **7. MEDIUM TERM FINANCIAL STRATEGY**

N Howcutt presented the medium term financial strategy (MTFS) noting that it aimed to outline the financial position of the Council for the next 3-5 years. Core assumptions will be taken into next year's budget setting and it relied heavily on economic and political forecasts. The strategy's principle of continuing to protect frontline services, to be more efficient as an organisation and to continue to work towards medium-term sustainability are maintained, and the MTFS will remain under close review. The major challenges to the MTFS are macro-economic factors, government funding assumptions and Transformation strategies. N Howcutt outlined the economic challenges faced from 2021-23, particularly noting the impact of the pandemic. Medium-term assumptions included a level of prudence and uncertainty, and it was assumed that the 2.99% prerogative on council tax will be maximised and the government funding for 2024-25 baseline follows 2023-24 levels, with pay settlement levels in line with assumptions on public sector pay.

N Howcutt advised that the strategy assumed a reduction on government funding given government debt and the Council will therefore need to work with other income streams to maintain its financial position. Over the next 5 years, the Council has a savings requirement of £4.4m, of which £1.7m has been identified to date. There is a balanced budget for next year with significant increases in income, including from the green bin collection charge, though there are challenges for subsequent years. On reserves, N Howcutt advised that the Council was in a healthy position and that it had used around £5m of reserves from 2019-2023 to cover Covid pressures and post-pandemic recovery. These reserves were funded through the NHB (New Homes Bonus), one-off grant installments and the freezing of negative RSG (Revenue Support Grant). Going forward, the Council's reserves remained healthy and static, though there were no allocations to reserves in the medium-term and therefore reserves must be carefully allocated.

The Chair noted that the MTFS looked to the next 3-5 years and asked N Howcutt, in his role as S151 officer, if the plan can reasonably protect frontline services over this period, given all the future uncertainties and risks.

N Howcutt advised that the MTFS does not contain any significant changes to service delivery and there was over £1m growth for service provision. The challenge will be for

years 3-5 and how services can be delivered efficiently, which will require prioritisation and assessing how to deliver services more effectively. N Howcutt confirmed that nothing in the MTFs would impact frontline service immediately as there were no significant reductions in spend or changes to the services areas.

Councillor Santamaria referred to the use of other funding streams and asked if the Council expected most of these to come from the private sector.

N Howcutt advised that the Commercial Strategy focused on maximising the use of Council assets and any income streams, which can be the selling of services, expanding services or maximising the use of under-utilised assets. N Howcutt noted that 12 IBCs (initial business cases) were looked at in terms of the commercial programme and that some are being implemented. The focus will be for the Council to achieve its own income streams and there were no plans for further government funding or private finance initiatives in the MTFs.

Councillor Santamaria referred to point 3 on page 33 of the report and asked if the risk regarding the business rates safety net was for businesses or the Council.

N Howcutt confirmed that all business had to pay business rates and rates increased significantly by 27% in 2023 through the revaluation process, compared to a national average of 7%. The expectation was that a number of businesses would appeal these increases. This was likely to result in the Council collecting less than the government expected and therefore the MTFs assumes that only 95% of government baseline business rates will be collected.

Councillor Santamaria referred to page 28 of the report and asked for an explanation of the savings made in the context of the strategy.

N Howcutt advised that most of the Council's savings were through income generation rather than making actual savings.

Councillor Wyatt-Lowe commented on paragraph 1.7 regarding the Council moving away from self-sufficiency and being less reliant on government funding. Councillor Wyatt-Lowe suggested it contradicted the statement that the Council will be focusing on its own income streams and asked if moving away from self-sufficiency was the correct way forward.

N Howcutt explained that the Council's drive for self-sufficiency over the last 5 years had slipped due to the pressures of Covid and cost of living. It was stated that finding £2.5m of savings or income generation by October, given that there was a new administration in May, was not achievable and whilst moving away from self-sufficiency to rely on government funding was a higher-risk model, it was the model that 99% of local authorities are using. N Howcutt advised that the administration was ensuring all

government grant funding was being spent on services for residents rather than being put into reserves. N Howcutt stated that the move was a necessity given the financial pressures created by inflation, the additional £1m for salaries, the extra £500,000 on supplies and services, and around £600,000 less planning income due to the wider economic environment and the pressures caused by the planning moratorium. The Council was not expecting government funding to increase and was therefore looking at other income generation that can be achieved.

Councillor Wyatt-Lowe asked for clarification regarding the statement 'This approach means that the Council is more reliant on government funding.'

N Howcutt advised that they are assuming that government funding will continue at a low level and that they are therefore reliant on government funding, which they were not previously reliant on in the medium term financial plan.

Councillor Wyatt-Lowe commented on paragraph 11.4 regarding the CFO's (Chief Finance Officer) statement that as of February 2023 reserves and balances were adequate to mitigate for foreseeable risks and that this remains unchanged at this point in time. Councillor Wyatt-Lowe asked if the point in time was February or September 2023.

N Howcutt stated that the comment made in the report reaffirms that the position in February 2023 remains unchanged as of now in September 2023.

Councillor Capozzi referred to paragraph 1.7 and the statement that the Council is moving away from the previous drive from self-sufficiency. Councillor Capozzi suggested that the statement could be interpreted that the Council was self-sufficient and that it could be re-worded to clarify that the move towards self-sufficiency was being postponed.

**Action: To reword statement regarding self-sufficiency (N Howcutt).**

Councillor Stewart referred to the assumptions on page 22 of the report and asked if any analysis could be carried out on utilities expenditure.

N Howcutt stated that fees and charges had historically risen by 2% on average. The 2% had been kept in the medium term due to the uncertain economic climate and the impact of the cost of living crisis on demand for these service areas was a key issue. For supplies and services, budgets have been frozen in previous years on the assumption that these services areas can get greater value for money through procurement activities. N Howcutt confirmed that all fees and charges will be included in the 2024-25 budget and the rationale of allocations will be shown in more detail.

Councillor Stewart noted the General Fund reserve position and asked if this could be provided for the HRA (Housing Revenue Account).

N Howcutt advised that the MTF5 was entirely General Fund and that the housing business plan would come to members later in the calendar year to be approved as part of the budget cycle. This would show the HRA budget information, the 30-year plan for housing delivery and the reserves.

Councillor Williams noted the table at the top of page 19 of the report was blank. N Howcutt apologised and said this would be recirculated to members.

**Action: To recirculate the missing table on page 19 of report (T Angel).**

Councillor Williams commented on the drive for self-sufficiency and suggested that they were performing a U-turn given the change in policy. He also said if negative RSG was rolled out it would impact Dacorum's planning

N Howcutt agreed that the assumptions in the MTF5 had changed to a model that assumed at least £2.9m of ongoing government funding. The likelihood is that if a future government implemented negative RSG post 2024-25 it would have to be gradual. N Howcutt stated that if the government introduced negative RSG and that funding would reduce from £2.9m to -£1m then there would be a collapse of local authorities and it was therefore unlikely to be brought in.

Councillor Elliot commented on the New Homes Bonus and asked what this could be replaced by.

N Howcutt advised that the government announced the final year of the New Homes Bonus for 2023-24 and this was a grant that the Council received on the number of homes it built above a certain level. There had been no announcement on the new vehicle that will replace the NHB, though the Council was asked last week for its housing growth numbers. The government may roll the NHB into 2024-25, which may bring in additional income, though there had been no update for the last 10 months so the picture remained uncertain.

The Chair asked if a prudent approach was therefore being taken regarding the New Homes Bonus. Yes, N Howcutt advised the assumption was that it will not continue and that no further income will be received.

Councillor Adeleke commented on reserves and asked if there was a change in approach due to economic factors or the change in administration.

N Howcutt advised that the wider economic impacts were significant for the sector with pay inflation of 6%, which was 3% above the council tax threshold. There had also been

pressures from car parking and planning as well as inflationary impacts on suppliers and services, which have introduced costs that the Council has not seen before. The Council was therefore looking to utilise the government funding it receives to support service areas, otherwise it would need to cut services to bring itself into a budget that allows for self-sufficiency.

Councillor Tindall advised that the new administration had not yet considered a change in strategy and he thanked the officers for continuing to run a prudent budget. He noted the current economic uncertainty and that they should therefore look to avoid changing strategy until things improved to ensure that the service delivery continued for residents. Councillor Tindall confirmed that the new administration will be looking at the Corporate Plan for the next five years and this will take place over autumn/winter.

Councillor Capozzi commented on section 5 and the statement in paragraph 5.2 that core baseline funding for Dacorum was projected to be £4m in 2024-25. Cllr Capozzi then looked to paragraph 5.4 that states that the MTFS assumes a core funding of £2.9m.

N Howcutt clarified that paragraph 5.2 referred to 2024-25 and 5.4 referred to beyond this period, and a £1m reduction was assumed from 2025-26 in core funding. N Howcutt stated that the wording could be made clearer.

**Action: To clarify the years referred to in paragraphs 5.2 and 5.4 (N Howcutt).**

Councillor Patterson referred to paragraph 6.2, noting that fees and charges change from 5% to 2% and asked if this could be explained.

N Howcutt advised that charges had been raised historically by 2% and that they look to increase them by 5% in 2024-25 due to current inflationary levels and interest costs, which they then expect to reduce by 2025-26.

Councillor Stevens referred to paragraph 13.9 and asked if a line could be included in table 3 to indicate the capital repayments in the years.

N Howcutt advised that the table showed the funding of the capital programme and that whilst repayments will be made, these would be very small as there was only £6m of General Fund debt. N Howcutt confirmed that repayments could be included if required.

The Chair thanked the officers for the report and confirmed that it would be referred to Cabinet following the suggested minor amendments.

## **8. WORK PROGRAMME**

There were no changes to the work programme.



The meeting ended at 8.21 pm.

**Finance and Resources OSC Action Points - October**

<b>Date of meeting</b>	<b>Action point</b>	<b>Responsible officer</b>	<b>Date action completed</b>	<b>Response</b>
03/10/23	To reword statement regarding self-sufficiency.	N Howcutt	06/10/23	Edits made to the MTFS cabinet report prior to publication.
03/10/23	To recirculate the missing table on page 19 of report.	T Angel	03/10/23	The report was circulated via email to committee members and substitute members during the meeting.
03/10/23	To clarify the years referred to in paragraphs 5.2 and 5.4.	N Howcutt	06/10/23	Edits made to the MTFS cabinet report prior to publication.



# Finance and Resources Overview and Scrutiny Committee

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Quarter 2 Performance Report: People Transformation Digital and ICT Communications
<b>Date:</b>	7 <sup>th</sup> November 2023
<b>Report on behalf of:</b>	Councillor Carole Weston
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	N/A
<b>Background papers:</b>	Nil
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	KPI – Key Performance Indicators

### Report Author / Responsible Officer

Aidan Wilkie (Strategic Director – People & Transformation)

Matt Rawdon, Assistant Director (People)

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<b>Corporate Priorities</b>	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
<b>Wards affected</b>	All wards
<b>Purpose of the report:</b>	1. To provide the Q2 performance information for monitoring and information
<b>Recommendation (s) to the decision maker (s):</b>	1. That Members note the report and identify any areas where they require additional information
<b>Period for post policy/project review:</b>	N/A

## 1. Introduction

- 1.1. This paper will provide an update on service performance over Q2 2023/2024 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 sickness outturn for quarter 2 is similar to the quarter 1 and lower than the same quarter last year.
- 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, with the next initiative being launching financial wellbeing workshops which are currently being held. 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. The recent initiative coming out of this group was hosting a staff picnic where over 200 staff attended. The next event is a Christmas themed staff bake off competition, hosted by the staff engagement group.
- 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 commenced at Cupid Green), working with H&S on musculoskeletal cases – to identify trends, appropriate PPE and training needs.
- 2.7. The HR team has arranged Food nutrition classes delivered by Community Action Dacorum and we have created a new Cost of Living internal web page to offer support/guidance to staff. In the summer we launched the leadership development course for all middle managers which will focus on many aspects of good leadership. One particular module is how we effectively manage staff through change and how we best manage anxious staff.
- 2.8. The flu vaccination programme has commenced, where staff can received their free flu vaccination. We are implementing a new process at Cupid Green Depot with a nurse on site to administer vaccinations to increase take up numbers
- 2.9. The annual staff turnover percentage is still below 15% (actual 10%) which is considered a healthy staff turnover rate in the UK. Work continues within the people strategy to ensure we are creating an engaging culture and ensuring staff have effective leaders guiding them within the workplace.
- 2.10. The people strategy continues to be delivered, some of the key developments include:
- Leadership development programme launched for middle managers
  - Launch of our new values and behaviours and work continues to embed these across the Council. A new staff working group has been set up to deliver initiatives to support the change in culture.
  - Supporting various staff restructures – Place, Corporate Support.
  - Job career fairs attended – Schools event at Shendish Manor and Wilkinsons (for staff at risk). We are exploring opportunities to work with the Mount Prison on work placements.
  - Utilising LinkedIn Recruiter license to contact possible applicants for vacancies who having matching profiles.
  - Increased graduate intake through the national graduate development programme (3 graduates per year no rather than 1 per year). All three new graduates have been inducted and have started in their roles.
  - Strategic Leadership Team has approved a new menopause in the workplace policy.
  - Strategic Leadership Team structure finalised and all post now appointed to.

## Transformation

- 2.11. Dacorum is developing a new Customer Charter which sets out a series of commitments by the Council which aims to improve customer service across the Council. This quarter saw a focus on embedding the customer charter commitments across teams that have high number of customer interactions.
- 2.12. To ensure we are starting to make our customer experience more consistent, we have developed guidance and templates to define how service's communicate with customers. This includes defining the corporate language/terminology that we should use consistently, understanding what our service response timescales are across different services so we can communicate this better to customers to avoid chasing calls and emails and understanding what we need from our customers to complete transactions so we can be upfront about this request.
- 2.13. We recognise the Council Website as being a key customer service channel for our customers and residents and have focused on making this more effective. 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 have started improving web pages for high demand areas and will continue to focus on this area in coming months.
- 2.14. We also created a new Customer Champion Working Group to help us improve our Customer Service culture across the Council and a new mandatory Customer Service Training module was designed to ensure all staff across Dacorum can understand how to deliver good customer service in their roles on a daily basis.
- 2.15. Following the development of the new Customer Strategy by Dacorum, we have been focusing on building a programme that will help bring the strategy to life. A new target operating model was designed which focuses on simplifying and improving customer journeys whilst creating more efficient and effective ways to deliver services to our customers. The programme will involve redesigning services across Dacorum to align with the future operating model and we are in the process of identifying which services we will be working with over the next 12 months.
- 2.16. 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 on project and programme delivery across Dacorum. We have now finalised what the key projects and programmes are across Dacorum and have established a new governance structure with relevant terms of reference for all boards, new reporting templates and methodology to help with oversight and are in the process of establishing the baseline for all projects upon which projects will be monitored going forward.
- 2.17. We have launched a new project which will look to review what and how we manage performance across the council, including reviewing and establishing our Key performance and Service performance indicators and associated targets, our process for reviewing and reporting performance and establishing the appropriate governance structures to ensure we have oversight and assurance to improve performance where required and the ability to use performance data for intelligence and strategic decision making.

### **3. Customer Services Unit (CSU)**

- 3.1. Average call wait times has seen a reduction since last quarter, but remains above the target of 300 seconds. Customer Service Representatives have been provided with target call duration and wrap up targets to help manage call wait times and we have been focusing on establishing operational efficiencies to help improve the achievement of these targets.
- 3.2. One of the key factors for high call wait times is increasing number of calls being received by the Customer Service Centre (CSU). The work being undertaken as part of the customer strategy and customer charter should help reduce the number of avoidable calls being received or number of calls from customers looking for status updates regarding their transaction, which will have a positive impact on call wait times.
- 3.3. 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 and link to our improved webpages more effectively so customers can complete their transaction via self-service methods more quickly.
- 3.4. 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.
- 3.5. A new Complaints Policy was launched in December 2022. This quarter saw a significant increase in the number of complaints received and we also introduced a new process whereby Heads of Service were required to review and sign off all stage 1 responses in an attempt to improve the quality of our complaint responses. This has resulted in a decrease in performance levels to respond within target timescales. We will be focusing on supporting services with high number of complaints to address performance levels next quarter.
- 3.6. 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 also help improve performance levels in the next quarter.

### **4. Digital and ICT**

- 4.1. IT Systems availability (99%) continue to be positive within the quarter demonstrating the fundamental reliability of the Council's technology infrastructure. There were two critical issues in the quarter when the council's broadband and main phone line went down. The issue was rectified within 3.5 hours and is now fully operational.
- 4.2. The primary performance indicator (ICT01 - Percentage of incidents resolved in less than 2 days) was amber within the quarter at 89% against a target of 90%. This is an improvement on previous quarters resulting in an actual year to date performance of 91%. The Digital Team still have an open vacancy in the team. However, we now have now resolved this as the member of staff has decided to remain in Housing. Therefore, recruitment will commence immediately with an expectation that the post will be filled in the New Year.

4.3. During the quarter the digital team was given approval to improve functionality on teams to enable direct calling. This will enable all users to call customers and partners directly from their laptops. Calls from customers will land directly on laptops enabling the workforce to communicate with customers wherever they work. The workforce will be increasingly able to do their job where this delivers the greatest benefit to customers. The project is now in implementation with over half of our workforce already benefiting from this new functionality.

## 5. Communications

5.1 In Q2 we delivered against our external communications programme supporting corporate projects and events across DBC services and partner organisations. This includes 371 social media campaigns on our corporate channels (Facebook, X formerly Twitter and LinkedIn), 14 news articles (website), 14 press releases and more than 160,000 e-newsletters via our digital publications portfolio.

5.2 In Q2 we delivered on our events and awareness programme including the all-encompassing 'Summer of Fun' programme, which brought together all the free and low cost events and activities (from the Council and partners) across the borough for the July and August holiday period.

5.3 In Q2 we have delivered on our internal communications programme, including our new quarterly Staff Magazine, an in-person/hybrid 'Staff Update Session', with more than 300 colleagues attending (in-person and online); an 'informal Coffee Morning' event with SLT and staff (at the Forum and Cupid Green), Staff Picnic at Grovehill Adventure Playground with more than 100 staff in attendance. In Q2, we issued over 42 internal communication campaigns across internal channels, such as our intranet, covering general staff news, corporate information (projects and initiatives) and staff events. During this period we also conducted our annual staff survey across the organisation, which was completed by 57% of staff.

5.4 We have delivered our programme of print and digital publications, including 12 issues of our weekly *Dacorum Life* digital newsletter (currently 12,915 subscribers – increase of 94 from Q1 2023/24).

5.5 Social media and website statistics: Our social media channels continue to grow organically at a healthy rate compared to similar local authorities.

- o Dacorum BC **Facebook** – July to September 2023:
  - o Connections – 12,990 (increase of 237 from Q1 2023/24)
  - o Link clicks – 3,224
  - o Posts – 178
  
- o Dacorum BC **X (formerly Twitter)** – July to September 2023:
  - o Connections – 8,968 (decrease of 25 from Q1 2023/24)
  - o Link clicks – 691
  - o Posts – 165
  
- o Dacorum BC **LinkedIn** – July to September 2023:
  - o Connections – 5,268 (increase of 192 from Q1 2023/24)
  - o Link clicks – 242
  - o Posts – 28






	Page title and screen class <span>▼</span>	<span>+</span>	↓ Views .....	Users .....
			753,206 100% of total	104,614 100% of total
1	Council Services - Payment Portal		90,191	13,549
2	Dacorum Borough Council Home Page		86,843	35,385
3	My Bin Collections		45,190	15,892
4	Payment summary - Payment Portal		30,344	13,036
5	Transaction complete - Payment Portal		27,599	12,420
6	Complete your shopping - Payment Portal		26,939	12,768
7	Search planning applications		26,451	9,932
8	When are my bins collected		24,502	15,509
9	Rent		19,618	6,982
10	Garden Waste Subscription Service		19,145	3,145
11	Waste services extra questions		16,591	4,881
12	Paying your Council Tax bill		16,021	8,856
13	Search   Dacorum Borough Council		14,618	5,179
14	(not set)		11,431	4,909
15	Contact us		9,236	5,755
16	Dacorum Borough Council - Payment Portal		9,047	3,382
17	Do it online		7,966	5,524
18	Council Tax		7,847	4,773
19	Council tax change of circumstance		7,700	1,629
20	Your details		7,365	3,589
21	Waste eforms		6,731	3,055
22	Make a payment		5,926	3,040
23	error		5,085	2,778
24	Apply for social housing		4,671	1,971
25	Recycling refuse and waste		4,328	3,167

Finance & Resources OSC  
People & Transformation Report

Performance Scorecard F&C OSC- Digital

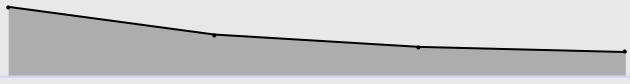

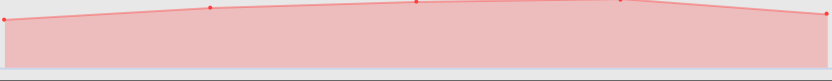
Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
ICT01(Q)	Percentage of incidents resolved in less than 2 days (Q)	Sep 2023	86.56%	90.00%	✔	<p>The chart displays a flat performance trend for the measure 'Percentage of incidents resolved in less than 2 days (Q)'. The performance level is consistently at 86.56% across four consecutive quarters, which is below the 90.00% target. The data points are marked with orange dots on a light orange background.</p>

## Performance Scorecard F&R OSC- People

Measure Code ↑	Measure	Date	Actual	Previous Quarter	DoT	Performance Trend
HR02a	Turnover of staff	Sep 2023	10.00%	7.00%	✓	
In line with a healthy staff turnover industry standard.						
HR03 (Q)	Total days lost through sickness absence for the council (OSC)	Sep 2023	2,216.00	2,146.50	✗	
<p>The sickness outturn is similar to the last quarter, but lower than the same quarter last year. The following actions continue to progress to assist with reducing absenteeism: - Sickness Scrutiny Group continues to meet to review all sickness cases to ensure managers are progressing staff though the sickness policy and we are doing all we can to get staff back to work. • The on site physio at Cupid Green has re-commenced in September. Slots are being fully utilised. • Health and wellbeing bulletins to staff. A staff survey was launched in June on future wellness activities they would like to see implemented. The first event was held in September which is a staff picnic. A further wellness activity programme will then be developed and a 'bake off event' is being held over Christmas. A time to talk session was held for staff on mental health awareness day. • We are running financial wellbeing workshops for staff throughout the Autumn to assist with the cost of living crisis. - we will be administering the flu vaccination for staff in the Autumn. This has commenced and we have arrange an onsite nurse to administer at Cupid Green to assist with take up numbers • Chasing up outstanding return to work interviews. The HR team is reviewing their directorates monthly sickness and chasing managers where RTW's are not completed. • Clinical counselling sessions for staff in high emotional roles. Next steps being discussed. • In September there is to be a leadership development course launched for all middle managers which will focus on many aspects of good leadership. One aspect programmed in is how we support staff wellbeing and manage change effectively. - HR has been working with the TUs to improve the sickness absence policy especially in relation to workplace injuries.</p>						
HR05	Average days lost due to sickness absence per FTE (OSC)	Sep 2023	1.02	0.99	n/a	

Page 19

## Performance Scorecard F&C OSC- Transformation

Measure Code	Measure	Date	Actual	↓ Target	DoT	Performance Trend
CS01 (Q)	Percentage of stage 1 complaints due and resolved in the month within policy period (Q)	Sep 2023	42.06%		✘	
CS02 (Q)	Percentage of stage 2 complaints due and resolved in the month within policy period (Q)	Sep 2023	30.00%		✘	
CSU10 (Q)	Call Handling: Average wait time (Q)	Sep 2023	611.00	300.00	✔	



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## Finance and Resources Overview and Scrutiny Committee

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Quarter 2 Performance Report – Corporate and Commercial Services
<b>Date:</b>	7 <sup>th</sup> November 2023
<b>Report on behalf of:</b>	Portfolio Holder for Corporate & Commercial
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – Key Performance Indicator report Appendix B – Finance Operational Risk report
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	TRO – Traffic Regulation Orders

### Report Authors/ Responsible Officers

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Nigel Howcutt – Chief Finance Officer  
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<b>Corporate Priorities</b>	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
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To provide Members with the performance report for Quarter Two 2023-24 in relation to the

	Corporate and Commercial directorate.
<b>Recommendation (s) to the decision maker (s):</b>	That Members note the performance of the service as set out in the report.
<b>Period for post policy/project review:</b>	Quarterly

## 1 Introduction



This paper will provide an update on service performance over Q2 2023/2024 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 Q2 2023- 24 of Commercial Development Services.

### 2.1 Key Performance Indicators

The key performance indicators for Commercial Development are set out below.

Commercial Development - Performance Scorecard						
Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
FIN12a (Q)	Percentage of Garages income received against forecast (Q)	Sep 2023	97.50%		✘	
FIN13a (Q)	Percentage of parking income received against forecast (Q)	Sep 2023	103.30%		✔	

### 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.

## 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. There is a work programme of improvements to support and oversight of procurement that is currently ongoing, which will be reported to future Committee meetings.

Table 1 - Number of times the Procurement Standing Orders have been set aside during Q2

Contract	Justification	Responsible Officer
Provision of Agency Estate Surveying Staff G2 Recruitment £80k	The Council has struggled to recruit and retain Estates Surveying staff for a number of years and have filled the vacancies through a number of different agencies to obtain the correct calibre and qualified staff.	Richard Rice
Provision of Agency Estate Surveying Staff Park Avenue £78k	The Council has struggled to recruit and retain Estates Surveying staff for a number of years and have filled the vacancies through a number of different agencies to obtain the correct calibre and qualified staff.	Richard Rice
Provision of Agency Estate Surveying Staff Oyster £90k	The Council has struggled to recruit and retain Estates Surveying staff for a number of years and have filled the vacancies through a number of different agencies to obtain the correct calibre and qualified staff.	Richard Rice
Provision of Maternity Cover HoS role Green Acre Ltd £80k	Given the tight timescales the service is working to, the level of delivery needed within the role, the fact that a suitable and available candidate has been sourced through a supplier the Council has an existing relationship with	David Barrett

Table 2 - Non-Compliant procurement expenditure during Q2

Contract	Annual Value	Reason	Responsible Officer	Mitigation

A separate Part II report on Housing related non-compliant spend was presented to Cabinet on 17 October 2023.

## 2.4 Commercial Strategy & Programme

With support from consultants 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. Progress has previously been reported in detail on the 12 FBCs.

There are many strands of work relating to the Commercial Strategy, being undertaken throughout services, and commercial considerations are embedded in ongoing budget and service planning. A separate report on this activity will be presented to the Committee at future meetings. The activity includes detailed reviews of fees & charges and of commercial income streams, as well as longer term planning to leverage best value from the Council's assets through current work on Strategic Asset Reviews. It also includes progression of certain proposals developed through the Business Cases, including:

- Light Industrial Units.
  - Following agreement to take forward Business Case proposals to construct new light industrial/ small business units on former garage sites, a tender for the construction of these units has been developed during Q2. It will be advertised to the market in Q3.
- Legal Services
  - Discussions have been ongoing during Q2 with neighbouring authorities, and a more detailed timeline for development and formal decision-making about the opportunity for a shared service will be confirmed during Q3.
- Planning Service
  - Discussions have been ongoing during Q2 with neighbouring authorities about potential opportunities for future shared services. These discussions will continue and further updates will be provided, taking into consideration resource and timing constraints relating to requirements for progression of the Local Plan.
- Parking Services
  - Following an initial Business Case that considered opportunities relating to parking, proposals for changes to parking tariff and charging policy, and for considering 'smart parking' technology, were considered by Cabinet in September 2023. Informal consultation on the proposals for tariff and charging changes was carried out in Q2. These will be considered again by Cabinet in December 2023. Work is also progressing on the renewal of the parking enforcement contract and how 'smart' technology might supplement this service to make it more effective and efficient



- CCTV
  - Work is progressing on implementing service improvements to enable the service to be better positioned to focus on commercial activity in 2024-25.

### 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, housing disrepair claims and judicial review proceedings. The individual team members generally hold a caseload of approximately 50-80 open cases at any one time. Most cases will be settled before they get to court, and therefore the concluded case below is a snapshot of their overall work, set out for Members' interest.

Matter	Client/type	Case Detail
Breach of Planning Enforcement – unauthorised construction of driveway in conservation area	DBC V Cowan	Fine £1,500 Legal costs of £5,945

## 3.2 Corporate and Democratic Support

### Democratic Support Services

#### Democratic Services

During Quarter 2, Democratic Services carried out the following activities:-

Delivered 2 Full Council meeting, live streamed via YouTube

1. Supported 19 committees (including agendas & minutes)
2. Processed and administered 7 new Portfolio Holder Decisions, published 3 completed decisions
3. Processed 9 Officer Decisions
4. Delivered the following training sessions;
  - o 6 July 2023 - Equality, Diversity & Inclusion
  - o 10 July 2023 - Equality, Diversity & Inclusion
  - o 12 July 2023 – GDPR & FOI
  - o 20 July 2023 – Appeals training
  - o 19 September 2023 – Mandatory Finance training

#### Digital Print & Post Room:

In addition to the day to day workload and ad hoc requests for support and reprographics, during Quarter 2 the team;

1. Processed and franked a total of 63,315 outgoing mail items, at a total cost of £36,392.38 (includes HVCCG & CAB which is recharged)
2. Processed and banked 455 cheques with a total income of £163,277.49
3. Received and banked 13 emergency cash transactions with a total value of £12,090.45
4. Supported the wider organisation with ad hoc reprographics requests
5. Our Courier service continues to deliver personnel urgent letters, delivery of stationery items to staff, including collections of confidential waste

## **Electoral Services**

### **Electoral Register**

During Quarter 2, the following 2498 changes were made to the Electoral Register:-

Additions 1217

Deletions 895

Changes 165

Movers 221

### **Staff Training**

Throughout Q2, the team attended:

- AEA Eastern branch meeting
- Herts country group meeting
- Local Government information Unit's - Voter ID research findings
- Express annual conference
- Civica Elections Act
- AEA Boundary Reviews
- AEA UKPGE and Cross-boundaries
- DLUHC ERO Portal Demo
- AEA Preparing for the next General election: Parliamentary boundaries and Polling places review,

The newest member of the team also completed their AEA Foundation course.

**Annual Canvass 2023**

Annual canvass begun in July when our data was matched with the DWP. Local data matching was then carried out. This determined which canvass route every property in Dacorum would follow.

As a result, 50,520 Canvass Communication A (CCA) forms were issued in August. Following this a further 16,863 Canvass Communication B (CCB) forms were issued to route 2 properties, who must reply,

In September, 9286 reminder forms were issued to any route 2 property who had not yet responded.

The attention now moves to the personal canvass stage. This is where non responding route 2 properties will receive a door knock to complete the form in person.

**Election Act implementation**

The team are still awaiting detailed guidance on how the remaining aspects of the elections act will be implemented. The next phase will be the introduction of 'Online Absent Vote Applications (OAVA)' which is due to launch on 31 October 2023.

**Parliamentary Boundary Review**

Updates to the new boundaries will be made to the Electoral Register in time for the revised publication on 1 Dec 2023. The team have been carrying out updates & cross checking these with the proposals from the Boundary Commission.

**Electoral Review**

The Local Government Boundary Commission for England (LGBCE) have begun the electoral review for Dacorum. Various Officer and member briefings were held in order to raise awareness. Officers are currently collating information in order to submit projected forecasts required.

**Polling District & Polling Place Review**

This has now begun and will seek feedback from the community on the current location of all polling places and the current polling districts.

The outcome of this will be discussed at the next Electoral Review Committee and then an updated Polling District & Polling Place Order will be recommended for approved by Full Council in November 2023.

### **Police & Crime Commission election 2023**

The next PCC election will be held on the 2<sup>nd</sup> of May 2024. The team are currently working with all Polling Places and all staff on the database, in order to set them all up with an online account. This uses a system called a Mobile Election Application (MEA).

One of the main advantages of using MEA is the ability to quickly communicate with staff and locate booking agents through a secure portal. This also saves on resources as there is no need to print and send letters, and as MEA is fully integrated with Xpress Management, any responses or changes made by users in MEA will update the system once a sync process has been run from within Management.

### **Next Parliamentary election**

The team are mindful that the next Parliamentary election must take place before January 2025 and project planning is underway to start to prepare for this election.

### **3.3 Performance Indicators**

The Information Security Team who manage freedom of information and data protection requests are pleased to report that both performance indicators were green for the last quarter. In respect of freedom of information requests this is a greatly improved performance from the last quarter and follows a review of processes, which resulted in process and reporting changes that have improved performance.

## 4 Finance & Resources Q2 Performance & Operational Risk Report

### 4.1 Introduction:

Finance 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 2 Finance and Resources performance report:

- A. This report outlines the 2023/24 Quarter 2 (July – September) performance of the Finance and Revenues and Benefits services, the details of the quarterly KPI's are included in Appendix A of the Q2 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 are two red KPI's 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.

During 2022/23 this KPI peaked at over 60 days and is now around the 55 days so improvement has been made in the last 12 months. 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. This KPI target is been reviewed and reassessed with revised KPI's expected in 2024 to take into consideration the high level of payment plans currently in place.

## **FIN06 Capital Variance against Forecast**

At quarter 1 the capital financial projections showed an overspend of circa £70k on the revised general fund capital programme of circa £10m. This variance is less than 1% of the overall capital budget and is within budget tolerances, this spend relates to additional waste bins procured this year to support the garden and household waste collection service. The quarter 2 Capital financial performance will be reported to the committee shortly.

### **4.3 Finance and Resources Quarter 2 Operational Risk Report**

The Qtr 2 Finance operational risk register is attached in Appendix B. There are no changes to the scoring at quarter 2 from quarter 1. 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 in 23/24 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 23/24. The poorer collection performance in 22/23 combined with the current economic pressures, would suggest the collection rate performance in 23/24 will be very challenging and hence will be under close scrutiny.

### **4.4 Financial Services Overall Performance**

The service has continued to support service delivery in the last quarter and key deliverables have included:

- Ongoing Monthly Financial Monitoring and financial performance assessment on a monthly basis
- The creation, review and scrutiny of the final 2023 approved MTFS
- Publication and scrutiny of the draft 22/23 financial accounts and statements
- Assisting with the modelling and delivery of the car parking proposals and consultation

#### **4.5 Revenues and Benefits Overall Performance**

The service continues to collect council tax and business rates and administers the benefits service to more residents and businesses than ever. In addition to these usual activities the service has also;

- Initiated a consultation on the Council's 2024 Council Tax Support Policy
- Prepared collection fund analysis as part of the MTFS assumptions and proposals
- Undertaken a review of service provision and assessed revised Revenues and Benefits restructure developments
- Prepared for the Implementation of Citizen Access, providing residents with improved digital accessibility

#### **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

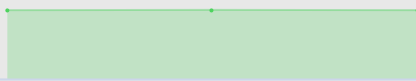
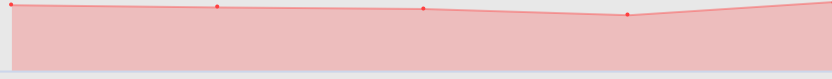
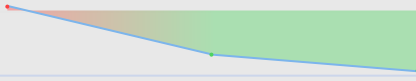

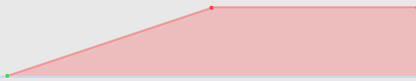
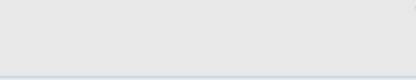
**11 Conclusions:** Performance and risk are outlined in the appendices and summarised in the report, and the Committee are asked to note the report.



## Commercial Development - Performance Scorecard

Measure Code ↑	Measure	Date	Actual	Target	DoT	Performance Trend
FIN12a (Q)	Percentage of Garages income received against forecast (Q)	Sep 2023	97.50%		❌	
FIN13a (Q)	Percentage of parking income received against forecast (Q)	Sep 2023	103.30%		✅	

## 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)	Sep 2023	98.90%	96.00%	✘	
Performance against this indicator continues to be strong.						
FIN02a (Q)	Time taken for debtors to pay (Q)	Sep 2023	55.29	40.00	✘	
Targets for this indicator have been held at pre-pandemic and current cost of living crisis conditions. This has been a deliberate strategy based on the strong performance of the service against these target prior to the economic conditions of recent years and an aspiration to achieve this target going forward. This approach is kept under review.						
FIN03 (Q)	General Fund Budget Variance against forecast (Q)	Sep 2023	-1,055,000.00	0.00	✔	
The position reported is the forecast as at the end of August 2023, the latest approved forecast. Forecast income from investments is significantly in excess of target due to the extent of recent interest rate increases and is supporting the General Fund position.						
FIN04 (Q)	Housing Revenue Account Budget Variance against forecast (Q)	Sep 2023	391,000.00	391,000.00	✘	
The position reported is that as at the end of August- the latest approved position. The HRA is reporting a pressure of £391k at month 5 (August 2023). This relates to staffing and repairs and maintenance forecast costs, partly offset by increased investment income arising from high interest rates.						
FIN06 (Q)	Capital variance against forecast (Q)	Sep 2023	70,000.00	0.00	➡	
There is relatively small variance to the General Fund capital programme relating to expenditure on residential waste bins.						
FIN08 (Q)	Investment income: outturn forecast against budget Q	Sep 2023	4,747,000.00	965,000.00	?	
The position reported is the forecast as at the end of August 2023, the latest approved forecast. Forecast income from investments is significantly in excess of target due to the extent of recent interest rate increases.						

## 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	Sep 2023	96.67%	100.00%	✘	
FOI01	Percentage of FOI requests satisfied in 20 days	Sep 2023	94.86%	90.00%	✔	
LG03	Number of audit recommendations completed within agreed timescales	Sep 2023	1.00		✔	

There is only one audit recommendation outstanding for the service which relates to the the Information Management Team. A revised date has been set for completion of 31st December.

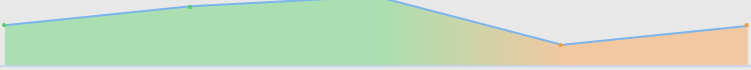
## Revenues and Benefits - Performance Scorecard

Measure Code	Measure	Date	Actual	Target	DoT	Performance Trend ↓
RBF06 (Q)	Average days taken to respond to a council tax related contact from a resident (Q)	Sep 2023	14.19	17.00	✔	

Performance has improved during the quarter, as the volume of outstanding work has been reduced following the seasonal peak caused by the annual billing process. This has been achieved by making use of additional resourcing from the resilience contract, which will be reduced over the coming months. The service is working with the transformation team to introduce more automation over the next few months, which should reduce the amount of data re-entry and enable officer time to be spent on more useful tasks. This should also enable the service to provide a good service with less need for resilience support in the future.

Page 38	RBF01 (Q)	Average days taken to respond to a benefit-related contact from a resident. (Q)	Sep 2023	12.06	14.00	✘	
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The reduction in performance from the previous quarter is due to significant resources being put into the clearance of outstanding work. Long-term sickness had impacted the service's ability meet the demands of work being generated earlier in the year. This was combined with delays to awarding a new resilience contract, leaving the service in a position where it could not secure any additional resource until August.

Measure Code	Measure	Date	Actual	Target	Last Year's Actual	Performance Trend ↓
RBF05 (Q)	Council Tax collection rate (Q)	Sep 2023	55.60	56.10	56.50	

Measure Code	Measure	Date	Actual	Target	Last Year's Actual	Performance Trend ↓
<p>The collection level at this time last year was slightly inflated due to the Energy Bills Rebate, if that is factored out then the position now is broadly similar, and we expect that the year-end outturn will also be about the same as last year.</p>						
RBF04 (Q)	NNDR (Business Rates) in-year collection rate (Q)	Sep 2023	50.60	51.20	51.20	<p>The chart displays the performance trend for the NNDR (Business Rates) in-year collection rate (Q) from September 2023 to September 2024. The y-axis represents the collection rate percentage. The data points are: Sep 2023 (50.60), Oct 2023 (51.20), Nov 2023 (51.20), Dec 2023 (51.20), Jan 2024 (51.20), Feb 2024 (51.20), Mar 2024 (51.20), Apr 2024 (51.20), May 2024 (51.20), Jun 2024 (51.20), Jul 2024 (51.20), Aug 2024 (51.20), and Sep 2024 (51.20). The chart shows a peak in late 2023 followed by a decline and a slight recovery in 2024.</p>
<p>Current collection remains lower than we would have expected before the pandemic, which is likely a symptom of the current economic climate. At present we expect an outturn similar to last year.</p>						

Risk Register Summary Table

Risk Name	Risk Owner	30 Sep 2023			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Council Tax & Business Rates collections rates drop below budget	Nigel Howcutt	3	4	12.00	The collection of Business Rates is broadly in line with expectations at Quarter 1, although the 2023/24 business rates revaluation and the projected increase in challenges to these rates brings additional uncertainty to the service. The Council Tax collection rate is behind the 23/24 target, but in line with recent financial years when you consider the changing variables, as outlined in the quarterly performance report. A review of Council Tax collection rates is currently underway given the performance being lower than expected during 2020 - 2023, albeit impacted by the pandemic. Although in year collection rates are behind target, the service is achieving greater collection rates on previous years arrears with the expectation that to achieve actual cash collection budgeted levels. This performance is closely monitored and reported. As part of the 2023 MTFS it is proposed at this point to reduce future years collection rates.
Delays and errors in the processing of Benefits claims	Nigel Howcutt	2	3	6.00	The time taken for the benefits team to respond to queries is now at circa 12 days. The performance has been improved year on year with a slight downturn in Qtr 2 this performance is expected to improve in the remainder of 23/24. The sector average is believed to be around 14 days, but few authorities report on this KPI. The service are implementing more digital functionality across revs and bens in quarter 3 such as citizen access that will improve the effectiveness of these teams in the medium term.
Delays to Capital programme	Nigel Howcutt	2	4	8.00	The capital programme has suffered significant delays in recent years due to a combination of the impact of the pandemic, planning moratorium, supply chain delivery and recently cost pressures. As a result the current capital programme is the largest the council has had for many years, which increases the likelihood of delays occurring to one or more of a large number of projects. In addition there are several legacy projects that the new administration need to be briefed on and hence at present these projects are pending further approval before being undertaken.
Failure to optimise income generated by commercial assets	Nigel Howcutt	2	2	4.00	The first half year financial performance of the commercial property portfolio, garages and parking is on or ahead of budget as previously reported to cabinet in the first quarter financial report. These assets make up the majority of the councils commercial asset that we hold.
Variations in General Fund revenue budget	Nigel Howcutt	2	2	4.00	The first quarter financial performance report, presented at Scrutiny, details the outturn projection. The General Fund is expected to deliver an underspend in 2023/24, predominantly due to strong performance of the treasury management service, due to both higher cash balances and interest rates than previously projected at budget setting.





Risk Name	Detail	30 Sep 2023
		Status
Council Tax & Business Rates collections rates drop below budget	Risk Owner	Nigel Howcutt
	Portfolio	Housing and Property Services
	Risk Description	Council Tax & Business Rates collections rates drop below budget.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>■ Finance &amp; Resources Operational Risk Register</li> <li>■ Financial Resilience.</li> </ul>
	Inherent Score	9 ▲
	Mitigated Score	12.00 ▲
	Risk Appetite	6.00
	Comments	<p>The collection of Business Rates is broadly in line with expectations at Quarter 1, although the 2023/24 business rates revaluation and the projected increase in challenges to these rates brings additional uncertainty to the service.</p> <p>The Council Tax collection rate is behind the 23/24 target, but in line with recent financial years when you consider the changing variables, as outlined in the quarterly performance report. A review of Council Tax collection rates is currently underway given the performance being lower than expected during 2020 - 2023, albeit impacted by the pandemic.</p> <p>Although in year collection rates are behind target, the service is achieving greater collection rates on previous years arrears with the expectation that to achieve actual cash collection budgeted levels. This performance is closely monitored and reported.</p> <p>As part of the 2023 MTFS it is proposed at this point to reduce future years collection rates.</p>
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>	

		30 Sep 2023
Detail		Status
	Evidence Risk is being managed	<p>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.</p> <p>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.</p> <p>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.</p>
	Consequences / Impacts	<p>Distribution of collection fund to other preceptors is based on the budgeted collection level, if collection falls short this could lead to a cashflow issue within the Council's finances. The fund distribution is balanced after the end of the financial year.</p> <p>Reputational risk if collection rate falls significantly – this could also impact on future years' council tax base leading to increased budget pressures.</p> <p>Financial risk in relation to business rate retention scheme if rates collection falls below government set baseline.</p>
Delays and errors in the processing of Benefits claims  Page 43	Risk Owner	Nigel Howcutt
	Portfolio	Housing and Property Services
	Risk Description	Delays and errors in the processing of Benefits claims
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Finance &amp; Resources Operational Risk Register</li> <li>▪ Financial Resilience.</li> </ul>
	Inherent Score	12 ▲
	Mitigated Score	6.00 ●
	Risk Appetite	6.00
	Comments	The time taken for the benefits team to respond to queries is now at circa 12 days. The performance has been improved year on year with a slight downs turn in Qtr 2 this performance is expected to improve in the remainder of 23/24. The sector average is believed to be around 14 days, but few authorities report on this KPI. The service are implementing more digital functionality across revs and bens in quarter 3 such as citizen access that will improve the effectiveness of these teams in the medium term.

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 &amp; 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 on limited staff resources.</p>

Risk Name	Detail	30 Sep 2023
		Status
Delays to Capital programme	Risk Owner	Nigel Howcutt
	Portfolio	Housing and Property Services
	Risk Description	Delays to Capital programme
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>▪ Finance &amp; Resources Operational Risk Register</li> <li>▪ Financial Resilience.</li> </ul>
	Inherent Score	8 ▲
	Mitigated Score	8.00 ●
	Risk Appetite	6.00
	Comments	<p>The capital programme has suffered significant delays in recent years due to a combination of the impact of the pandemic, planning moratorium, supply chain delivery and recently cost pressures. As a result the current capital programme is the largest the council has had for many years, which increases the likelihood of delays occurring to one or more of a large number of projects.</p> <p>In addition there are several legacy projects that the new administration need to be briefed on and hence at present these projects are pending further approval before being undertaken.</p>

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"> <li>• How robust are the assumptions on the estimated duration of the procurement exercise?</li> <li>• How realistic is the estimated time taken for contractors to deliver the works?</li> <li>• How realistic are the assumptions on officer availability to manage the project on time?</li> </ul> <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"> <li>• Monthly meetings take place between accountants and budget holders to monitor progress against original timeframes and costs;</li> <li>• Strategic Leadership Team (SLT) receive a quarterly report on the progress of capital projects against anticipated timeframes;</li> <li>• Performance Group comprising Chief Officers and cabinet Members receive a monthly report on the progress of current projects;</li> <li>• 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.</li> </ul> <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>

## Detail

## Status

## Consequences / Impacts

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

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

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

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

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

Failure to optimise income generated by commercial assets

## Risk Owner

Nigel Howcutt

## Portfolio

Housing and Property Services

## Risk Description

Failure to optimise income generated by commercial assets

## Reference to Strategic Objectives / Priorities

- Finance & Resources Operational Risk Register
- Financial Resilience.

## Inherent Score

12 ▲

## Mitigated Score

4.00 ★

## Risk Appetite

6.00

## Comments

The first half year financial performance of the commercial property portfolio, garages and parking is on or ahead of budget as previously reported to cabinet in the first quarter financial report. These assets make up the majority of the councils commercial asset that we hold.

**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 financial performance is reviewed monthly and reported as part of the corporate financial performance framework, resulting in quarterly reports to scrutiny and cabinet.

**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	Housing and Property Services
Risk Description	Variances in General Fund revenue budget
Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> <li>■ Finance &amp; Resources Operational Risk Register</li> <li>■ Financial Resilience.</li> </ul>



Detail	30 Sep 2023	
	Status	
Inherent Score	12	▲
Mitigated Score	4.00	★
Risk Appetite	6.00	
Comments	The first quarter financial performance report, presented at Scrutiny, details the outturn projection. The General Fund is expected to deliver an underspend in 2023/24, predominantly due to strong performance of the treasury management service, due to both higher cash balances and interest rates than previously projected at budget setting.	
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>	
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> <p>Failure to address the causes of inaccurate budgeting could negatively impact the Council's culture of financial management, which in turn increases the risk of poor financial decision-making.</p>	



<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Financial Performance Quarter 2 2023-24
<b>Date:</b>	7th November 2023
<b>Report on behalf of:</b>	CLlr Ron Tindall, Portfolio Holder for Corporate & Commercial Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – General Fund Forecast Outturn Position Q2 2023-24 Appendix B – HRA Forecast Outturn Position Q2 2023-24 Appendix C – Projected Capital Outturn Q2 2023-24
<b>Background papers:</b>	None.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund HRA – Housing Revenue Account

#### Report Author

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#### Corporate Priorities

- A clean, safe and enjoyable environment
- Building strong and vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular for those most in need
- Ensuring efficient, effective and modern service delivery

	Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<p>1. To provide details of the projected outturn 2023-24 as at quarter 2 for the:</p> <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
<b>Recommendation (s) to the decision maker (s):</b>	<p>1. That Committee note the financial position for 2023-24 as at Quarter 2.</p>
<b>Period for post policy/project review:</b>	The Council's financial position is reported to committee on an ongoing, quarterly basis.

## 1. Exec Summary:

- 1.1** The Quarter 2 financial position of the General Fund is reporting a surplus against budget of £0.536m, the quarter 1 position was a surplus of £0.767, hence a reduction of £0.231m quarter on quarter. In summary this is due to pressures from the imminent public sector pay award £0.500m, employee cost pressures for Neighbourhood operations of an additional £0.109m, additional expenditure on works to trees £0.150m, £0.254m on Place interim costs while offset by increased investment income of £0.551m, and a reduction in borrowing costs of £0.232m
- 1.2** The HRA is reporting a budget pressure of £0.370m at quarter 2 a quarter on quarter reduction of £0.020m. There are increased pressures of £3.777m on repairs and maintenance, and £0.482m on supervision and management costs. These are offset by increased investment income of 0.313m, income from tenants of £1.179m and the £2.538m removal of the Revenue contribution to capital to support the underlying in year budget pressures.

## 2. Introduction:

- 2.1** This report presents the Council's forecast outturn for 2023-24 as at quarter 2, 30<sup>th</sup> September 2023. The report covers the following budgets with associated appendices:
- General Fund – Appendix A. A surplus against budget of £0.536m is forecast.
  - Housing revenue Account (HRA) – Appendix B. A pressure of £0.370m is forecast.
  - Capital Programme – Appendix C. General Fund Budgets are forecasting an underspend of £0.001m and re-phasing to future years of £4.114m. The HRA capital programme is forecast to budget and re-phasing to future years of £4.523m.

## 3. General Fund Position – all Scrutiny Committee Areas

- 3.1** Appendix A provides an overview of the General Fund forecast outturn position.
- 3.2** The table below provides an overview by Scrutiny area of the provisional outturn for controllable budgets within the General Fund.

Table 1 Scrutiny Committee	Current Budget £m	Forecast Outturn Quarter 2 £m	Variance		Forecast Outturn at Quarter 1 £m	Movement from quarter 1 to Quarter 2 £m
			£m	%		
Finance & Resources	11.138	12.689	<b>1.551</b>	13.9%	11.760	0.929
Strategic Planning and Environment	12.049	13.033	<b>0.984</b>	8.2%	13.088	(0.055)
Housing and Community	1.953	2.095	<b>0.142</b>	7.3%	1.933	0.162
<b>Total Operating Cost</b>	<b>25.140</b>	<b>27.817</b>	<b>2.677</b>	10.6%	26.781	1.036
Core Funding	(25.140)	(28.353)	<b>(3.213)</b>	12.8%	(27.548)	(0.805)
<b>(Surplus)/ Deficit</b>	<b>0.000</b>	<b>(0.536)</b>	<b>(0.536)</b>		<b>(0.767)</b>	<b>0.231</b>

3.3 There are several variation changes identified between Quarter 1 and Quarter 2 against General Fund and HRA service areas the material changes are outlined in sections 4-7 below.

#### 4. General Fund Position- Finance and Resources and Core Funding

Table 2 – Finance and Resources Quarter 2	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Chief Executives	0.999	0.969	<b>(0.030)</b>	(3.0%)
Housing & Property	(6.083)	(5.956)	<b>0.127</b>	(2.1%)
Neighbourhood Delivery	0.334	0.382	<b>0.048</b>	14.4%
Corporate and Commercial	6.596	7.548	<b>0.952</b>	14.4%
People and Transformation	4.055	4.457	<b>0.402</b>	9.9%
Place	5.237	5.289	<b>0.052</b>	1.0%
<b>Total Operating Cost</b>	<b>11.138</b>	<b>12.689</b>	<b>1.551</b>	13.9%
<b>Core Funding</b>	<b>(25.140)</b>	<b>(28.353)</b>	<b>(3.213)</b>	12.8%

4.1 Quarter 2 key variances against Finance and Resources service areas are outlined below.

#### 4.2 Housing & Property

There is a continuation of the CCTV pressure of £96k but no additional material changes since quarter 1.

#### 4.3 Corporate and Commercial- net pressure of £0.952m

A final decision on the 2023/24 pay award for Local Government is expected imminently, an offer has been made which calculates to circa %5 on average for Dacorum, this equates to 2% above the 4% budgeted for 2023/24. It is now projected as part of the 23/24 financial forecast and hence an increased

variance quarter on quarter of £0.5m across the organisation. This pressure is being reported within the Corporate and Commercial directorate however the pressure relates to all general fund directorates.

There are two other material changes to projections quarter on quarter with a £75k reduction in the SABA parking contract in the first half of 23/24 whilst additional recruitment was undertaken and a surplus on the legal service of £53k due to outstanding vacancies.

#### 4.4 People & Transformation – pressure of £0.402m

The forecast outturn pressures are still 0.402m these have not changed significantly since quarter 1. An additional pressure has arisen in the filming income £0.080m offset by underspends on digital licences of £0.068m.

#### 4.5 Core Funding- additional income of £3.213m

Investment returns are dependent on the amount of cash the Council has to invest and the interest on those investments. The quarter 2 review of capital spend forecasts and cash balances shows there is an increase in projected cash balances. Interest forecasts are based on predicted rates supplied by our treasury advisers plus rates of return on investments achieved year to date. The increasing rates by the Bank of England mean that returns we are experiencing have been higher than those predicted. The combination of higher cash balances and interest rate has the effect of, increasing the surplus previously reported. The surplus at Quarter 2 is £2.849m.

In addition due to capital slippage and an in year underspend of £0.232m on the capital programme the level of borrowing applied to finance the Council’s capital programme is lower than expected, leading to an underspend of £0.232m against the Minimum Revenue Provision.

### 5. General Fund Position- Strategic Planning and Environment

Table 3 – Strategic Planning and Environment Quarter 2	Current	Forecast	Variance	
	Budget £m	Outturn £m	£m	%
Neighbourhood Operations	11.310	11.461	<b>0.151</b>	1.3%
Housing & Property	0.053	0.088	<b>0.035</b>	66.0%
People & Transformation	(0.114)	(0.035)	<b>0.079</b>	(69.3%)
Place	0.800	1.519	<b>0.719</b>	89.9%
<b>Total Operating Cost</b>	<b>12.049</b>	<b>13.033</b>	<b>0.984</b>	8.2%

#### 5.1 Neighbourhood Operations – pressure of £0.151m

Due to vacancies within the service, interim cover and consultancy is causing an increased forecast pressure for Neighbourhood Delivery Management of £0.109m, creating a total projected pressure of £0.657m on staffing within the directorate. The Corporate Leadership posts within the service have been filled at the end of quarter 2 so no further interim management is in place going forward.

Since quarter 1 further garden waste subscriptions have continued. The take up to the scheme is much higher than anticipated when the charge was introduced at the end of 2022/23. The number of subscriptions now in operation for this year are 34,178 which equates to a 70% take up for the service. The total surplus is now £0.758m, an increase of £0.058m from quarter 1.

Recycling income is showing a surplus of £0.134m. This includes additional arising from the final payment from Hertfordshire County Council for the Alternative Funding Model (AFM), which generated income based on recycling levels £0.064m. This scheme ended in 2022/23, the final payment received for last financial year has now been paid and was in excess of that forecast at the end of last financial year. The cost for Gate fees for the disposal of recycling materials has risen over the last 6 months, however the current forecast is showing that these costs are currently below budget £0.070m. These costs are driven by the basket rate on recyclables. This market is known to have suddenly declined in price, so the continuation of this underspend cannot be guaranteed moving forward in the medium term.

Maintenance of trees on the Highways has been contracted to Dacorum for a number of years by Hertfordshire County Council. This agreement has now ceased, however a large number of works are still due to be completed for which the Council will receive no further income. This is causing a pressure of £0.150m on the budgets within this area.

## 5.2 Place – pressures of £0.719m

Planning income at quarter 1 reported a pressure on planning fees of £0.500m on land search fees. £0.050m. A number of large applications were placed in August meaning that the planning income pressure has reduced to £0.335m. Land search fees are now reporting an increased pressure now for the full year, total £0.090m.

Following a review of the Place structure, staffing pressure including interim management pressures are forecast for the service £0.254m. The Place restructure has now concluded and the recruitment processes are coming to an end to ensure we have permanent and Fixed Term vacancies filled.

## 6. General Fund Position- Housing and Community

Table 4 – Housing and Community General Fund Quarter 2	Current	Forecast	Variance	
	Budget	Outturn	£m	%
	£m	£m		
Housing & Property	1.228	1.201	<b>(0.027)</b>	(0.022)
Corporate and Commercial	(2.412)	(2.341)	<b>0.071</b>	(0.029)
People and Transformation	1.239	1.415	<b>0.176</b>	0.142
Place	1.898	1.817	<b>(0.081)</b>	(0.043)
<b>Total Operating Cost</b>	<b>1.953</b>	<b>2.092</b>	<b>0.139</b>	0.071

### 6.1 People & Transformation – pressure of £0.176m

A movement of £0.227m is being reported from quarter 1. These overspends relate to additional staffing resources in Customer Services Unit and Communications and Engagement. A large proportion of this is being funded from the increase in the recharge to the HRA.

### 6.2 Place – Surplus £0.081m

A surplus for the Old Town Hall is reported, due to strong income being received from operations vacancies within the service of £0.104m.

### 6.3 Corporate & Commercial £0.071

A movement of 0.080m is reported for Corporate and Commercial. Garage Income is currently 2.5% below budget, giving a forecast pressure for the service £0.080m. A large number of garages are currently being repaired focusing on those where there is a waiting list. This will increase the stock available for rent and it is expected that this will increase income for the service.

## 7 Housing Revenue Account Position

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

7.2 The projected HRA balance at the end of 2023-24 is a pressure of £0.370m.

### 7.3 Supervision and Management - £1.059 pressure against budget

A pressure of £0.662m is being seen on employee budget due to interim management within the HRA while works continue on the Housing Transformation Improvement Programme along with agency staff covering vacancies across the service.

The assumed pay award would cause a pressure of £0.150m across the HRA.

Recharges from the General Fund for Human resources and communication support are forecasting a pressure of £0.102m

### 7.4 Repairs & Maintenance - £5.090m pressure against budget

Continuing from 2022/23 there has been a continued high demand for repairs and maintenance for housing along with inflationary increases to the works undertaken. The main demand and pressures are from Responsive Repairs and Empty Homes as shown in the table below.

**Table 5: Breakdown of HRA Revenue Repairs and Maintenance Financial Forecast**

	<b>Budget £m</b>	<b>Year to Date Actual</b>	<b>Forecast Outturn</b>	<b>Variance</b>
Main Contract Overheads	2.183	1.329	2.754	0.571
Cyclical Planned Maintenance	0.933	0.352	0.568	(0.366)
Compliance Planned Maintenance	3.301	1.880	3.558	0.257
Responsive Repairs	4.469	3.734	7.536	3.067
Empty Homes	3.745	2.196	5.306	1.560
Garage recharge to General fund	(0.037)	0.006	(0.037)	0
<b>Total</b>	<b>14.594</b>	<b>9.491</b>	<b>19.684</b>	<b>5.090</b>

## 7.5 Income – surplus £1.064m

Dwelling rent is forecasting a £0.702m surplus at quarter 2, is based on current occupancy and voids rates. The budget is based on occupation at budget setting, however when a tenancy changes the new tenant is charged rent based on the target weekly rent for the property which is often higher than the previous tenant. Given the number of void relets this has increased the rental income for the service.

Contribution to expenditure is income received from Leaseholders for works to blocks, this work is then recharged based on actual costs. There have been a significant number of major works completed over the last 12 months resulting in a higher income forecast from contributions.

## 8. HRA- Technical and Accounting Adjustments

8.1 Cash balances remain higher than budgeted as capital HRA spend is 30% behind budget and hence HRA borrowing is also lower than budgeted resulting in increased returns on cash investments continuing meaning an additional income at quarter 2 to that forecast in quarter 1 of £0.313m a total over achievement of £1.797m for the HRA.

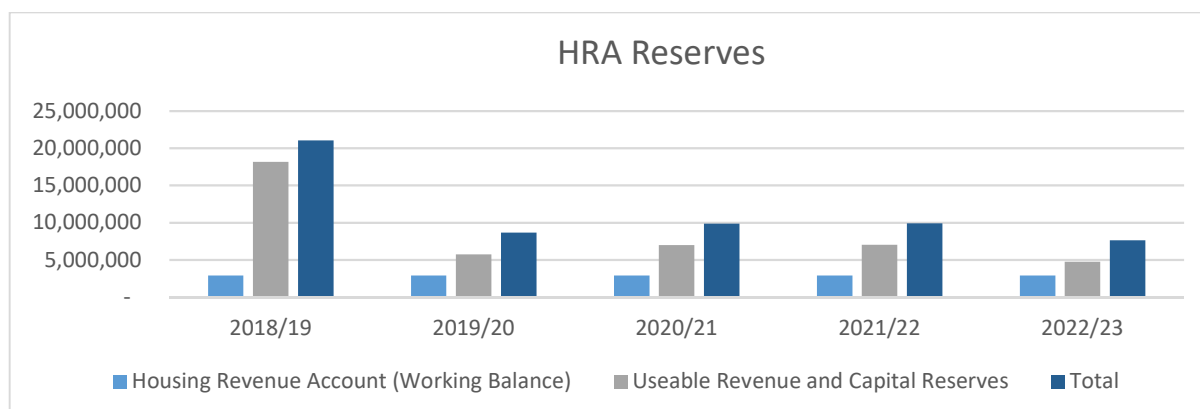
8.2 Given the pressures and demands on the HRA budgets, it is proposed that the budgeted revenue contribution to capital for 2023/24 will be removed. This contribution is being reviewed as part of budget setting and given demand on revenue repairs works this contribution is likely to be removed from future budgets. A reduction in allocation to capital reserves will increase future borrowing requirements and hence will increase future cost of capital projections.

8.3 From analysis of debts held at month 6 and a review of prior years' provision contributions, it is expected that the top up of the bad debt provision for 2023/24 is expected to be below budget by £0.250m.

## 9. HRA Reserves

9.1 HRA reserves provide a mean by which pressures can be met albeit on a short term basis. Application of these reserve to meet ongoing service pressures is not financially sustainable. HRA reserves are built from surpluses in prior years. Analysis of reserves balances and movement over the last 5 years are shown in the chart below

9.2 Chart 1: HRA reserve levels in since 2018/19



9.3 Along key work on expenditure mitigations and income maximisation, it is recommended that the revenue reserves held in the Strategic Acquisition reserve (previously earmarked for supporting the HRA capital programme) be moved to the HRA revenue commitments reserve. This will enable this reserve to be utilised as required to fund future pressures or opportunities identified.

9.4 As part of the 2023 HRA business plan the finance team are working with the service to assess appropriate short and medium term reserve levels and these will form part of the 2024/25 budget setting process.



## 10. Capital Programme

10.1 Appendix C shows the projected capital provisional outturn in detail by scheme.

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

The current budget is the original budget approved by Cabinet in February 2023, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2024-25 rather than 2023-24 ('slippage'), or conversely, where expenditure planned initially for 2024-25 has been incurred in 2023-24 ('accelerated spend').

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

Table 5- Capital Outturn 2023-24	Current Budget	Re-phasing (To)/from future years	Revised Budget	Forecast Outturn	Variance	
	£m	£m	£0m	£m	£m	%
Finance and Resources	6.909	(3.052)	3.857	3.853	(0.004)	(0.1%)
Strategic Planning and Environment	2.888	(0.515)	2.373	2.473	0.100	3.5%
Housing & Community	2.125	(0.547)	1.579	1.472	(0.106)	(5.0%)
<b>GF Total</b>	<b>11.922</b>	<b>(4.114)</b>	<b>7.808</b>	<b>7.798</b>	<b>(0.010)</b>	<b>(0.1%)</b>
<b>HRA Total</b>	<b>69.308</b>	<b>(4.523)</b>	<b>64.784</b>	<b>64.786</b>	<b>0.002</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>81.230</b>	<b>(8.637)</b>	<b>72.593</b>	<b>72.584</b>	<b>(0.008)</b>	<b>(0.0%)</b>

### 10.2 General Fund Capital Programme Major Variances

General Fund capital budgets are reporting slippage of £4.114m. The slippage includes the following items over £0.100m:

- Creation of new Community Facility and Foodbank at the Hub (Dens) £2.550m. This project is linked to the housing development. Tendering for both projects is currently being undertaken.
- Hemel Hempstead Sports Centre – Astro Turf £0.530m. Tendering is due to commence on this project with works expected to take place in 2024/25
- Verge Hardening £0.455m. The verge hardening projects are currently being reviewed with any future works expected to commence in 2024/25.
- Urban Park/education centre (Durrants Lakes) £0.104m. Initial development design in regards to bridges, river and bio diversity will be undertaken in 2023/24 the balance of the budget will be slipped while these plans are agreed.

- Play areas & Open Spaces £0.387m. Tendering of the next play area is expected to commence November 2023 with works expected to take place from June 2024.

The General Fund is reporting an additional overspend since Qtr. 1 on capital projects of £0.044m. £0.025m relates to improvements to Leisure Courts. Further works have been identified in relation to approach road works which are not covered by the grant being received for the improvement. A request will be made to Cabinet to approve a supplementary budget of £0.025m to fund these works.

The General Fund is reporting underspends on Capital Projects of £0.155m. Works on Old Town Hall and Aragon Close have completed.

### **10.3 Housing Revenue Account**

Following a review of the forecasts and project progression for HRA capital budgets further slippage of £4.523m is reported at quarter 2.

### **10.4 Supplementary Capital Budget and Capital Virement Requests**

A request will be made to Cabinet to approve supplementary capital budget of £0.025m relating to improvements to Leisure Courts. Further works have been identified in relation to approach road works which are not covered by the grant being received for the improvement. A request will be made to Cabinet to approve a supplementary budget of £0.025m to fund these works.

- 10.5** A supplementary capital budget of £195k is required to support enhancements to the councils Leisure facilities, including £102k for the refurbishment of the lighting at Jarman Park, £70k to replace the lift at the Berkhamsted Leisure Centre and £22k contribution towards Building Energy Management System upgrades.

### **11. Financial implications**

- 11.1** Contained within the body of this report.

### **12. Legal implications**

- 12.1** There are no direct legal implications arising from this report.

### **13. Risk implications**

- 13.1** 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.

### **14 Equalities, Community Impact and Human Rights**

- 14.1** Community Impact Assessments on Council activities are carried out by relevant services with responsibility for those activities. A separate Community Impact Assessment has not been carried out in respect of this report.

- 14.2** There are no Human Rights Implications arising from this report.

### **15 Sustainability implications**

- 15.1** There are no specific sustainability implications arising from this report.

### **16 Council infrastructure**

- 16.1** The content of this report sets out the implications of the Council's activities for its financial resources for 2023-24.


## **17 Conclusions**

- 17.1** The forecast position for 2023-24 at quarter 2 is a surplus of £0.536m against Council General Fund budgets. Housing Revenue Account budgets are reporting a pressure of £0.370m.
- 17.2** A forecast position for 2023-24 at quarter 2 is slippage of £4.114m For General Fund capital schemes and £4.523m for the Housing Revenue Account capital schemes.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for September 2023 (Cost of Services Analysis By Scrutiny Committee)**

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	509	662	153	2,041	4,161	2,120	11,138	<b>12,689</b>	1,551
Housing and Community	(22)	160	182	573	(741)	(1,314)	1,953	<b>2,095</b>	142
Strategic Planning and Environment	657	1,014	357	4,992	4,888	(104)	12,049	<b>13,033</b>	984
<b>Net Cost of Services</b>	<b>1,144</b>	<b>1,836</b>	<b>692</b>	<b>7,606</b>	<b>8,308</b>	<b>702</b>	<b>25,140</b>	<b>27,817</b>	<b>2,677</b>
<b>Other Items</b>									
Investment Income	(63)	(566)	(503)	(378)	(1,629)	(1,251)	(755)	<b>(3,604)</b>	(2,849)
Interest Payments and MRP	62	0	(62)	370	332	(38)	741	<b>509</b>	(232)
Parish Precept Payments	0	0	0	1,234	1,234	0	1,234	<b>1,234</b>	0
Government Grants	(141)	(672)	(531)	(846)	(4,645)	(3,799)	(1,693)	<b>(1,723)</b>	(30)
Taxation (Council Tax and Business Rates)	(1,563)	2,340	3,903	(9,376)	(30,847)	(21,471)	(18,552)	<b>(18,552)</b>	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,705)</b>	<b>1,102</b>	<b>2,807</b>	<b>(8,996)</b>	<b>(35,555)</b>	<b>(26,559)</b>	<b>(19,025)</b>	<b>(22,136)</b>	<b>(3,111)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(510)	(61)	449	(3,057)	(139)	2,918	(6,115)	<b>(6,217)</b>	(102)
<b>Net Movement on General Fund Working Balance</b>	<b>(1,071)</b>	<b>2,877</b>	<b>3,948</b>	<b>(4,447)</b>	<b>(27,386)</b>	<b>(22,939)</b>	<b>0</b>	<b>(536)</b>	<b>(536)</b>

 <b>Housing Revenue Account</b> <b>2023/24 Outturn Revenue Budget Monitoring Report P6</b>				
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>	
	<b>£000</b>	<b>Outturn</b>	<b>£000</b>	<b>%</b>
		<b>£000</b>		
<b>Income:</b>				
Dwelling Rents	(60,868)	(61,589)	(721)	1.2%
Non-Dwelling Rents	(104)	(98)	6	-5.8%
Tenants Charges	(1,504)	(1,595)	(91)	6.1%
Leaseholder Charges	(606)	(651)	(45)	7.4%
Interest and Investment Income	(210)	(2,007)	(1,797)	855.7%
Contribution towards Expenditure	(647)	(990)	(343)	53.0%
<b>Total Income</b>	<b>(63,939)</b>	<b>(66,930)</b>	<b>(2,991)</b>	<b>4.7%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	14,594	19,684	5,090	34.9%
Supervision & Management	18,421	19,480	1,059	5.7%
Rent, Rates, Taxes & Other Charges	178	178	0	0.0%
Interest Payable	11,267	11,267	0	0.0%
Provision for Bad Debts	750	500	(250)	-33.3%
Depreciation	15,620	15,620	0	0.0%
HRA Democratic Recharges	406	406	0	0.0%
Revenue Contribution to Capital	2,538	0	(2,538)	-100.0%
<b>Total Expenditure</b>	<b>63,774</b>	<b>67,135</b>	<b>3,361</b>	<b>5.3%</b>
Transfer to / (from) Housing Reserves	165	165	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>370</b>	<b>370</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2023	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	370	370	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2024</b>	<b>(2,892)</b>	<b>(2,522)</b>	<b>370</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 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)
<b>General Fund</b>										
<b>Finance and Resources</b>										
<b>Chief Finance Officer (S151)</b>										
51 Commercially Sensitive Projects	4,002,000	0	0	(4,002,000)	(4,002,000)	0	0	0	0	0
	<b>4,002,000</b>	<b>0</b>	<b>0</b>	<b>(4,002,000)</b>	<b>(4,002,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Digital</b>										
56 Automation Programme	85,000	85,000	0	(170,000)	(170,000)	0	0	0	0	0
57 Civica Customer Experience Software (Flare replacement)	50,000	100,000	0	(150,000)	(150,000)	0	0	0	0	0
58 Rolling Programme - Hardware	675,000	30,101	0	(82,101)	(82,101)	623,000	40,350	623,000	0	0
59 Software Licences - Right of Use	40,000	33,417	0	(73,417)	(73,417)	0	23,293	23,293	23,293	0
60 Future vision of CRM	590,000	193,375	0	(435,375)	(435,375)	348,000	2,775	378,600	30,600	0
	<b>1,440,000</b>	<b>441,893</b>	<b>0</b>	<b>(910,893)</b>	<b>(910,893)</b>	<b>971,000</b>	<b>66,418</b>	<b>1,024,893</b>	<b>53,893</b>	<b>0</b>
<b>Head of Environmental Protection</b>										
64 Health and Safety software system	0	40,000	0	(40,000)	(40,000)	0	0	0	0	0
65 Air Quality Monitoring	40,000	0	0	0	0	40,000	0	40,000	0	0
	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>(40,000)</b>	<b>(40,000)</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
<b>Head of Environmental Services</b>										
66 Tring Cemetery Access Road	40,000	0	0	0	0	40,000	0	40,000	0	0
	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>
<b>Head of Property Services</b>										
73 Public Conveniences Renovation Programme	20,000	0	0	0	0	20,000	0	20,000	0	0
73 Service Lease Domestic Properties	30,000	8,118	0	0	0	38,118	0	38,118	0	0
74 Old Town Hall - Cafe Roof and stonework renewal	0	60,000	0	0	0	60,000	24,420	24,420	0	(35,580)
75 Piccotts End Retaining Wall Rebuild	0	35,000	0	0	0	35,000	0	35,000	0	0
76 Victoria Hall Lift replacement	45,000	0	0	0	0	45,000	0	45,000	0	0
77 Community Buildings Fire Exits	30,000	0	0	0	0	30,000	31,259	31,259	0	1,259
78 Adeyfield Community Centre Structural Improvements	0	37,000	0	0	0	37,000	0	37,000	0	0
79 Boiler Replacement Programme	22,000	0	0	0	0	22,000	0	22,000	0	0
80 External Refurb - Woodhall Farm Community Centre	0	12,980	0	0	0	12,980	12,980	12,980	0	0
81 Tring Community Centre - Gutters and Facias	20,000	0	0	0	0	20,000	0	20,000	0	0
82 Rossgate Shopping Centre - Structural Works	0	315,281	0	0	0	315,281	0	315,281	0	0
83 Bennettsgate Shopping Centre - External Render	15,000	0	0	0	0	15,000	0	15,000	0	0
84 Roof Replacement Programme - Individual Assets To Be Identified At A Late	200,000	0	0	0	0	200,000	0	200,000	0	0
85 Commercial Properties - Renew Obsolete Door Entry Controls	20,000	1,723	0	0	0	21,723	1,902	21,723	0	0
86 100 High St (Old Town), Hemel - Window Replacement	0	14,000	0	0	0	14,000	0	14,000	0	0
87 Long Chaulden Roof	0	55,020	0	0	0	55,020	0	55,020	0	0
88 Bellgate - Walkway Renovation	0	12,100	0	0	0	12,100	0	12,100	0	0
89 Bennettsgate - Window Renewal	210,000	74,780	0	0	0	284,780	0	284,780	0	0
90 Queens Square Canopy Renewal	0	40,072	0	0	0	40,072	72	40,072	0	0
91 Void Commercial Property Refurbishment	70,000	22,508	0	0	0	92,508	15,916	92,508	0	0
92 Bennettsgate - Structural Concrete Improvements & Façade Renewal	0	51,712	0	0	0	51,712	0	51,712	0	0
93 Bellgate - Concrete Renewal & Refurbishment	0	14,300	0	0	0	14,300	0	14,300	0	0
94 Village Centre - Soffits & Facias	0	3,950	0	0	0	3,950	0	3,950	0	0
95 9 High Street Tring, Electrical Works	0	4,293	0	0	0	4,293	0	4,293	0	0

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**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 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)
96 Broadwater Road Resurfacing	0	93,000	0	(93,000)	(93,000)	0	0	0	0	0
97 Damp proofing improvements to commercial properties	30,000	30,000	0	0	0	60,000	0	60,000	0	0
98 Kings Langley Charter Court - Separate Meter Supply	0	20,000	0	0	0	20,000	3,081	20,000	0	0
99 48-52 High Street - Fire Alarm System Renewal	15,000	0	0	0	0	15,000	0	15,000	0	0
100 Bellgate Canopy Renewal - Highfield	0	200,000	0	(50,000)	(50,000)	150,000	0	150,000	0	0
101 Rossgate Terrace Walkway Waterproofing	0	30,000	0	0	0	30,000	0	30,000	0	0
102 Fire Alarm Upgrades	20,000	0	0	0	0	20,000	8,719	34,295	14,295	0
103 Dacorum Heritage Trust Storage Building-	80,000	0	0	0	0	80,000	0	80,000	0	0
104 Hyde Meadow Commercial Unit structural works	35,000	0	0	0	0	35,000	32,089	35,000	0	0
105 Silk Mill Shops - Concrete works	25,000	0	0	0	0	25,000	0	25,000	0	0
106 Public Conveniences - Improvement Programme	0	15,502	0	0	0	15,502	20,962	15,502	0	0
	<b>887,000</b>	<b>1,151,339</b>	<b>0</b>	<b>(143,000)</b>	<b>(143,000)</b>	<b>1,895,339</b>	<b>151,400</b>	<b>1,875,313</b>	<b>14,295</b>	<b>(34,321)</b>
<b>Head of Commercial Development</b>										
110 Car Park Refurbishment	0	135,000	0	(135,000)	(135,000)	0	0	0	0	0
111 Water Gardens North Car Park Drainage Improvements	0	35,000	0	(35,000)	(35,000)	0	0	0	0	0
112 Multi Functional Devices	0	90,000	0	0	0	90,000	0	0	(90,000)	0
	<b>0</b>	<b>260,000</b>	<b>0</b>	<b>(170,000)</b>	<b>(170,000)</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>(90,000)</b>	<b>0</b>
<b>Head of Investment and Delivery</b>										
120 Creation of new Community Facility and Foodbank at The Hub (Dens)	1,875,000	625,000	0	0	0	2,500,000	0	0	(2,500,000)	0
121 Hemel Hempstead Sports Centre - Astroturf renewal	300,000	280,000	0	0	0	580,000	0	50,000	(530,000)	0
122 Berkhamsted Leisure Centre Redevelopment	0	13,850,356	0	(13,850,356)	(13,850,356)	0	0	0	0	0
	<b>2,175,000</b>	<b>14,755,356</b>	<b>0</b>	<b>(13,850,356)</b>	<b>(13,850,356)</b>	<b>3,080,000</b>	<b>0</b>	<b>50,000</b>	<b>(3,030,000)</b>	<b>0</b>
<b>Head of Communities</b>										
123 Berkhamsted Leisure Centre Upgrade Works	15,000	0	0	0	0	15,000	17,960	17,960	0	2,960
127 Hemel Hempstead Sports Centre - Plant Room Upgrade	147,000	0	0	0	0	147,000	0	147,000	0	0
128 Hemel Hempstead Sports Centre - Basketball Hoop Replacement	26,000	(21,274)	0	0	0	4,726	0	7,226	0	2,500
129 Improvements to leisure courts	0	0	109,000	0	109,000	109,000	0	134,000	0	25,000
	<b>188,000</b>	<b>(21,274)</b>	<b>109,000</b>	<b>0</b>	<b>109,000</b>	<b>275,726</b>	<b>17,960</b>	<b>306,186</b>	<b>0</b>	<b>30,460</b>
<b>SD Place</b>										
133 Buncefield lane North Quiet Way (phase 3 ) - HGC capital project	0	0	190,000	0	190,000	190,000	190,000	190,000	0	0
134 Grand Union Canal Improvements - HGC capital project	0	0	64,000	0	64,000	64,000	64,064	64,064	0	64
135 Nickey Line Improvements - HGC capital project	0	552,754	(254,000)	(35,936)	(289,936)	262,818	(117,246)	262,754	0	(64)
	<b>0</b>	<b>552,754</b>	<b>0</b>	<b>(35,936)</b>	<b>(35,936)</b>	<b>516,818</b>	<b>136,818</b>	<b>516,818</b>	<b>0</b>	<b>0</b>
<b>Totals: Finance and Resources</b>	<b>8,772,000</b>	<b>17,180,068</b>	<b>109,000</b>	<b>(19,152,185)</b>	<b>(19,043,185)</b>	<b>6,908,883</b>	<b>372,596</b>	<b>3,853,211</b>	<b>(3,051,812)</b>	<b>(3,861)</b>
<b>Housing and Community</b>										
<b>Assistant Director - Place, Communities and Enterprise</b>										
143 Adventure Playgrounds Improvement Programme	500,000	435,535	0	(910,619)	(910,619)	24,916	45,866	45,866	8,143	12,807
144 Capital Grants - Community Groups	20,000	0	0	0	0	20,000	10,000	20,000	0	0
	<b>520,000</b>	<b>435,535</b>	<b>0</b>	<b>(910,619)</b>	<b>(910,619)</b>	<b>44,916</b>	<b>55,866</b>	<b>65,866</b>	<b>8,143</b>	<b>12,807</b>
<b>Head of Asset Management</b>										
148 Disabled Facilities Grants	741,000	343,873	0	(343,873)	(343,873)	741,000	303,586	741,000	0	0

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**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 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)
	<b>741,000</b>	<b>343,873</b>	<b>0</b>	<b>(343,873)</b>	<b>(343,873)</b>	<b>741,000</b>	<b>303,586</b>	<b>741,000</b>	<b>0</b>	<b>0</b>
<b>Head of Safe Communities</b>										
152 Rolling Programme - CCTV Cameras	25,000	36,290	0	0	0	61,290	0	25,000	(36,290)	0
153 Alarm Receiving Centre	0	33,627	0	0	0	33,627	0	0	(33,627)	0
154 CCTV Equipment Refresh	110,000	29,782	0	0	0	139,782	20,445	110,000	(29,782)	0
	<b>135,000</b>	<b>99,699</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>234,699</b>	<b>20,445</b>	<b>135,000</b>	<b>(99,699)</b>	<b>0</b>
<b>Head of Investment and Delivery</b>										
158 Affordable Housing Development Fund	0	458,837	0	0	0	458,837	1,779,062	458,837	0	0
159 Temporary Accommodation - creation of new units	0	71,665	0	0	0	71,665	0	71,665	0	0
160 Aragon Close - Creation of Affordable Housing Move-on Units	0	118,983	0	0	0	118,983	0	0	0	(118,983)
161 Verge Hardening Programme	250,000	205,293	0	0	0	455,293	0	0	(455,293)	0
	<b>250,000</b>	<b>854,778</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,104,778</b>	<b>1,779,062</b>	<b>530,502</b>	<b>(455,293)</b>	<b>(118,983)</b>
<b>Totals: Housing and Community</b>	<b>1,646,000</b>	<b>1,733,885</b>	<b>0</b>	<b>(1,254,492)</b>	<b>(1,254,492)</b>	<b>2,125,393</b>	<b>2,158,959</b>	<b>1,472,368</b>	<b>(546,849)</b>	<b>(106,176)</b>
<b>Strategic Planning and Environment</b>										
<b>Assistant Director - Place, Communities and Enterprise</b>										
188 Urban Park/Education Centre (Durrants Lakes)	0	134,015	0	0	0	134,015	8,625	30,100	(103,915)	0
The Bury - Conversion into Museum and Gallery	2,570,000	53,150	0	(2,623,150)	(2,623,150)	0	0	0	0	0
	<b>2,570,000</b>	<b>187,165</b>	<b>0</b>	<b>(2,623,150)</b>	<b>(2,623,150)</b>	<b>134,015</b>	<b>8,625</b>	<b>30,100</b>	<b>(103,915)</b>	<b>0</b>
<b>Head of Development Management</b>										
43 CIL Capital Projects	0	0	0	0	0	50,000	50,000	50,000	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>0</b>
<b>Head of Environmental Services</b>										
174 Waste Services IT upgrade	0	80,000	0	0	0	80,000	0	80,000	0	0
175 Wheeled Bins & Boxes for New Properties	100,000	0	0	0	0	100,000	116,486	200,000	0	100,000
176 Resurfacing Works and Building Improvement to Depot	0	60,000	0	0	0	60,000	0	60,000	0	0
177 Waste Transfer Site Upgrade Works	0	262,461	0	0	0	262,461	3,015	262,461	0	0
178 Fleet Replacement Programme	(312,221)	2,341,332	0	(750,000)	(750,000)	1,279,111	501,517	1,279,111	0	0
	<b>(212,221)</b>	<b>2,743,793</b>	<b>0</b>	<b>(750,000)</b>	<b>(750,000)</b>	<b>1,781,572</b>	<b>621,018</b>	<b>1,881,572</b>	<b>0</b>	<b>100,000</b>
<b>Head of Property Services</b>										
182 Allotment Improvement Programme	0	47,970	0	0	0	47,970	0	47,970	0	0
183 Stone Works to Charter Tower	15,000	18,000	0	0	0	33,000	0	33,000	0	0
184 Nickey Line Bridge Refurbishment	0	50,000	0	0	0	50,000	0	50,000	0	0
185 Bennetts End Adventure playground - Cabin Roof	24,000	0	0	0	0	24,000	0	0	(24,000)	0
	<b>39,000</b>	<b>115,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154,970</b>	<b>0</b>	<b>130,970</b>	<b>(24,000)</b>	<b>0</b>
<b>Head of Neighbourhood Management</b>										
189 Litter Bin Upgrade	85,000	0	0	0	0	85,000	0	85,000	0	0
190 Play Areas & Open Spaces - replace equipment	250,000	137,470	0	0	0	387,470	0	0	(387,470)	0
191 Gadebridge Park - Splash Park	70,000	0	0	0	0	70,000	37,382	70,000	0	0
192 Chipperfield Common Car Park Resurfacing	0	200,000	0	0	0	200,000	0	200,000	0	0
193 Water Gardens Fencing	25,000	0	0	0	0	25,000	0	25,000	0	0

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**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2023**

Appendix C

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)
	430,000	337,470	0	0	0	767,470	37,382	380,000	(387,470)	0
<b>Totals: Strategic Planning and Environment</b>	<b>2,826,779</b>	<b>3,384,398</b>	<b>0</b>	<b>(3,373,150)</b>	<b>(3,373,150)</b>	<b>2,888,027</b>	<b>717,025</b>	<b>2,472,642</b>	<b>(515,385)</b>	<b>100,000</b>
<b>Totals - Fund: General Fund</b>	<b>13,244,779</b>	<b>22,298,351</b>	<b>109,000</b>	<b>(23,779,827)</b>	<b>(23,670,827)</b>	<b>11,922,303</b>	<b>3,248,580</b>	<b>7,798,221</b>	<b>(4,114,046)</b>	<b>(10,036)</b>
<b>Housing Revenue Account</b>										
<b>Housing and Community</b>										
<b>Head of Safe Homes</b>										
205 Communal Gas & Heating	0	391,720	0	0	0	391,720	626,022	1,500,000	0	1,108,280
	<b>0</b>	<b>391,720</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391,720</b>	<b>626,022</b>	<b>1,500,000</b>	<b>0</b>	<b>1,108,280</b>
<b>Head of Asset Management</b>										
209 Planned Fixed Expenditure	16,650,000	612,295	0	0	0	17,262,295	3,468,153	16,154,015	0	(1,108,280)
210 Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	0	80,606	0	0	0
211 M&E Contracted Works	0	0	0	0	0	0	974,854	0	0	0
212 DBC Commissioned Capital Works	5,975,000	5,024,882	0	0	0	10,999,882	2,085,832	10,999,882	0	0
213 Special Projects	0	513,021	0	0	0	513,021	0	513,021	0	0
	<b>22,625,000</b>	<b>6,150,198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,775,198</b>	<b>6,609,446</b>	<b>27,666,918</b>	<b>0</b>	<b>(1,108,280)</b>
<b>Head of Investment and Delivery</b>										
219 Bulbourne	(2,210,742)	2,209,142	0	0	0	(1,600)	9,111	0	0	1,600
219 Coniston Road	0	220,145	0	(77,453)	(77,453)	142,692	(65,537)	220,145	77,453	0
219 Eastwick Row	1,569,000	4,166,856	0	(4,280,660)	(4,280,660)	1,455,196	3,041	291,585	(1,163,611)	0
220 St Margaret's Way	6,330,903	9,687	0	1,092,803	1,092,803	7,433,393	1,888,479	7,665,684	232,291	0
221 Paradise Fields	3,765,365	9,374,973	0	(4,084,338)	(4,084,338)	9,056,000	2,722,769	9,358,000	302,000	0
222 Randalls Ride	2,103,000	2,921,684	0	(548,858)	(548,858)	4,475,826	1,358,907	4,848,088	372,262	0
223 Garage Sites - New Build Developments	4,779,000	1,102,139	0	(1,309,054)	(1,309,054)	4,572,085	2,610,818	4,650,303	78,218	0
224 Wilstone	857,000	266,257	0	(543,937)	(543,937)	579,320	334,763	492,886	(86,434)	0
225 Marchmont Fields	2,775,835	6,698,893	0	(4,087,919)	(4,087,919)	5,386,809	3,003,700	4,287,550	(1,099,259)	0
226 Paradise Depot	8,640,000	79,924	0	(2,820,584)	(2,820,584)	5,899,340	25,136	2,804,723	(3,094,617)	0
227 Cherry Bounce	(232,816)	222,980	0	0	0	(9,836)	0	0	9,836	0
228 Stoneycroft and Great Sturgess	789,236	(91,651)	0	(545,005)	(545,005)	152,580	0	0	(152,580)	0
229 Garage Sites B	59,064	(39,064)	0	(20,000)	(20,000)	0	0	0	0	0
230 Great Sturgess Road	500,000	(43,323)	0	(456,677)	(456,677)	0	0	0	0	0
231 RTB Buy-Backs	1,000,000	(1,090)	0	0	0	998,910	437,613	1,000,000	1,090	0
	<b>30,724,845</b>	<b>27,097,552</b>	<b>0</b>	<b>(17,681,682)</b>	<b>(17,681,682)</b>	<b>40,140,715</b>	<b>12,328,801</b>	<b>35,618,964</b>	<b>(4,523,351)</b>	<b>1,600</b>
<b>Totals: Housing and Community</b>	<b>53,349,845</b>	<b>33,639,470</b>	<b>0</b>	<b>(17,681,682)</b>	<b>(17,681,682)</b>	<b>69,307,633</b>	<b>19,564,269</b>	<b>64,785,882</b>	<b>(4,523,351)</b>	<b>1,600</b>
<b>Totals - Fund: Housing Revenue Account</b>	<b>53,349,845</b>	<b>33,639,470</b>	<b>0</b>	<b>(17,681,682)</b>	<b>(17,681,682)</b>	<b>69,307,633</b>	<b>19,564,269</b>	<b>64,785,882</b>	<b>(4,523,351)</b>	<b>1,600</b>
<b>Totals</b>	<b>66,594,624</b>	<b>55,937,821</b>	<b>109,000</b>	<b>(41,461,509)</b>	<b>(41,352,509)</b>	<b>81,229,936</b>	<b>22,812,849</b>	<b>72,584,103</b>	<b>(8,637,397)</b>	<b>(8,436)</b>

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# Agenda Item 10

Clerk: Trudi Angel (x2224)

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

Meeting Date	Report Deadline	Items	Contact Details	Background information
6 December 2023	27 November 2023	Joint Budget	Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise the draft budget proposals for 24-25</i>
		Parking Charges	Head of Commercial Development <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>	
9 January 2024	28 December 2023	Action Points (from previous meeting)	Democratic Services <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
7 February 2024	29 January 2024	Joint Budget	Chief Finance Officer <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<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 <a href="mailto:Trudi.angel@dacorum.gov.uk">Trudi.angel@dacorum.gov.uk</a>	
		Q3 Corporate & Commercial	Strategic Director, Corporate and	<i>To review and</i>

	<p><b>Performance Reports:</b></p> <ul style="list-style-type: none"> <li>○ Finance and Resources</li> <li>○ Legal and Democratic Services</li> <li>○ Commercial Development Services</li> <li>○ GF Property Service</li> </ul>	<p>Commercial  <a href="mailto:Catherine.silvadoonayre@dacorum.gov.uk">Catherine.silvadoonayre@dacorum.gov.uk</a>            Chief Finance Officer  <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>            Assistant Director, Legal &amp; Democratic Services  <a href="mailto:Mark.brookes@dacorum.gov.uk">Mark.brookes@dacorum.gov.uk</a>            Head of Commercial Development  <a href="mailto:Ben.Hosier@dacorum.gov.uk">Ben.Hosier@dacorum.gov.uk</a>            Strategic Director, Housing &amp; Property Services  <a href="mailto:Darren.Welsh@dacorum.gov.uk">Darren.Welsh@dacorum.gov.uk</a></p>	<p><i>scrutinise quarterly performance</i></p>
	<p><b>Budget Monitoring Report</b></p>	<p>Chief Finance Officer  <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a></p>	<p><i>To review and scrutinise quarterly performance</i></p>
	<p><b>Q3 People and Transformation Performance Report</b></p>	<p>Strategic Director, People and Transformation  <a href="mailto:Aidan.wilkie@dacorum.gov.uk">Aidan.wilkie@dacorum.gov.uk</a></p>	<p><i>To review and scrutinise quarterly performance</i></p>