

CABINET AGENDA



**TUESDAY 12 DECEMBER 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 Tindall (Leader)
Councillor Bromham
Councillor Dhyani

Councillor England (Deputy Leader)
Councillor Weston
Councillor Wilkie

For further information, please contact Corporate and Democratic Support or 01442 228209

AGENDA

1. **MINUTES** (Pages 3 - 5)

To confirm the minutes of 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 and ask questions in accordance with the rules as to Public Participation.

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Page 6)

7. CVS GRANT FUNDING PROPOSALS (Pages 7 - 21)

8. QUARTERLY STRATEGIC RISK REGISTER (Pages 22 - 65)

9. PARKING CHARGES (Pages 66 - 93)

10. COUNCIL TAX BASE REPORT & SUPPORT SCHEME

Report to follow

MINUTES

CABINET

21 November 2023

Councillors:	Ron Tindall	Leader of the Council
	Sheron Wilkie	Portfolio Holder for Place
	Robin Bromham	Portfolio Holder for Neighbourhood Services
	Simi Dhyani	Portfolio Holder for Housing
	Adrian England	Portfolio Holder for Climate
	Carole Weston	Portfolio Holder for People and Transformation

Also attended: Cllrs Williams and Douris

Officers:	N Howcutt	Chief Finance Officer (S151)
	A Stapleton	Principle Property Lawyer
	L Fowell	Democratic Services

The meeting began at 7.30pm

CA/93/23 MINUTES

The minutes of the last meeting were approved.

CA/94/23 APOLOGIES FOR ABSENCE

Cllr Dhyani attended the meeting virtually, she was not able to partake in the decisions of the meeting.

CA/95/23 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/96/23 PUBLIC PARTICIPATION

There was no public participation.

CA/97/23 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/98/23 FORWARD PLAN

Noted

CA/99/23 FINANCIAL MONITORING REPORT

Decision

1. That Cabinet notes the financial position for 2023-24 as at Quarter 2.

Resolved to recommend

2. That Cabinet **recommends that Council** approves the following supplementary capital budgets representing growth to the Capital Programme:
 - £0.025m for additional works relating to Leisure Courts improvements.
 - £0.195m to support enhancements to the Council's Leisure facilities. This includes £0.102m for the refurbishment of the lighting at Jarman Park, £0.070m to replace the lift at the Berkhamsted Leisure Centre and a £0.022m contribution towards Building Energy Management System upgrades.These supplementary capital bids will be financed in line with the Council's approved Capital Strategy.
3. That Cabinet notes the following slippage on the capital programme into future years:
 - General Fund £4.114m
 - Housing Revenue Account £4.523m

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

Statutory Officer Comments:

Monitoring Officer:

This report is part of the Council's financial governance and gives assurance on the financial position at the end of quarter 2 for members to review and note. No further comments to add to the report.

Deputy S151 Officer:

This is a S151 Officer report

Advice

N Howcutt introduced the report.

Recommendation agreed



CABINET FORWARD PLAN

DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
30/01/24	Committee Dairy		11/01/24	Mark Brookes – Assistant Director Legal and Democratic Services Mark.brookes@dacorum.gov.uk	
30/01/24	Housing Strategy		11/01/24	David Barrett – Assistant Director – Strategic Housing and Delivery David.barrett@dacorum.gov.uk	
30/01/24	Fire Safety Legislation: Responsible Person and Duty Holder		11/01/24	Mark Pinnell – Assistant Director Property Mark.pinnell@dacorum.gov.uk	
30/01/24	Eastwick Row contractor approval		11/01/24	David Barrett – Assistant Director – Strategic Housing and Delivery David.barrett@dacorum.gov.uk	
30/01/24	Repairs & Maintenance Procurement Strategy		11/01/24	Mark Pinnell Assistant Director Property Mark.pinnell@dacorum.gov.uk	
30/01/24	Legal and Shared Services		11/01/24	Mark Brookes – Assistant Director Legal and Democratic Services Mark.brookes@dacorum.gov.uk	
30/01/24	New KPI's		11/01/24	Shaj Choudhury – Head of Transformation Shaj.choudhury@dacorum.gov.uk	
30/01/24	Community Lottery Proposal		11/01/24	Kelvin Soley Head of Communications Kelvin.soley@dacorum.gov.uk	
30/01/24	Menopause Policy		11/01/24	Matt Rawdon – Assistant Director – People Matt.Rawdon@dacorum.gov.uk	
30/01/24	Treasury Management Mid-Year Review		11/01/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
13/02/24	HRA Business Plan Refresh		25/01/24	Darren Welsh – Chief Housing Officer Darren.welsh@dacorum.gov.uk	
13/02/24	Compliance Dashboard (HRA & GF)		25/01/24	Mark Pinnell – Assistant Director Property Mark.pinnell@dacorum.gov.uk	
13/02/24	Budget		25/01/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Financial Monitoring Report		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Annual AI programme approval		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
19/03/24	Draft Interim Asset Management Strategy		29/02/24	Darren Welsh – Chief Housing Officer Darren.welsh@dacorum.gov.uk	
19/03/24	Health in Dacorum		29/02/24	James Doe Strategic Director Place James.doe@dacorum.gov.uk	
19/03/24	Quarterly Strategic Risk Register		29/02/24	Nigel Howcutt – Chief Finance Officer Nigel.howcutt@dacorum.gov.uk	
23/04/24	Anti-Social Behaviour Policy		04/04/24	Natasha Beresford – Assistant Director Housing Operations and Safer Communities Natasha.beresford@dacorum.gov.uk	



Cabinet

Report for:	Cabinet
Title of report:	Voluntary and Community Sector Commissioning – Grant Approach
Date:	12 December 2023
Report on behalf of:	Councillor Sheron Wilkie , Portfolio Holder for Place
Part:	I
If Part II, reason:	N/A
Appendices:	1. Service Review Findings 2. Community Impact Assessment
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	VCS – Voluntary and Community Sector

Report Author / Responsible Officer	
Diane Southam, Assistant Director (Place, Communities and Enterprise)	
 	
Diane.southam@dacorum.gov.uk / 01442 228440 (ext.2440)	

Corporate Priorities	Building strong and vibrant communities Ensuring efficient, effective and modern service delivery
Wards affected	All

<p>Purpose of the report:</p>	<ol style="list-style-type: none"> 1. To seek agreement for the proposed direct grant approach to the Voluntary and Community Sector. 2. To agree the next steps for the development of a grant scheme and agreements, to be developed in consultation with the Voluntary and Community Sector.
<p>Recommendation (s) to the decision maker (s):</p>	<p>. Cabinet to:</p> <ol style="list-style-type: none"> 1. Endorse the principle of a direct award grants based approach to funding the Voluntary and Community Sector as set out in the report 2. That awards be made to the following organisations for a three year period, with an option to extend for a further two years upon review, for the sums set out in section 5.1: <ul style="list-style-type: none"> (a) Citizens Advice Dacorum (b) Community Action Dacorum (c) Herts Age UK (d) Relate Dacorum, Watford and Three Rivers with Mediation Hertfordshire 3. Delegate any decision to implement the two year extension to the Portfolio Holder for Place 4. Recommend to Council that authority be delegated to the Monitoring Officer and the Head of Commercial Development to amend the Procurement and Commissioning Standing Orders to allow for a direct award approach to grant funding
	<p>Annual review reports to Housing and Community Overview Scrutiny Committee</p>

1. Introduction/Background:

- 1.1. In 2016, the Council agreed to formalise its relationship with the voluntary sector through contracts rather than grant giving and the Council's standing orders were updated to reflect this change. A procurement process was undertaken to commission Voluntary and Community Sector (VCS) providers to deliver a range of services.
- 1.2. Four contracts were commissioned:
 - Information, Advice and Advocacy, delivered by **Citizens Advice Dacorum**
 - Supporting the Voluntary Sector, delivered by **Community Action Dacorum**
 - Reducing Social Isolation for Older People, delivered by **Age UK Dacorum**
 - Promoting Healthy Relationships, delivered by **Relate London North West and Hertfordshire, and Mediation Herts.**
- 1.3. These contracts were awarded in 2016 on a 3 year plus 2 year extension basis and were further extended due to COVID-19.
- 1.4. Approval was given to extend the contracts to March 2024 to allow for a review of services to determine the best commissioning approach and subsequently undertake a commissioning process.
- 1.5. The review included a council facilitated VCS conference in May 2023 and a summary of the findings is attached at Appendix 1.
- 1.6. It was clearly identified that there is a need to ensure a mature, flexible, targeted and sustainable approach to supporting our VCS partners.
- 1.7. The recommended approach applies only to the four main current contracts and does not take into account separate commissions with the VCS partners.

2. Issue/Proposal

- 2.1. Following further consultation, research and internal engagement with the AD Housing Operations and Safe Communities, it is recommended that a direct grant be awarded to the four existing contract holders (Citizens Advice Dacorum, Community Action Dacorum, Herts Age UK and Relate/Mediation).
- 2.2. This approach will come with a strict and in depth monitoring process to ensure the funding will support intended target groups and provides desired outcomes.
- 2.3. By implementing a robust monitoring approach, we will also be able to more effectively identify gaps in delivery and through the use of other grant funding, engage (where relevant) other VCS partners to deliver services to meet such gaps. Examples include delivery of activity for Humanitarian Response Programme, targeted skills based development, mental health and empowerment and support to developing social enterprise.
- 2.4. It is recommended that the grant awards are made for a period of 3 years with an option to extend for 2 years upon review.
- 2.5. This provides a mature approach to supporting the sustainability and resilience of our VCS partners, enabling them to plan in a longer term way. These points were raised at the VCS Conference in May 2023.
- 2.6. The council has developed a close working relationship with all four organisations who are experts in their fields and have local knowledge of local needs.

2.7. The proposed principles for this approach are as follows:

- Support a wider range of services and groups to ensure all sections of the community benefit from the grants scheme and address the challenges facing Dacorum residents.
- Support services and activities that are inclusive and promote cohesion
- Provide long-term funding to VCS organisations in return for efficient and effective services
- Provide VCS partners with flexibility in the operations of their services, providing agility to respond to changing and emerging priorities and facilitate innovation (which might otherwise be constrained by strict adherence to commissioning based KPIs)
- Achieve value for money
- Improve partnership working between local VCS organisations and support the long term sustainability of the sector.

2.8. VCS partners will be required to:

- Provide detailed demographic data of clients and identify trends to be able to shift and flex provision
- This will also support decisions around targeting relevant council services
- This information will also support local GPs and health providers making decisions around targeted outreach or community based initiatives
- Work with existing outreach networks across the council and partners to ensure maximum reach and engagement with all residents.
- Provide strategic governance and policy statements including but not limited to safeguarding policies, engagement policies and annual reports and work programmes.

2.9. The council will need to

- Increase engagement with VCS partners and other council services such as Housing, as well as external partners such as local GPs and health providers to ensure a coordinated approach to the delivery of services that will avoid duplication and maximise outcomes
- Develop a detailed monitoring and engagement plan and procedure to ensure sustainable and effective funding agreements and performance monitoring
- Provide regular reports to SLT and members
- Monitor trends and ensure VCS services are targeted accordingly.

2.10. The new funding agreements effective from 2024/25 will have outcomes based on the current services provided under the current contracts, allowing for the flexibility to respond to emerging issues described above.

2.11. The four funding agreements proposed are:

2.11.1 Information, Advice and Advocacy – Citizens Advice Dacorum

- Citizens Advice Dacorum provide general advice and information to local residents across a variety of areas and issues, and in particular over the last year in relation to the cost of living (including energy advice) and mental health. In particular there has been an increase in support sought from the 'Just About Managing' group of residents
- Required outcomes:
 - Residents can access information, advice and advocacy to resolve issues

- People are able to resolve issues in the future
- The Information, Advice and Advocacy offered has a positive impact on resident's health and wellbeing
- The Information, Advice and Advocacy offered has a positive impact on resident's financial circumstances
- Information, Advice and Advocacy can be accessed by all local people
- People have access to additional support services following the Information, Advice and Advocacy they receive
- People are satisfied with the service they receive
- Dacorum Borough Council Housing tenants are supported to maintain their tenancy.

2.11.2 Supporting the Voluntary Sector – Community Action Dacorum

- Community Action Dacorum works closely with local organisations to ensure they are supported and sustainable
- Required outcomes:
 - Funding advice and guidance is provided to partners and local organisations
 - Support is provided to volunteering in the borough including recruitment and training
 - Local DBS checking service provided
 - Governance advice is provided to local charities and organisations
 - Connecting local charities with businesses
 - Helping people back into work or training
 - Giving learning to those who lack opportunities.

2.11.3 Reducing Social Isolation – Herts Age UK

- Target group is older people and funds Centre in the Park to provide day centre services to the elderly such as hot food, hairdressing, chiropody and bathing facilities
- Other required outcomes:
 - Handy man service providing general repair and garden services
 - Outreach services such as coffee and chat mornings at residential care homes and supported housing
 - Information and sign posting in particular in relation to benefits and energy advice.

2.11.4 Promoting Healthy Relationships – Relate Dacorum, Watford and Three Rivers with Mediation Hertfordshire

- Required outcomes:
 - To support residents in Dacorum to develop skills to effectively improve their relationships at home, in the community and in the workplace
 - Services to have a positive impact on people's mental health and drive positive behaviours, creating strong and vibrant communities
 - Also focussed on supporting Dacorum BC tenants and in particular in relation to neighbourhood disputes
 - Relationship and couple guidance.

2.12 These outcomes will be further refined to align with the demographic data, trend analysis etc. that will be reporting requirements within the funding agreements.

3. Options and alternatives considered

3.1. Commission new contracts through a tendering process.

This option will involve a full procurement process which the VCS consider too lengthy and time and resource intensive. Furthermore, it may not guarantee the flexibility to deliver the required outcomes over the contract period as the council will procure a specific output, which may or may remain the same over the contract period. Alternatively, the specification may have to be very loose in order to be flexible enough to adapt to changing demands from residents over the contract period However the VCS in question may not be able to deliver this as part of the contract and can argue that they have delivered what was agreed in the original contract.

3.1.1 In addition to the recommended direct grant approach, a grant approach was considered that provided for an application process to be followed.

3.1.2 During the consideration to this approach, and in discussion with the AD for Housing Operations and Safe Communities, some challenges to this approach were highlighted

- The amount of budget available for the grant process - to offer grants to any other VCS groups or services would mean a reduction in the grant funding available for the key services currently provided
- It is considered that any reduction in funding for these four main areas would result in a reduction in support from these four key partners and this would have a negative impact on residents and would likely increase the demand on council's statutory services and staff.
- An application process may raise expectations across VCS partners that cannot be met by allocating grant funding
- The outcomes and services as described in 2.11 are still the core services we need the VCS to support, allowing for the flex in target groups or issues as described and the current providers are considered the best local organisations to continue with this service provision.

4 Consultation

Consultation has taken place with all key stakeholders including:

- VCS partners and the wider Voluntary Sector
- Herts County Council
- Portfolio Holder
- Senior Leadership Team
- Commercial Board
- AD for Housing and Safer Communities

5 Financial and value for money implications:

5.1 If the recommended approach is approved grant payments for 2024/25, based on the provisional budget, are shown in the table below. The payments include an inflation provision.

	General Fund	HRA	Total
Citizens Advice Dacorum	184,200	26,500	210,700
Community Action Dacorum	150,200		150,200
Herts Age UK	83,500	29,500	113,000
Relate/Mediation	87,000	11,800	98,800
Total	504,900	67,800	572,700

5.2 These sums are included in the council's provisional revenue budget for 2024/25.

5.3 Closer working across services, with focussed monitoring and scrutiny will also ensure value for money more effectively measured for the General Fund and Homes Revenue Account (HRA).

6 Legal Implications

Legal comments will be sought on appropriate documentation once approach is agreed.

7 Risk implications:

There may be a risk that awarding grants rather than contracts could affect management of the delivery and the lack of legal recourse would not provide the Council with maximum ability to enforce the delivery of outputs. However, this would be mitigated by in depth discussions prior to awarding the grant to agree outcomes and timelines and an ensuing strict and effective monitoring process, as well as adoption of a grant funding agreement to document funding terms in accordance with the agreed grant scheme and process.

8 Equalities, Community Impact and Human Rights:

8.1 Community Impact Assessment reviewed/carried out and attached in Appendix 2 - The proposed process of providing a direct grant will ensure flexibility and ability to act on emerging societal and economic emerging challenges by providing a more flexible approach.

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

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

The process of awarding direct grants for a longer term i.e 3 years with a 2 year extension secures the sustainability of the organisations and achieves improved health and wellbeing outcomes for residents.

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

No implication as the contracts will be managed by existing staff resources.

11 Statutory Comments

Monitoring Officer:

The terms of the funding will be documented in a formal grant funding agreement to ensure that the funding is applied to the particular purpose of the organisation and can be monitored by the Council.

The proposal for direct award of the grant funding will require an amendment to the Council's Procurement and Commissioning Standing Orders if the recommendations in this report are agreed.

S151:

The 2024/25 budget setting process will set a budget in line with the grant awards for VCS and future annual budget setting cycles provide relevant inflation in line with the approved MTFS.

12 Conclusions:

- 12.1 The Council has the opportunity to review how it works with VCS partners and the recommendation to provide grants under a direct award approach is anticipated as providing a simplified and collaborative approach through grant funding agreements. It will ensure the Council continues to invest in the voluntary sector and achieve joint outcomes rather than procuring services and set outputs through a contractual approach, which may provide greater security for recourse. Cabinet is asked to agree to the proposed approach of a direct grant award.
- 12.2 In addition to this discussion point, the recommended inflationary uplift as agreed in the MTFS will support the sector to deliver in the face of higher inflationary costs. This will ensure the agreed delivery as per the grant funding agreements.
- 12.3 Next Steps
- There will be a continued engagement with the VCS partners to set the requirements of the grant funding agreement.
 - This will provide for an outcome based approach and allow the flexibility to the sector to respond to demand, whilst providing the environment for collaborative working

Review of Services - Findings

1. In line with the Commercial Board approval in March 2023, a full review of the current contracts was carried out. This was followed by a questionnaire to VCS partners asking them to provide feedback on demand and to identify what they consider to be priorities moving forward (Appendix 2). Herts Insight platform was used to provide a statistical evidence background and set the framework for identifying priorities.
2. Having identified headline issues through the survey and research work, the council held a VCS Conference on 25 May 2023 to feedback on the research which had been undertaken, test thinking and explore ideas with sector leaders.
3. The aim of the session was to:
 - a. present key findings from Dacorum Borough Council work in relation to the Community and Voluntary sector, and test and confirm emerging priorities (as set out in 4 below);
 - b. explore the impact and effect these themes might have, and how they might develop over the coming 2-4 year timeframe;
 - c. secure greater commitment from and understanding between the VCS and the Council so that re-commissioning happens in a more targeted and coordinated manner.
4. The conference agreed on a set of key priorities to inform the future funding of the Voluntary and Community Sector;
 - a. Support the development and sustainability of the Voluntary and Community Sector.
 - b. Ensure advice, advocacy and support is easily accessible by all residents.
 - c. Supporting households who are just about managing - Individuals in lower paid employment with no access to benefits.
 - d. Addressing Health Inequalities and in particular mental health issues
 - e. Targeted interventions to support specific groups of residents
5. A number of areas of thinking and recommendations to be developed further, fell out of these key themes. This included the need for the council to develop a commissioning approach that sets out the strategic relationship between the council and the VCS, maximises its investment through an approach which develops the VCS and drives collaboration not competition.
6. At the conference, it was also suggested by a number of VCS partners that improved outcomes would be achieved through providing grants rather than commissioning contracts. It was felt that grants invest in the voluntary sector, allowing for greater agility and responsivity, whereas commissioning contracts from the sector leading to output driven working practices. This needs to include a balance of core strategic investment to build the sector, and recognising the value of smaller pots to have impact in a more agile way.

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Description of what is being impact assessed

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

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

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

Proposal to adapt a grant awarding process to VCS partner contracts. This will provide a more flexible and responsive service to our most vulnerable residents by being able to respond quickly to societal and economic changes and challenges.

Evidence

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

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

Research into the most successful and effective approach to award funding to VCS partners to deliver through mapping of best practise and speaking to other Herts local authorities.

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

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

The wider Voluntary and Community sector has been consulted through individual interviews and a joint conference.

Analysis of impact on protected groups (and others)

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

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

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age		□	□	☒


Disability (physical, intellectual, mental) <i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i>		□	□	☒
Gender reassignment		□	☒	□
Race and ethnicity		□	☒	□
Religion or belief		□	☒	□
Sex		□	☒	□
Sexual orientation		□	☒	□

<p>Not protected characteristics but consider other factors, e.g. carers, care leavers, veterans, homeless, low income, loneliness, rurality etc.</p>	<p>Low income Carers Homeless</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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Negative impacts / outcomes action plan

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

<p>Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i></p>	<p>Date</p>	<p>Person responsible</p>	<p>Action complete</p>
<p>Not applicable.</p>	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
If negative impacts / outcomes remain, please provide an explanation below.			
Completed by (all involved in CIA)	Gunilla Edwards		
Date	3/11/2023		
Signed off by <i>(AD from different Directorate if being presented to SLT / Cabinet)</i>			
Date	3/11/2023		

Entered onto CIA database - date	
To be reviewed by (officer name)	
Review date	



Report for:	Cabinet
Title of report:	Strategic Risk Register Q1 and Q2 2023-24
Date:	22 nd November 2023
Report on behalf of:	Councillor Ron Tindall, Leader of the Council and Portfolio Holder for Corporate and Commercial Services
Part:	I
If Part II, reason:	
Appendices:	Appendix A- Strategic Risk Register Update Q1 2023-24 Appendix B- Strategic Risk Register Update Q2 2023-24 Appendix C- Risk scoring methodology
Background papers:	Audit Committee July 2023 Agenda item 5 Strategic Risk Register Update Q4 2022-23
Glossary of acronyms and any other abbreviations used in this report and appendices:	CEE- Climate and Ecological Emergency CLT- Corporate Leadership Team DLUHC- Department for Levelling Up, Housing and Communities. HRA – Housing Revenue Account. The Council’s Housing Landlord function. HTIP- Housing Transformation and Improvement Programme. A review of operational practices within the Housing service. SLT- Strategic Leadership Team. VCS- Voluntary and Community Sector. VFM- Value for Money.

Report Author / Responsible Officers

Nigel Howcutt, Chief Finance Officer

Fiona Jump, Head of Financial Services



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

Corporate Priorities	Ensuring efficient, effective and modern service delivery
Wards affected	All
Purpose of the report:	To provide committee with an update against the risks identified in the Council's Strategic Risk Register as at Q1 and Q2 2023-24.
Recommendation to the decision maker:	To approve the Q1 and Q2 2023-24 update on the Strategic Risk Register.
Period for post policy/project review:	An update on the Council's Strategic Risk Register is provided to Audit Committee and Cabinet on a quarterly basis.

1 Background

- 1.1 Robust risk management supports the delivery of the Council's corporate plan objectives. The Council has a legal obligation to ensure that it has sound risk management arrangements in place.
- 1.2 A review of the significant strategic risks impacting the delivery of the Council's six key corporate plan priorities was undertaken during 2022-23. This review involved Members, the Strategic Leadership Team (SLT), and Corporate Leadership Team (CLT) and the Council's internal auditors. A revised set of strategic risks were produced as follows, to be reported on from quarter 4, 2022-23:

Risk	Risk Owner
Failure to ensure compliance with statutory and legislative requirements.	Chief Executive
Failure to work with Strategic Partners to deliver Corporate priorities	Chief Executive
The Council is subject to a successful cyber-attack and/ or data breach.	Strategic Director (People and Transformation)
We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources.	Strategic Director (People and Transformation)
We do not plan in or deliver action early enough to ensure achievement of the CEE statement.	Strategic Director (People and Transformation)
Inability to manage and deliver safe and good quality affordable homes	Strategic Director (Housing and Property)
Weakening of the Council's Financial Resilience.	Strategic Director (Corporate and Commercial Services) / Chief Finance Officer
Failure to Deliver Place Shaping and Regeneration ambitions.	Strategic Director (Place)

- 1.3 Each risk is owned by a member of the Council's Strategic Leadership Team. Each quarter, they will provide an assessment of the current likelihood and impact/ consequence associated with each risk, together with narrative context. This is explained further below.

2 Strategic Risk Register Update Q1 2023-24

- 2.1 Appendix A provides a detailed update on the Council's strategic risks as at Q1 2023-24.
- 2.2 Between Q4 2022-23 and Q1 2023-24, there has been movement in the current risk score for the following strategic risk:
- 2.3 **Failure to Deliver Place Shaping and Regeneration ambitions-** the risk score at Q1 2023-24 has been reduced to 6 (previously score of 9 at Q4 2022-23). This reflects progress on mitigation activities against this risk.
- 2.4 Risk scores against all other strategic risk are unchanged from Q4 2022-23.

3 Strategic Risk Register Update Q2 2023-24

- 3.1 Appendix B provides a detailed update on the Council's strategic risks as at Q2 2023-24.

3.2 Between Q1 2023-24 and Q2 2023-24, there has been movement in the current risk score for the following strategic risk:

3.3 **Delivery of safe and good quality homes-** the risk score at Q2 has increased to 8 (previously a score of 4 at Q1 2023-24). The consequence score against this risk has increased from 2 to 4 between Q1 and Q2. This reflects the greater statutory/ regulatory and reputational risk in this area arising from the requirements of the Social Housing Regulations Act and Building Safety Act. Relevant mitigating actions previously identified in relation to this risk have been completed.

4 Risk scoring and current risk status

4.1 Appendix C provides an explanation of the scoring system used by the Council to provide a numerical assessment of the status of each strategic risk.

4.2 The Council uses a 4x4 risk scoring matrix. The likelihood that a risk will occur is scored from 1 to 4 (1 being very unlikely, 4 being almost certain). Likewise, the impact/ consequence of a risk is also scored from 1 to 4, (1 being low impact, 4 being significant impact). Both scores are then multiplied together to give an overall score. For example: likelihood (4) x impact (4) gives an overall risk score of 16.

4.3 An overall risk score of 1 indicates low likelihood/ impact of a risk; a score of 16 indicates high likelihood/ impact of a risk.

4.4 The Council provides an assessment of three different types of risk score:

- i. Inherent risk score. This is the risk score if no controls to manage the risk impact or likelihood were in place. It is expected that the inherent score would be relatively high for all strategic risks.
- ii. Target risk score or risk appetite score. This is the risk score that this organisation is prepared to accept, to be achieved by the controls that the Council puts in place to manage the impact and likelihood of each risk.
- iii. Current risk score. This is the risk score that gives an assessment of the current position.

5 Presentation to Audit Committee November 2023

The Q1 and Q2 2023-24 update of the Council's Strategic Risk Register was presented at Audit Committee in November 2023. Comments on the item can be located in the meeting minutes.

6 Financial and value for money implications:

A detailed risk management framework supports delivery of value for money and helps secure the Council's financial resources.

7 Legal Implications

The Council is required by law to make proper risk management arrangements.

8 Risk implications:

Contained in the body of the report.

9 Equalities, Community Impact and Human Rights

None arising directly from the report.

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

None arising directly from the report.

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

None arising directly from the report.

12 Statutory Comments

Monitoring Officer:

The report presents an overview of the Council's approach to strategic risks and the mitigations in place to manage those risks. The arrangements in place to manage risk appear appropriate for this period.

Deputy S151 Officer:

This is a Deputy S151 Officer report.

13 Conclusion

This report provides an update on the Council's Strategic Register as at Q1 and Q2 2023-24.

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Risk Register Summary Table

Risk Name	Risk Owner	30 Jun 2023			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Compliance with statutory and legislative requirements.	Claire Hamilton	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity. Review of Council statutory responsibilities underway which will link into future annual service planning process. Housing Transformation & Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing. Preparation for Regulator of Social Housing Standards requirements is underway. Monthly report on GF and HRA compliance presented to SLT. Monthly H&S Chief Executive briefing takes place. Formal Statutory Officer meeting takes place on a monthly basis. SLT meeting takes place monthly – attended by all Statutory Officers or their deputies. Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
Cyber attack/data breach	Aidan Wilkie	3	2	6.00	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16. Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>

		30 Jun 2023			
Risk Name	Risk Owner	RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Delivery of safe and good quality homes	Darren Welsh	2	2	4.00	<p>The controls in place to mitigate and control the risk are:</p> <ul style="list-style-type: none"> • A new Housing Strategy is currently under development for 2024/9 which will steer our work in this area going forward • The Housing Revenue Account Business Plan is now refreshed annually as part of the Council's Medium Term Financial Plan • The Housing Transformation and Improvement Programme is underway developing a new operating model for the Housing Service • A programme of work has commenced to recommission our housing repairs and maintenance contracts • Compliance monitoring across Housing and Property Services is reported monthly to the Council's Strategic Leadership Team.
Failure to achieve the CEE statement	Aidan Wilkie	2	2	4.00	<p>Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4. Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4.</p> <p>The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.</p>

Risk Name	Risk Owner	30 Jun 2023			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Financial Resilience.	Catherine SilvaDonayre	3	2	6.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16. Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9.</p> <p>During the quarter 4 period of 2022/23 the financial outturn projections for the General Fund delivered a year end underspend and allowed for small additional reserve provisions. The 23/24 Qtr 1 financial performance report is reporting a projected year end underspend on the general fund of circa £750k.</p> <p>The General fund short term financial position looks strong given the increased performance of cash investments. In addition to this a lot of work has been undertaken during the first quarter in the development of the 2023 MTFS to be presented to cabinet in October, and the medium term financial sustainability appears strong at this point.</p> <p>The HRA financial outturn worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first quarter of 2023/24 with a current projected pressure of circa £400k in 23/24.</p> <p>The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and Maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider economic cost pressures has a greater impact on the housing service than the general fund.</p> <p>In terms of medium term sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>
Place Shaping & Regeneration	James Doe	3	2	6.00	<ul style="list-style-type: none"> Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12. Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4 New Local Plan to underpin whole agenda, on track for consultatio Q3 23/24 following Borough elections May 23 UKSPF Investment Plan approved by DLUHC and 3 year award of £1.763m confirmed and Cabinet decision made on allocation June 23. ODRS has confirmed initial projects including just under £0.5m for activating footfall in Hemel Town Centre

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					<ul style="list-style-type: none"> • Draft Hemel Place Strategy scheduled for Q3 23/24 • Hemel Town Centre Vision prepared and due to be considered by Cabinet 18 July 23 • Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved • Corporate Place Board met on 5 July 23, first major project established on implementing the Chiltern Beechwoods Mitigation Strategy as a means to unlock stalled and future housing developments • Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC. • Review of town centre assets underway through Strategic Asset Review to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery • New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23 • Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing • Policy on deployment of Community Infrastructure Levy Funds underway; Cabinet agreed to release of up to 20% of core funds (c£3m) at meeting on 14 Feb 23; funding bids under consideration which are now being revisited in Q2 • Economic Recovery Board formed and Plan being actively managed with partners; Board well established and reporting on 6 separate workstreams • New Maylands Masterplan will progress in Q3 23/24 with appointment of consultants (now selected following procurement) to be confirmed July 23 • Engagement of VCS to support place making • Hemel Garden Communities placemaking event with Members taking place on 17 July 23 • VCS conference held June 23 • VCS recommissioning proposals set out • Hemel Old Town project progressing, community event held 29 June 23 • Hemel Hempstead showcased by senior Officer team at UKREiiF 16-18 May 23 • Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25 <ul style="list-style-type: none"> Long lease at Riverside shopping centre has been reassigned; redevelopment proposals expected from Q3 onwards
Recruitment and retention of staff	Aidan Wilkie	2	2	4.00	Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4 A revised market forces approach has been implemented. Agency framework in place.
Working with Strategic Partners	Claire Hamilton	2	2	4.00	Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4. Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.

Risk Name	Detail	30 Jun 2023
		Status
Compliance with statutory and legislative requirements.	Risk Owner	Claire Hamilton
	Portfolio	Leader of the Council
	Risk Description	Failure to ensure compliance with statutory and legislative requirements.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	4.00 ★
	Target	2.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Review of Council statutory responsibilities underway which will link into future annual service planning process.</p> <p>Housing Transformation & Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Preparation for Regulator of Social Housing Standards requirements is underway.</p> <p>Monthly report on GF and HRA compliance presented to SLT.</p> <p>Monthly H&S Chief Executive briefing takes place.</p> <p>Formal Statutory Officer meeting takes place on a monthly basis.</p> <p>SLT meeting takes place monthly – attended by all Statutory Officers or their deputies.</p> <p>Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
	Controls & Assurances	<ul style="list-style-type: none"> - Legal, regulatory and financial frameworks regularly reviewed and considerations imbedded in key policies, processes and decision-making process. - Rigorous framework of Health and Safety monitoring, reporting and escalation. - Developed 3 year rolling Internal Audit programme that challenges statutory and legislative requirements. - External audit reporting annually. - Ombudsman annual assessment and reporting.

		30 Jun 2023
Detail		Status
	Evidence Risk is being managed	<p>Statutory deadlines met on key deliverables (including and not limited to Council Tax setting, delivery of a balanced budget, publication of final accounts).</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Housing Transformation & Improvement Programme (HTIP) instigated and progressed during 2022-23. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Monthly compliance report on General Fund and Housing Revenue Account assets presented to the Council's Strategic Leadership Team (SLT).</p>
	Consequences / Impacts	<p>Intervention by sector regulators, including but not limited to HM Treasury, Regulator of Social Housing, and Planning Inspectorate.</p> <p>Intervention by central government including the Office for Local Government.</p> <p>Increase in complaint and escalation to Local Government Ombudsman.</p> <p>Increase in litigation against the Council.</p> <p>Imposition of fines and penalties against the Council.</p> <p>Reputational damage.</p>
Cyber attack/data breach Page 33	Risk Owner	Aidan Wilkie
	Portfolio	People and Transformation
	Risk Description	The Council is subject to a successful cyber attack and/ or data breach.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	6.00 ●
	Target	4.00
	Comments	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16.</p> <p>Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>
	Controls & Assurances	The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.
Evidence Risk is being managed	The Council has implemented a number of measures to manage this risk. Due to evidence that those looking to carry out cyber-attacks specifically look for public facing documents outlining control measures in place, these measures are not provided in detail here and are available to Members on request. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.	

Detail

Status

	Consequences / Impacts	Financial loss through inability to deliver business as usual activity. Financial and human resource cost of recovering from the event. Data breach resulting in fines/ penalties. Reputational damage and loss of trust in the Council. Regulator/ government intervention. Inability to deliver frontline services and associated impact on residents.
Delivery of safe and good quality homes	Risk Owner	Darren Welsh
	Portfolio	Housing and Property Services
	Risk Description	Inability to manage and deliver safe and good quality affordable homes
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Providing good quality affordable homes
	Inherent Score	16 ▲
	Mitigated Score	4.00 ★
	Target	4.00
	Comments	<p>The controls in place to mitigate and control the risk are:</p> <ul style="list-style-type: none"> • A new Housing Strategy is currently under development for 2024/9 which will steer our work in this area going forward • The Housing Revenue Account Business Plan is now refreshed annually as part of the Council's Medium Term Financial Plan • The Housing Transformation and Improvement Programme is underway developing a new operating model for the Housing Service • A programme of work has commenced to recommission our housing repairs and maintenance contracts • Compliance monitoring across Housing and Property Services is reported monthly to the Council's Strategic Leadership Team.
	Controls & Assurances	<p>Housing Transformation and Improvement Programme in place to transform the housing service. Strong focus on compliance activity and regular reporting to SLT, Scrutiny and Cabinet. New management structure developed and in place for Housing Services to create capacity and deliver strong leadership. Strategic housing function created to drive affordable housing supply and enable, monitor and report on housing needs and delivery. A programme of grant support is in place to Registered Providers to support affordable housing delivery. Housing Revenue Account Business Plan refreshed to reflect all housing priorities. Housing delivery is a key part of the developing 2023 Local Plan.</p>
Evidence Risk is being managed	<p>Housing Transformation and Improvement Programme (HTIP) - baseline report for HTIP. HTIP is a review of current operating practices within the Housing services, the purpose of which is to identify areas and actions for improvement and change. Safeguarding improvement plan identifies where more effective controls could be applied. New service structure to support service objectives. Monitoring and management of compliance in place. HRA Business Plan annually refreshed. Improved governance across Housing and also corporately. Preparatory work on new regulatory requirements to be reported to Overview and Scrutiny Committee.</p>	

Detail

Status

Consequences / Impacts

Regulatory intervention.
Funding withdrawal.
Loss of life/ injury to tenants/ leasehold occupant.
Reputational damage.
Increased homelessness.
Failure to appropriately safeguard households.
Failure to maintain assets.

Failure to achieve the CEE statement

Risk Owner

Aidan Wilkie

Portfolio

Climate Change

Risk Description

We do not plan in or deliver action early enough to ensure achievement of the CEE statement.

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Climate and ecological emergency

Inherent Score

16 ▲

Mitigated Score

4.00 ★

Target

3.00

Comments

Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4.
Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4.

The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.

Controls & Assurances

- Climate and Ecological Strategy and action plan created and implemented.
- A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.
- All key strategic decision making includes an assessment of the impact on carbon footprint.

Evidence Risk is being managed

Climate and Ecological Strategy and action plan created and implemented.
A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.
All key strategic decision making includes an assessment of the impact on carbon footprint.

Consequences / Impacts

Adverse impact on local biodiversity.
Adverse impact on health and wellbeing of the population of the borough.
Reputational damage.

Financial Resilience.

Risk Owner

Catherine SilvaDonayre

Portfolio

Corporate and Commercial Services

Risk Description

Weakening of the Council's Financial Resilience.

Detail

Status

Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ■ Strategic Risk Register March 2023 ■ Ensuring efficient, effective and modern service delivery
Inherent Score	16 ▲
Mitigated Score	6.00 ●
Target	9.00
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16. Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9. During the quarter 4 period of 2022/23 the financial outturn projections for the General Fund delivered a year end underspend and allowed for small additional reserve provisions.</p> <p>The 23/24 Qtr 1 financial performance report is reporting a projected year end underspend on the general fund of circa £750k. The General fund short term financial position looks strong given the increased performance of cash investments. In addition to this a lot of work has been undertaken during the first quarter in the development of the 2023 MTFS to be presented to cabinet in October, and the medium term financial sustainability appears strong at this point.</p> <p>The HRA financial outturn worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first quarter of 2023/24 with a current projected pressure of circa £400k in 23/24.</p> <p>The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and Maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider economic cost pressures has a greater impact on the housing service than the general fund.</p> <p>In terms of medium term sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>
Controls & Assurances	<ul style="list-style-type: none"> - Clear financial governance processes in place and adhered to. - Annual independent assessment of VFM and sustainability. - Strategic decision making assesses the financial sustainability of strategies. - Medium term financial sustainability assessed as part of the council approved MTFS and annual budget. <p>Delivery of a robust annual Internal Audit programme and annual approval by IA of risks and controls processes.</p> <p>Development and implementation of Transformation and Commercial programmes to support financial resilience.</p>

Evidence Risk is being managed

The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallizing through the effective modelling of the future financial environment.

Sound financial planning maximizes the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities.

The Council's sound financial planning processes, have resulted in a residual likelihood score is 3, It is likely that the Council's financial resilience will weaken from a position of strength; given current macroeconomic factors that contribute to financial pressures, despite the sound financial control framework in place.

The residual impact score is 2, given the financial planning and reserves policy in place to reduce/finance the impact of any financial downturn. If the economic outlook was to be ongoing for significant period of time the impact score would increase as resources are diminished.

The MTFS details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints.

The 2022 MTFS outlines the continuation of the ongoing two-pronged approach to combine the Council's need to;

- 1 Continue driving the efficiencies required to ensure underlying sustainability; and,
- 2 To protect frontline service provision.

The updated 2022 MTFS can be viewed on the October 2022 Cabinet Agenda, at www.dacorum.gov.uk.

Internal Audit

In recent years, the Council has received independent, third-party audit reviews of the financial processes that contribute to the management of this risk:

The 'Budgetary Control' process is audited by the Council's Internal Auditors annually and in 2022, and 2023 has received the substantial assurance.

The 'Core Financial Systems and Budgetary Control' which have in recent years also achieved substantial assurance with limited recommendations for improvement.

External Audit

The 2022 "Annual Auditors Report and 'Value for Money' opinion issued by Grant Thornton in June 2023 outlined no risks of significant weakness identified in relation to Financial Sustainability, Governance and Improving economy, efficiency and effectiveness. This report was based on evaluation of the MTFS; the budget setting process; the reserves policy and use; and, the Council's financial performance reporting

The Council has a sustainable 2022 MTFS and a balanced budget set for 2023/24 following a financial performance in 2022/23 that followed expectations, and included a significant net contribution to reserves, and hence, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.

Detail

Status

Consequences / Impacts

The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term:

1. The ongoing uncertainty around future Government funding of local authorities.
2. The financial implications of the wider economic downturn and uncertainty.

Government Funding

The Council is currently operating on a one-year Finance Settlement from Government, the fourth in succession, following the conclusion of the 4- year settlement ending in April 2019. One-year settlements, and the planning challenges that accompany them, are expected to continue until after the next general election, expected in October 2024. At this point it is expected that a new Local Government funding allocation model will be implemented following historical work Funding Review work undertaken.

As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future.

However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of Public Health, Social Care and Education. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.

Economic Downturn and Inflationary Pressures.

The Council faces significant expenditure pressures as a result of unusually high inflation impacting on contract values, pay awards and utilities.

The current cost of living crisis created by record inflation levels is putting an additional strain on household incomes, this is likely to impact on council income generation.

Income pressures could be brought about by a significant long-term recessionary impact on the Council's primary income generating services, e.g. commercial property, parking and garages.

The magnitude of the potential ongoing economic uncertainty and severity of the economic recovery period creates a significant financial threat to the Council's in-year and medium term budget.

Place Shaping & Regeneration

Risk Owner

James Doe

Portfolio

Place

Risk Description

Failure to Deliver Place Shaping and Regeneration ambitions

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Building strong and vibrant communities

Inherent Score

12 ▲

Mitigated Score

6.00 ●

Target

4.00

Comments

- Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12. Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4
- New Local Plan to underpin whole agenda, on track for consultation Q3 23/24 following Borough elections May 23
- UKSPF Investment Plan approved by DLUHC and 3 year award of £1.763m confirmed and Cabinet decision made on allocation June 23. ODRS has confirmed initial projects including just under £0.5m for activating footfall in Hemel Town Centre
- Draft Hemel Place Strategy scheduled for Q3 23/24
- Hemel Town Centre Vision prepared and due to be considered by Cabinet 18 July 23
- Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved
- Corporate Place Board met on 5 July 23, first major project established on implementing the Chiltern Beechwoods Mitigation Strategy as a means to unlock stalled and future housing developments
- Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC.
- Review of town centre assets underway through Strategic Asset Review to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery
- New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23
- Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing
- Policy on deployment of Community Infrastructure Levy Funds underway; Cabinet agreed to release of up to 20% of core funds (c£3m) at meeting on 14 Feb 23; funding bids under consideration which are now being revisited in Q2
- Economic Recovery Board formed and Plan being actively managed with partners; Board well established and reporting on 6 separate workstreams
- New Maylands Masterplan will progress in Q3 23/24 with appointment of consultants (now selected following procurement) to be confirmed July 23
- Engagement of VCS to support place making
- Hemel Garden Communities placemaking event with Members taking place on 17 July 23
- VCS conference held June 23
- VCS recommissioning proposals set out
- Hemel Old Town project progressing, community event held 29 June 23
- Hemel Hempstead showcased by senior Officer team at UKREiiF 16-18 May 23
- Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25
- Long lease at Riverside shopping centre has been reassigned; redevelopment proposals expected from Q3 onwards

Controls & Assurances	<ul style="list-style-type: none"> • Hemel Place Strategy in progress to set objectives of agenda • Hemel Place Strategy to co-ordinate key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley • Place Implementation Plan to be worked up to govern priorities and delivery • Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board • Local communities engaged on new place strategies for Berkhamsted and Tring • All projects to follow Corporate Project Management governance • New Town Centre Strategy in progress to steer priorities • Review of town centre assets underway to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery • New Local Plan to underpin whole agenda • New Dacorum Investment Framework to facilitate inward investment • Engagement in key Government Funding Streams eg Levelling Up Fund, UK Share Prosperity Fund, Investment Zones, Route Improvement Strategy • Infrastructure Delivery Plan being kept up to date • Policy on deployment of Community Infrastructure Levy Funds underway • Cross-service work on HRA and General Fund assets to identify regeneration, place shaping and environmental improvement opportunities • Economic Recovery Board formed and Plan being actively managed with partners • Engagement of VCS to support place making • Internal place project teams to support focused delivery and improvement, with Old Town team already formed and delivering
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Evidence Risk is being managed	<ul style="list-style-type: none"> • Hemel Place Strategy in progress to set objectives of agenda • Hemel Place Strategy co-ordinating key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley • Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board • Local communities engaged on new place strategies for Berkhamsted and Tring. • New Town Centre Strategy in progress to steer priorities • Review of town centre assets underway to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery • New Local Plan to underpin whole agenda • New Dacorum Investment Framework to facilitate inward investment • Engagement in key Government Funding Streams e.g. Levelling Up Fund, UK Share Prosperity Fund, Investment Zones, Route Improvement Strategy • Infrastructure Delivery Plan being kept up to date • Policy on deployment of Community Infrastructure Levy Funds underway • Cross-service work on HRA and General Fund assets to identify regeneration, place shaping and environmental improvement opportunities • Economic Recovery Board formed and Plan being actively managed with partners • Engagement of VCS to support place making • Internal place project teams to support focused delivery and improvement, with Old Town team already formed and delivering
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Consequences / Impacts	<p>The borough does not reach its full economic potential.</p> <p>Town centres fail to thrive, risking higher incidence of crime and anti-social behaviour</p> <p>Local resident and business dissatisfaction increases, giving rise to higher volumes of complaints.</p>
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Recruitment and retention of staff	Risk Owner Aidan Wilkie
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	Portfolio	People and Transformation
	Risk Description	We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources .
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	4.00 ★
	Target	4.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4</p> <p>A revised market forces approach has been implemented. Agency framework in place.</p>
	Controls & Assurances	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. Delivery of a customer strategy which will create efficiencies (with the possibility of reinvestment) and a reduced reliance on human intervention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>
	Evidence Risk is being managed	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>
	Consequences / Impacts	<p>Increased levels of dissatisfaction from residents and businesses leading to higher volumes of complaints. Increase in financial cost through increased use of agency staff. Reputational damage. Intervention from central government/ regulatory bodies. Poor levels of service delivery.</p>
Working with Strategic Partners	Risk Owner	Claire Hamilton
	Portfolio	Leader of the Council
	Risk Description	Failure to work with Strategic Partners to deliver Corporate priorities
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	12 ▲

Detail

Status

Mitigated Score	4.00 ★
Target	4.00
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4.</p> <p>Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.</p>
Controls & Assurances	<ul style="list-style-type: none"> - Effective Strategic Partnership Boards set up to develop proposals and monitor delivery and outcomes. E.g. HGC, Hemel Place board, Economic Recovery Board. - Key Delivery Partnerships have the correct strategic and operational governance Boards in place to monitor delivery eg. SLM & Osbornes - Herts wide delivery groups supported and monitored. - Strategic partners assigned lead officers for relationship management and communications
Evidence Risk is being managed	<p>Failure to work with Strategic Partners to deliver Corporate priorities Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners assigned lead officers for relationship management and communications.</p>
Consequences / Impacts	<p>Deterioration in service delivery to residents and businesses. Failure to deliver value for money and making best use of public funds. Failure to meet the needs of customers via joined- up working. Failure to deliver key strategic projects, including and not limited to Hemel Garden Communities and the SW Herts Joint Strategic Plan Reputational damage.</p>

Risk Register Summary Table

Risk Name	Risk Owner	30 Sep 2023			
		RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Compliance with statutory and legislative requirements.	Claire Hamilton	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity. Review of Council statutory responsibilities underway which will link into future annual service planning process. Housing Transformation & Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing. Preparation for Regulator of Social Housing Standards requirements is underway. Monthly report on GF and HRA compliance presented to SLT. Monthly H&S Chief Executive briefing takes place. Formal Statutory Officer meeting takes place on a monthly basis. Dacorum Assurance Framework is being developed. SLT meeting takes place monthly – attended by all Statutory Officers or their deputies. Local Plan approved at Full Council for Reg 18 consultation. Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
Cyber attack/data breach	Aidan Wilkie	3	2	6.00	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16. Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>

		30 Sep 2023				
Risk Name	Risk Owner	RM01 Risk Consequence	RM02 Risk Likelihood	Status		
		Actual	Actual	Actual	Update	
Page 45	Delivery of safe and good quality homes	Darren Welsh	4	2	8.00	Update on risk actions and controls at Q2: <ul style="list-style-type: none"> An interim contract strategy has been developed, pending the wider recommissioning of housing and property contracts - This is going to Cabinet in October for approval. A member task and finish working party is being set up via the Housing and Communities Overview and Scrutiny Committee to oversee the repairs and maintenance recommissioning work. The Housing Transformation and Improvement Programme is moving into the detailed design stage and will regularly report in to the Housing and Communities Overview and Scrutiny Committee, with the first report going to the Committee in October. The Council is waiting for the publication of the government's announcement on Councils rents to inform the Housing Revenue Account Business Plan refresh for 2024 onwards. A new Forum has been set up with registered providers to develop joint working and this forum will meet in November. All Council high rise blocks have been registered with the Building Safety Regulator and the data collection for the new government statutory tenant satisfaction measures has commenced.
	Failure to achieve the CEE statement	Aidan Wilkie	2	2	4.00	Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4. Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4. The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.
	Financial Resilience.	Catherine SilvaDonayre	3	2	6.00	

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16. Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9. During the first 2 quarters of 2023/24 the financial outturn projections for the general fund are projecting an overall surplus in comparison to approved budgets. The General fund short term financial position looks strong given the increased performance of cash investments. This has come about due to slippage in the capital spend programme increasing cash balances, and higher and more sustained levels of interest rates than previously forecasted. In addition to this the 2023 Medium Term financial Strategy (MTFS) has been approved by cabinet and is projecting a balanced budget position for 24/25, with an unidentified savings requirement of £2.7m to achieve over the MTFS. The level of reserves at the end of 23/24 are expected to exceed reserve levels achieved in recent years and feel appropriate to support any short and medium term difficulties that could arise. The HRA financial projections worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first two quarters of 2023/24 with a current projected pressure of circa £400k in 23/24. The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider inflationary cost pressures has a greater impact on the housing service than the general fund. In terms of medium term financial sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>
Place Shaping & Regeneration	James Doe	3	2	6.00	<p>Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12. Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4.</p> <ul style="list-style-type: none"> ◦ ◦ New Local Plan progressing well with leading Members briefed: on course for Council approval and consultation in Q3 23/24

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					<ul style="list-style-type: none"> o UKSPF Investment Plan of £1.763m progressing o Draft Hemel Place Strategy now likely to come in Q4 23/24 given recruitment underway in Place Communities and Enterprise o Hemel Town Centre Vision approved by Cabinet 18 July 23 o Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved o Corporate Place Board continuing to progress the Chiltern Beechwoods Mitigation Strategy and roll-out of e-bikes for Hemel Hempstead o Dacorum Local Cycling and Walking Infrastructure Plan being developed with Herts CC with consultation due in Q4 23/24 o Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC. o Review of town centre assets underway through Strategic Asset Review o New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23 o Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing o CIL Infrastructure Advisory Group met to review outstanding bids o Work commenced to revise CIL spend and governance o Economic Recovery Board progressing with reporting on 6 separate workstreams o New Maylands Masterplan consultants appointed and work commences in earnest in Q3 23/24 o Hemel Garden Communities placemaking event with Members took place on 17 July 23 o VCS recommissioning proposals set out and will be presented to Cabinet in Q3 23/24 o Hemel Old Town project progressing, next community event to be held before Christmas 2023 o Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25

		RM01 Risk Consequence	RM02 Risk Likelihood	30	
		Actual	Actual	Actual	
					<ul style="list-style-type: none"> Long lease at Riverside shopping centre has been reassigned; planning discussions and pre-application arrangements under discussion and to be progressed in Q3 23/24 Place Communities and Enterprise Heads of Service Posts advertised and selection taking place in Oct/Nov 23 National economy showing only very modest growth which may be a risk to investment proposals over the coming 12 months
Recruitment and retention of staff	Aidan Wilkie	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4</p> <p>A revised market forces approach has been implemented. Agency framework in place.</p>
Working with Strategic Partners	Claire Hamilton	2	2	4.00	<p>Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4.</p> <p>Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.</p>

Risk Name	Detail	30 Sep 2023
		Status
Compliance with statutory and legislative requirements.	Risk Owner	Claire Hamilton
	Portfolio	Leader of the Council
	Risk Description	Failure to ensure compliance with statutory and legislative requirements.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	4.00 ★
	Target	4.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 6. Overall inherent risk scoring 16. Target risk likelihood 1; Target risk consequence 2. Overall target risk scoring 2.</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Review of Council statutory responsibilities underway which will link into future annual service planning process.</p> <p>Housing Transformation & Improvement Programme (HTIP) underway. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Preparation for Regulator of Social Housing Standards requirements is underway.</p> <p>Monthly report on GF and HRA compliance presented to SLT.</p> <p>Monthly H&S Chief Executive briefing takes place.</p> <p>Formal Statutory Officer meeting takes place on a monthly basis.</p> <p>Dacorum Assurance Framework is being developed.</p> <p>SLT meeting takes place monthly – attended by all Statutory Officers or their deputies.</p> <p>Local Plan approved at Full Council for Reg 18 consultation.</p> <p>Chief Executive and senior officers attend briefings on statutory requirements and changes in legislation.</p>
	Controls & Assurances	<ul style="list-style-type: none"> - Legal, regulatory and financial frameworks regularly reviewed and considerations imbedded in key policies, processes and decision-making process. - Rigorous framework of Health and Safety monitoring, reporting and escalation. - Developed 3 year rolling Internal Audit programme that challenges statutory and legislative requirements. - External audit reporting annually. - Ombudsman annual assessment and reporting.

		30 Sep 2023
Detail		Status
	Evidence Risk is being managed	<p>Statutory deadlines met on key deliverables (including and not limited to Council Tax setting, delivery of a balanced budget, publication of final accounts).</p> <p>Robust programme of internal and external audit assessment. Findings of these programmes supporting legal compliance on areas of Council activity.</p> <p>Housing Transformation & Improvement Programme (HTIP) instigated and progressed during 2022-23. Favourable outcomes achieved and improvement programme still progressing.</p> <p>Monthly compliance report on General Fund and Housing Revenue Account assets presented to the Council's Strategic Leadership Team (SLT).</p>
	Consequences / Impacts	<p>Intervention by sector regulators, including but not limited to HM Treasury, Regulator of Social Housing, and Planning Inspectorate.</p> <p>Intervention by central government including the Office for Local Government.</p> <p>Increase in complaint and escalation to Local Government Ombudsman.</p> <p>Increase in litigation against the Council.</p> <p>Imposition of fines and penalties against the Council.</p> <p>Reputational damage.</p>
Cyber attack/data breach Page 52	Risk Owner	Aidan Wilkie
	Portfolio	People and Transformation
	Risk Description	The Council is subject to a successful cyber attack and/ or data breach.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	6.00 ●
	Target	4.00
	Comments	<p>Inherent likelihood score 4; inherent consequence/ impact score 4. Overall inherent risk score 16.</p> <p>Target likelihood score 2; target consequence/ impact score 2. Overall target risk score 4.</p> <p>The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.</p>
	Controls & Assurances	The Council has implemented a number of measures to manage this risk including use of firewalls, security patching and staff training. Regular back- ups are undertaken. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.
Evidence Risk is being managed	The Council has implemented a number of measures to manage this risk. Due to evidence that those looking to carry out cyber-attacks specifically look for public facing documents outlining control measures in place, these measures are not provided in detail here and are available to Members on request. The Council has a robust independently assessed technical infrastructure and security function which is constantly tested against best practice.	

Detail

Status

Consequences / Impacts

Financial loss through inability to deliver business as usual activity.
 Financial and human resource cost of recovering from the event.
 Data breach resulting in fines/ penalties.
 Reputational damage and loss of trust in the Council.
 Regulator/ government intervention.
 Inability to deliver frontline services and associated impact on residents.

Delivery of safe and good quality homes

Risk Owner

Darren Welsh

Portfolio

Housing and Property Services

Risk Description

Inability to manage and deliver safe and good quality affordable homes

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Providing good quality affordable homes

Inherent Score

16 ▲

Mitigated Score

8.00 ●

Target

8.00

Comments

Update on risk actions and controls at Q2:

- An interim contract strategy has been developed, pending the wider recommissioning of housing and property contracts - This is going to Cabinet in October for approval.
- A member task and finish working party is being set up via the Housing and Communities Overview and Scrutiny Committee to oversee the repairs and maintenance recommissioning work.
- The Housing Transformation and Improvement Programme is moving into the detailed design stage and will regularly report in to the Housing and Communities Overview and Scrutiny Committee, with the first report going to the Committee in October.
- The Council is waiting for the publication of the government's announcement on Councils rents to inform the Housing Revenue Account Business Plan refresh for 2024 onwards.
- A new Forum has been set up with registered providers to develop joint working and this forum will meet in November.
- All Council high rise blocks have been registered with the Building Safety Regulator and the data collection for the new government statutory tenant satisfaction measures has commenced.

Controls & Assurances

Housing Transformation and Improvement Programme in place to transform the housing service.
 Strong focus on compliance activity and regular reporting to SLT, Scrutiny and Cabinet.
 New management structure developed and in place for Housing Services to create capacity and deliver strong leadership.
 Strategic housing function created to drive affordable housing supply and enable, monitor and report on housing needs and delivery.
 A programme of grant support is in place to Registered Providers to support affordable housing delivery.
 Housing Revenue Account Business Plan refreshed to reflect all housing priorities.
 Housing delivery is a key part of the developing 2023 Local Plan.

Detail

Status

Evidence Risk is being managed

Housing Transformation and Improvement Programme (HTIP) - baseline report for HTIP. HTIP is a review of current operating practices within the Housing services, the purpose of which is to identify areas and actions for improvement and change. Safeguarding improvement plan identifies where more effective controls could be applied. New service structure to support service objectives. Monitoring and management of compliance in place. HRA Business Plan annually refreshed. Improved governance across Housing and also corporately. Preparatory work on new regulatory requirements to be reported to Overview and Scrutiny Committee.

Consequences / Impacts

Regulatory intervention.
Funding withdrawal.
Loss of life/ injury to tenants/ leasehold occupant.
Reputational damage.
Increased homelessness.
Failure to appropriately safeguard households.
Failure to maintain assets.

Failure to achieve the CEE statement

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Risk Owner

Aidan Wilkie

Portfolio

Climate Change

Risk Description

We do not plan in or deliver action early enough to ensure achievement of the CEE statement.

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Climate and ecological emergency

Inherent Score

16 ▲

Mitigated Score

4.00 ★

Target

4.00

Comments

Inherent risk likelihood 2; inherent risk consequence/ impact 2; Overall inherent risk score 4.
Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4.

The Climate and Ecological Emergency Strategy and action plan have been reviewed with the Portfolio Holder.

Controls & Assurances

- Climate and Ecological Strategy and action plan created and implemented.
- A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.
- All key strategic decision making includes an assessment of the impact on carbon footprint.

Evidence Risk is being managed

Climate and Ecological Strategy and action plan created and implemented.
A renewed programmatic approach including analysis of potential and impact of individual and collective intervention. This includes ownership of delivery spread throughout the Council and renewed governance.
All key strategic decision making includes an assessment of the impact on carbon footprint.

Detail

Status

	Consequences / Impacts	Adverse impact on local biodiversity. Adverse impact on health and wellbeing of the population of the borough. Reputational damage.
Financial Resilience.	Risk Owner	Catherine SilvaDonayre
	Portfolio	Corporate and Commercial Services
	Risk Description	Weakening of the Council's Financial Resilience.
	Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
	Inherent Score	16 ▲
	Mitigated Score	6.00 ●
	Target	9.00
	Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4. Overall inherent risk score is 16. Target risk likelihood 3; target risk consequence/ impact 3. Overall target risk score is 9. During the first 2 quarters of 2023/24 the financial outturn projections for the general fund are projecting an overall surplus in comparison to approved budgets. The General fund short term financial position looks strong given the increased performance of cash investments. This has come about due to slippage in the capital spend programme increasing cash balances, and higher and more sustained levels of interest rates than previously forecasted. In addition to this the 2023 Medium Term financial Strategy (MTFS) has been approved by cabinet and is projecting a balanced budget position for 24/25, with an unidentified savings requirement of £2.7m to achieve over the MTFS. The level of reserves at the end of 23/24 are expected to exceed reserve levels achieved in recent years and feel appropriate to support any short and medium term difficulties that could arise. The HRA financial projections worsened in quarter 4 of 22/23 and the financial pressures within the service have maintained in the first two quarters of 2023/24 with a current projected pressure of circa £400k in 23/24. The HRA is impacted significantly by inflationary cost pressures and demand relating to repairs and maintenance. The HRA is being closely monitored and mitigation measures are being implemented and assessed as the impact of wider inflationary cost pressures has a greater impact on the housing service than the general fund. In terms of medium term financial sustainability the HRA 30 year business plan is currently being reviewed and refreshed and will be presented to members early in 2024, this process needs to ensure an affordable and sustainable medium term strategy is developed for the HRA.</p>

Controls & Assurances

- Clear financial governance processes in place and adhered to.
 - Annual independent assessment of VFM and sustainability.
 - Strategic decision making assesses the financial sustainability of strategies.
 - Medium term financial sustainability assessed as part of the council approved MTFS and annual budget.
- Delivery of a robust annual Internal Audit programme and annual approval by IA of risks and controls processes.
- Development and implementation of Transformation and Commercial programmes to support financial resilience.

Evidence Risk is being managed

The Council's Medium Term Financial Strategy (MTFS) and the HRA Business Plan are controls that mitigate the likelihood of this risk crystallizing through the effective modelling of the future financial environment.

Sound financial planning maximizes the opportunity for the Council to identify funding risks in advance, and therefore grants more time for it to plan to provide its services differently in order to continue delivering its corporate priorities.

The Council's sound financial planning processes, have resulted in a residual likelihood score is 3, It is likely that the Council's financial resilience will weaken from a position of strength; given current macroeconomic factors that contribute to financial pressures, despite the sound financial control framework in place.

The residual impact score is 2, given the financial planning and reserves policy in place to reduce/finance the impact of any financial downturn. If the economic outlook was to be ongoing for significant period of time the impact score would increase as resources are diminished.

The MTFS details the financial implications of the Corporate Plan over a five-year period. It ensures that the Council is able to forecast likely income pressures in the medium-term, and optimise the balance between its financial resources and the delivery of its priorities. The MTFS is reviewed annually and is approved by Full Council, thereby providing the opportunity for Members to make informed amendments to the Corporate Plan on the basis of likely funding constraints.

The 2022 MTFS outlines the continuation of the ongoing two-pronged approach to combine the Council's need to;
1 Continue driving the efficiencies required to ensure underlying sustainability; and,
2 To protect frontline service provision.

The updated 2022 MTFS can be viewed on the October 2022 Cabinet Agenda, at www.dacorum.gov.uk.

Internal Audit

In recent years, the Council has received independent, third-party audit reviews of the financial processes that contribute to the management of this risk:

The 'Budgetary Control' process is audited by the Council's Internal Auditors annually and in 2022, and 2023 has received the substantial assurance.

The 'Core Financial Systems and Budgetary Control' which have in recent years also achieved substantial assurance with limited recommendations for improvement.

External Audit

The 2022 "Annual Auditors Report and 'Value for Money' opinion issued by Grant Thornton in June 2023 outlined no risks of significant weakness identified in relation to Financial Sustainability, Governance and Improving economy, efficiency and effectiveness. This report was based on evaluation of the MTFS; the budget setting process; the reserves policy and use; and, the Council's financial performance reporting

The Council has a sustainable 2022 MTFS and a balanced budget set for 2023/24 following a financial performance in 2022/23 that followed expectations, and included a significant net contribution to reserves, and hence, it has meant that the Council is able to protect the delivery of its frontline services into the medium-term.

Consequences / Impacts

The Council is currently facing two fronts of significant financial uncertainty that both hamper planning and risk deliverability of the objectives within the Corporate Plan into the medium-term:

1. The ongoing uncertainty around future Government funding of local authorities.
2. The financial implications of the wider economic downturn and uncertainty.

Government Funding

The Council is currently operating on a one-year Finance Settlement from Government, the fourth in succession, following the conclusion of the 4- year settlement ending in April 2019. One-year settlements, and the planning challenges that accompany them, are expected to continue until after the next general election, expected in October 2024. At this point it is expected that a new Local Government funding allocation model will be implemented following historical work Funding Review work undertaken.

As yet there is no certainty over the level of funding that Dacorum or any other authority can expect in the future.

However, there is a strong belief across the sector that the new model will divert funding away from lower tier authorities in favour of those authorities with responsibility for the provision of Public Health, Social Care and Education. The Council must ensure that it's in a position to adapt to significant funding reductions at potentially short notice when the new model is announced.

Economic Downturn and Inflationary Pressures.

The Council faces significant expenditure pressures as a result of unusually high inflation impacting on contract values, pay awards and utilities.

The current cost of living crisis created by record inflation levels is putting an additional strain on household incomes, this is likely to impact on council income generation.

Income pressures could be brought about by a significant long-term recessionary impact on the Council's primary income generating services, e.g. commercial property, parking and garages.

The magnitude of the potential ongoing economic uncertainty and severity of the economic recovery period creates a significant financial threat to the Council's in-year and medium term budget.

Place Shaping & Regeneration

Risk Owner

James Doe

Portfolio

Place

Risk Description

Failure to Deliver Place Shaping and Regeneration ambitions

Reference to Strategic Objectives / Priorities

- Strategic Risk Register March 2023
- Building strong and vibrant communities

Inherent Score

12 ▲

Mitigated Score

6.00 ●

Target

4.00

Comments

Inherent risk score is 3; inherent risk consequence/ impact score is 4. Overall inherent risk score is 12.

Target risk score is 2; target risk consequence/ impact score is 2. Overall target risk score is 4.

- ◦ New Local Plan progressing well with leading Members briefed: on course for Council approval and consultation in Q3 23/24
- UKSPF Investment Plan of £1.763m progressing
- Draft Hemel Place Strategy now likely to come in Q4 23/24 given recruitment underway in Place Communities and Enterprise
- Hemel Town Centre Vision approved by Cabinet 18 July 23
- Hemel Place Board continues to meet; move to action planning stage by Q4 23/24 once Hemel Place Strategy agreed and approved
- Corporate Place Board continuing to progress the Chiltern Beechwoods Mitigation Strategy and roll-out of e-bikes for Hemel Hempstead
- Dacorum Local Cycling and Walking Infrastructure Plan being developed with Herts CC with consultation due in Q4 23/24
- Berkhamsted and Tring Town Councils taking the lead on respective place strategies with support from DBC.
- Review of town centre assets underway through Strategic Asset Review
- New Dacorum Investment Framework to facilitate inward investment – likely to progress Q4 and into 24/25 once new place team in place through PCE restructure which is at formal consultation as of 17 July 23
- Infrastructure Delivery Plan being kept up to date to support Local Plan – work ongoing
- CIL Infrastructure Advisory Group met to review outstanding bids
- Work commenced to revise CIL spend and governance
- Economic Recovery Board progressing with reporting on 6 separate workstreams
- New Maylands Masterplan consultants appointed and work commences in earnest in Q3 23/24

- Hemel Garden Communities placemaking event with Members took place on 17 July 23
- VCS recommissioning proposals set out and will be presented to Cabinet in Q3 23/24
- Hemel Old Town project progressing, next community event to be held before Christmas 2023
- Regeneration proposals to follow Strategic Asset Review, currently being procured, to involve General Fund and HRA assets with view to place making. Implementation of outcomes likely to be progressed from Q1 24/25
- Long lease at Riverside shopping centre has been reassigned; planning discussions and pre-application arrangements under discussion and to be progressed in Q3 23/24
- Place Communities and Enterprise Heads of Service Posts advertised and selection taking place in Oct/Nov 23
- National economy showing only very modest growth which may be a risk to investment proposals over the coming 12 months

Controls & Assurances

- Hemel Place Strategy in progress to set objectives of agenda
- Hemel Place Strategy to co-ordinate key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley
- Place Implementation Plan to be worked up to govern priorities and delivery
- Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board
- Local communities engaged on new place strategies for Berkhamsted and Tring
- All projects to follow Corporate Project Management governance
- New Town Centre Strategy in progress to steer priorities
- Review of town centre assets underway to determine effective deployment of DBC land and property to deliver and catalyse place shaping, and to realise capital funds to support delivery
- New Local Plan to underpin whole agenda
- New Dacorum Investment Framework to facilitate inward investment
- Engagement in key Government Funding Streams eg Levelling Up Fund, UK Share Prosperity Fund, Investment Zones, Route Improvement Strategy
- Infrastructure Delivery Plan being kept up to date
- Policy on deployment of Community Infrastructure Levy Funds underway
- Cross-service work on HRA and General Fund assets to identify regeneration, place shaping and environmental improvement opportunities
- Economic Recovery Board formed and Plan being actively managed with partners
- Engagement of VCS to support place making
- Internal place project teams to support focused delivery and improvement, with Old Town team already formed and delivering

Evidence Risk is being managed

- Hemel Place Strategy in progress to set objectives of agenda
- Hemel Place Strategy co-ordinating key areas of development and change including Hemel Garden Communities, Hemel Town Centre, Maylands Business Park and Two Waters/Apsley
- Governance through partnership Hemel Place Board and internal management and delivery through new Corporate Place Board
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Consequences / Impacts

The borough does not reach its full economic potential.
Town centres fail to thrive, risking higher incidence of crime and anti-social behaviour
Local resident and business dissatisfaction increases, giving rise to higher volumes of complaints.

Detail

Status

Portfolio	People and Transformation
Risk Description	We are unable to deliver effective services to residents due to an inability to retain and recruit sufficient competent and skilled resources .
Reference to Strategic Objectives / Priorities	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery
Inherent Score	16 ▲
Mitigated Score	4.00 ★
Target	4.00
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/ impact 4; overall inherent risk score 16 Target risk likelihood 2; target risk consequence/ impact 2; overall target risk score 4</p> <p>A revised market forces approach has been implemented. Agency framework in place.</p>
Controls & Assurances	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. Delivery of a customer strategy which will create efficiencies (with the possibility of reinvestment) and a reduced reliance on human intervention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>
Evidence Risk is being managed	<p>Ongoing Recruitment and Retention monitoring and reporting. A revised People Strategy developed with a focus on recruitment and retention. A revised market forces approach being implemented. Development of regional partnerships to review, and report on sector wide approach.</p>
Consequences / Impacts	<p>Increased levels of dissatisfaction from residents and businesses leading to higher volumes of complaints. Increase in financial cost through increased use of agency staff. Reputational damage. Intervention from central government/ regulatory bodies. Poor levels of service delivery.</p>
Working with Strategic Partners	Risk Owner
	Claire Hamilton
	Portfolio
	Leader of the Council
	Risk Description
	Failure to work with Strategic Partners to deliver Corporate priorities
	Reference to Strategic Objectives / Priorities
	<ul style="list-style-type: none"> ▪ Strategic Risk Register March 2023 ▪ Ensuring efficient, effective and modern service delivery

Detail

Status

Inherent Score	12 ▲
Mitigated Score	4.00 ★
Target	4.00
Comments	<p>Inherent risk likelihood 4; inherent risk consequence/impact 3. Overall inherent risk score 12. Target risk likelihood 2; target risk consequence/ impact 2. Overall target risk score 4.</p> <p>Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership, Hemel Garden Communities Board). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners are assigned lead officers for relationship management and communications. Senior officers liaise with Government departments and agencies in relation to the Council's strategic plans and activity. Strategic Partners are engaged in the production of new strategies and plans for Dacorum.</p>
Controls & Assurances	<ul style="list-style-type: none"> - Effective Strategic Partnership Boards set up to develop proposals and monitor delivery and outcomes. E.g. HGC, Hemel Place board, Economic Recovery Board. - Key Delivery Partnerships have the correct strategic and operational governance Boards in place to monitor delivery eg. SLM & Osbornes - Herts wide delivery groups supported and monitored. - Strategic partners assigned lead officers for relationship management and communications
Evidence Risk is being managed	<p>Failure to work with Strategic Partners to deliver Corporate priorities Key joint working groups established and operating (e.g. Hemel Place Board, SW Herts Joint Strategic Partnership). Key Delivery Partnerships have the correct strategic and operational governance boards in place to monitor delivery. Hertfordshire wide delivery groups supported and monitored. Strategic partners assigned lead officers for relationship management and communications.</p>
Consequences / Impacts	<p>Deterioration in service delivery to residents and businesses. Failure to deliver value for money and making best use of public funds. Failure to meet the needs of customers via joined- up working. Failure to deliver key strategic projects, including and not limited to Hemel Garden Communities and the SW Herts Joint Strategic Plan Reputational damage.</p>

Risk Scoring Methodology

Impact Score

The following descriptions and definitions of impact are indicative and not exhaustive. They are a guide to assist you in assessing the impact of the risk **should** it occur.

Description	Factor	Score
<ul style="list-style-type: none"> Brief disruption of service area – up to 1 day No or insignificant environmental damage Financial loss < £5,000 Minor injury (first aid treatment) to an individual or several people Complaint from member of public Litigation/claims/fines up to £5,000 No reputational damage – little or no local press interest 	Minor	1
<ul style="list-style-type: none"> Service disruption 2-3 days Adverse effect on services in one or more areas for a period of several weeks Financial loss < £25,000 Adverse local publicity Significant injury to an individual or several people – medical treatment required Litigation/claims/fines up to £25,000 	Significant	2
<ul style="list-style-type: none"> Service disruption 3-5 days Complete loss of service area for 3-5 days Financial loss up to £50,000 Adverse publicity in professional/municipal press Adverse local publicity of a persistent nature Major injury to an individual or several people Litigation/claims/fines up to £50,000 	Serious	3
<ul style="list-style-type: none"> Service disruption 5+ days Major loss of service, including several important areas, and/or for a protracted period Financial loss >£50,000 Adverse and persistent national media coverage Adverse central government response, involving (threat of) removal of delegated powers Officers and/or Members forced to resign Loss of life Litigation/claims/fines >£50,000 	Major	4

Likelihood Score

The following descriptions and definitions of likelihood of the risk occurring are intended as a guide to assist you in arriving at your risk score.

Description	Indicators	Factor	Score
Less than 10% chance of occurrence	Has happened rarely/never before	Very unlikely	1
10 – 40% chance of occurrence	Only likely to happen every 3 or more years	Unlikely	2
40-75% chance of occurrence	Likely to happen at some point within the next 1–2 years. Circumstances occasionally encountered – few times a year	Likely	3
More than 75% chance of occurrence	Regular occurrence Circumstances frequently encountered – daily, weekly, monthly	Very likely	4

Scoring the risk

The charts above are designed to help you score the risks in terms of likelihood and impact.

This is carried out in two stages:

- Multiply the likelihood and impact scores together, as if there were **no** controls in place. This will give you an inherent risk score.
- With the list of controls that are currently in place, re-score the risk, taking into account the effect of these controls.

These final scores will give you a risk profile of those risks that may need more immediate attention.

Risk Score	Overall Rating
12 - 16	HIGH
6 - 10	MEDIUM
1 - 4	LOW

Level of Risk / (Inherent Risk Score)	Managing the risk
High Risk (12-16)	<p>Requires active management High impact / High likelihood: risk requires active management to manage down and maintain exposure at an acceptable level</p> <p>Contingency Plans A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from profile</p>
Medium Risk (6-10)	<p>Good Housekeeping May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain same</p> <p>Contingency Plans A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from profile</p>
Low Risk (1-4)	<p>Review Periodically Only put mitigations in place if it's cost effective to do so</p>



Report for:	Cabinet
Title of report:	Parking Service Tariff & Business Case Proposals
Date:	12 December 2023
Report on behalf of:	Councillor Ron Tindall, Leader of the Council and Portfolio Holder for Corporate and Commercial Services
Part:	Part I
If Part II, reason:	N/A
Appendices:	<p>Appendix 1 – Current Off Street Parking Tariffs</p> <ul style="list-style-type: none"> – New Off Street Parking Tariffs – Current On Street Parking Tariffs – New On Street Parking Tariffs – Current Limited Waiting Bays (LWBs) – New Limited Waiting Bays <p>Appendix 2 – Informal Consultation Responses (Graphs)</p> <p>Appendix 3 - Community Impact Assessment Parking Tariff Increases & Parking Charging Policy</p>
Background papers:	<p>4 July 2023 Finance & Resources OSC – Parking Tariff & Business Case Proposals</p> <p>5 Sep 2023 Finance & Resources OSC - Parking Tariff & Business Case Proposals</p> <p>12 Sep 2023 Cabinet - Parking Tariff & Business Case Proposals</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>IBC - Initial Business Case</p> <p>FBC – Full Business Case</p> <p>MTFS – Medium Term Financial Strategy</p> <p>EVCP – Electric Vehicle Charge Point</p> <p>TRO – Traffic Regulation Order</p>

Report Author / Responsible Officer

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Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All
Purpose of the report:	<ol style="list-style-type: none"> 1. To update Cabinet on the informal consultation recently undertaken for parking tariff proposals. 2. To seek agreement from Cabinet on the proposed parking tariff increases and changes to charging polices as set out in the report. 3. To obtain agreement from Cabinet to progress with the statutory consultation. 4. To request that Cabinet agree to delegate authority to the Council Leader and Portfolio Holder Corporate & Commercial to implement changes to parking tariffs and charging policy following statutory consultation.
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. That Cabinet agrees to progress with the statutory consultation on the proposed changes to parking tariffs and charging policies as set out in appendix of this report, these include: <ul style="list-style-type: none"> • Off-Street Parking tariff changes for 2024, • On-Street tariff changes for 2024 – Minimum tariff for on street parking to be set at £2, • Changing on-street Limited Wait Bays to chargeable spaces, • Extending the current operating hours of the car parks, • Introducing new longer stay off-street tariffs to support extended car park operating hours • Consolidating off-street (car parks) short stay sessions to introduce a new minimum stay of 2 hours • Opening up part of the upper level of the Water Gardens North car park for public use Mon – Fri.

	<p>2. That Cabinet delegates authority to the Leader of the Council and Portfolio Holder for Corporate and Commercial Services to consider the responses from the statutory consultation and make any final decision on the implementation of the parking tariff increases and changes to charging policy through formal Traffic Regulation Orders.</p>
<p>Period for post policy/project review:</p>	<p>Fees and Charges are subject to annual review</p>

1. Background

- 1.1 An initial Parking Full Business Case (FBC) was developed during the latter part of 2022 and the first few months of 2023, which included 2 distinct areas of focus; the review of parking tariffs and charging policies and the introduction of 'smart' technology. The introduction of 'smart' technology has now commenced as part of the recommissioning process for the parking enforcement contract and will be reported on separately.
- 1.2 Following conclusion of the initial FBC, a paper on the review of parking tariffs and charging policies was presented to SLT in May 2023, setting out potential changes and the financial impact that this would have on the Council's finances. Following discussions with SLT and the new Portfolio Holder, Leader, and further development of the proposals as a result of these discussions, they were presented to informal Cabinet in June 2023, and it was agreed to proceed and present the proposals to Finance & Resources Overview and Scrutiny Committee (F&R OSC) and Cabinet in July 2023. The proposals focused on changes to Council parking policy to ensure fair and equitable access to Council services and assets, appropriate pricing and cost recovery that reflect the value and costs of the Parking service and assets.
- 1.3 After discussion at Finance & Resources OSC meeting and wider Group discussions in July 2023, the Leader of the Council announced at the Cabinet meeting on 18 July that the proposals had been deferred. Councillor Tindall stated that the deferral would allow officers to carry out further financial modelling, to allow Councillors to review various aspects of the proposals in more detail before Cabinet decided to consult residents on proposed changes. The report was moved to the Cabinet meeting on the 12 September 2023.
- 1.4 Following further modelling and discussions, and consideration of some of the concerns raised a new set of proposed changes to parking tariffs and charging policies was agreed. The main changes from the previous proposals presented to F&R OSC in July were:
 - to increase off-street parking tariffs by c.28% to reflect inflation, rather than by a fixed amount of 40p;
 - to continue to offer free parking in car parks that are currently free
 - to retain a free period in car parks that currently offer this, but reduce from one hour to 45 minutes.

A summary of the proposals set out in the September Cabinet Paper is shown below. The informal consultation was intended to set out the overall proposals and gain feedback to these proposals for Cabinet to consider

- Proposed that all off-street parking tariffs will increase by c.28% rounded up to the nearest 10 pence, apart from Water Garden North & South and Moor End Road car parks in Hemel Hempstead town centre, in order to retain competitive pricing with nearby private car parks.
- Proposed to introduce a minimum hourly charge for on street parking set at £2 per hour and include changing on-street Limited Wait Bays to chargeable on-street spaces
- Proposed that all car parks that are currently free to park will remain free to use. For car parks that offer the first hour free, proposed that this will reduce to 45 minutes
- Proposed to extend the operating hours of the car parks
- Proposed to introduce additional long stay tariffs to support extended charging hours
- Proposed to introduce a minimum 2 hour charge for off-street parking (only in car parks that are chargeable for the first hour)
- Proposed to recommend opening the upper level of Water Gardens North car park for public use during Monday – Friday.

- 1.5 A report on the new proposals was presented to Finance & Resources OSC in Sep 2023 and then to Cabinet in the same month, proposing that the Council commence with informal consultation around the proposed changes. It was agreed that Cabinet would take a further decision on the proposals after consideration of responses to the informal consultation. Final proposals will then need to be put out for the statutory consultation that must take place before a formal TRO can be agreed and implemented. The purpose of the ensuing statutory consultation is to ensure the public are fully informed of the proposed changes as set out in the draft TRO, and for any objections in relation to the proposed changes to be considered by the relevant person appointed by Cabinet before a final decision on the implementation of the proposals would be taken. It is anticipated this final decision will be delegated to the Leader of the Council and Portfolio Holder for Corporate & Commercial.
- 1.6 The informal consultation commenced on 20 September and ran through to 19 October 2023. There were 576 responses received to the consultation. The report below outlines the context for change and provides an overview of the response that the Council received to this consultation, as well as setting out the proposed next steps.

2. Changes to Parking Tariffs & Charging Policies

2.1 Context and drivers for changes to parking tariffs and charging policies

- 2.1.1 A properly and consistently priced parking resource forms part of a holistic framework for transport in the Borough, and should reflect the fact that people have choices about their means of transport. It is hoped that as part of the collective public approach to combatting climate change and air pollution, people will make choices and changes that include avoiding using their cars for short trips where they can use other more sustainable and active means of transport. There is a significant body of evidence that demonstrates how parking policies influence car use and so environmentally based choices.
- 2.1.2 The Council aims, with partners, to help provide support for people to change their behaviours and means of transport in the longer term. For those who are planning a short local trip for example, they might choose an active transport method – walking, or cycling – rather than taking their car for a short journey. The Council is looking to support this by currently considering plans for the introduction of e-bikes in certain areas of Dacorum.
- 2.1.3 It is reasonable for Local Authorities to review and update parking tariffs and charging policy on a regular basis, and this is undertaken by Local Authorities throughout the UK to ensure ongoing value for money for residents in how the Council manages its finances. Private sector parking throughout the UK also regularly reviews and increases parking charges to reflect inflation and other cost increases in maintenance and service delivery.
- 2.1.4 The Council is legally obliged to present a balanced budget, in the context of a challenging economic environment and with de facto sector constraints on its means of doing this, with income generation being a significant tool to enabling this process, of which parking is a major consideration.
- 2.1.5 The Council's Commercial Strategy supports maximising use of Council assets to contribute to financial sustainability and service delivery. There have been no parking tariff increases since 2019 and it is timely to review charging policies now, to ensure the Council's charges are reasonable and consistent with the wider parking sector, and deliver optimum levels of income that will support the Parking Service and wider Council service delivery

- 2.1.6 The proposals for tariff increase are part of a wider update to Council car parking charging policies, to ensure the effective and efficient use of valuable Council assets, and reflect the cost of parking services.
- 2.1.7 There are a range of considerations as to why it is necessary to increase tariffs and update parking charging policies. These include the following:
- The Council's existing parking charges are significantly lower than public sector averages and local private sector parking. When applying these increases, the Council has been minded to ensure new fees mean the Council is still the most cost effective solution.
 - Parking tariffs across the Borough were last reviewed and increased in 2019. During this period, inflation has increased by c.28%.
 - Proposals for increases to on-street parking reflect the value of the on-street parking resource and will also incentivise the use of car parks as an alternative.
 - The Council has ongoing financial pressures arising from reduced parking income since the onset of the pandemic. Thus, there is a need to set appropriate tariffs that maximise income and reflect the cost of the assets and parking service.
- 2.1.8 Following an initial review of parking tariff increases and charging policies presented to Finance & Resources during the summer, concern was raised on a proposed introduction of parking tariffs in free to use car parks, and on removal of a free first hour in certain car parks. Members considered these concerns and following discussions agreed to remove the introduction of parking tariffs in free to use car parks, and to retain a free initial parking period in car parks where this is offered, but reduce it from one hour to 45 minutes.
- 2.1.9 Following further consideration by Members after the recent informal consultation, it is now proposed to retain the first hour as free parking in car parks where this is currently offered, rather than reducing it down to 45 minutes as had been previously proposed.
- 2.1.10 The informal consultation also produced feedback on the proposed on-street parking arrangements. The proposals remain as set out in the September Cabinet report and informal consultation. The rationale behind changing on-street limited wait bays in central urban areas to chargeable on-street parking bays and to update on-street parking arrangements and charges was twofold;
- Firstly, there was a need to simplify and normalise the wide range of on-street parking arrangements to make tariffs and charging policy more consistent, as there are many different charging policies currently across the Borough.
 - Secondly, it is considered that tariffs for parking on street instead of in a nearby car park should properly reflect the value of the on-street parking locations, and customers have a choice as to whether they wish to pay a higher tariff for parking closer to their intended destination, rather than using a nearby off street car park. This could also incentivise the use of Council car parks and improve air quality and congestion in our streets.

2.1.11 The Council has the ability to make better use of its parking assets and utilise them in a more strategic manner, to improve parking services from an operational, commercial and environmental perspective and deliver a more consistent approach to parking tariffs and charging policies.

2.1.12 An example of making better use of the parking assets is the introduction of extended operating hours in both on street and off street locations. With parking spaces currently being free to use after 6pm, there has been a risk that vehicles could park in them from 6pm until the morning, which would tie up the more heavily used spaces in town centre locations.

The extended operating hours are likely to free up these pay to park spaces for customers to enjoy evening social events, which in turn should help to support the night time economy. It is common practice when going out for dinner and / or some evening leisure activity to expect to pay for parking at the destination.

2.1.13 As part of ongoing improvements the Council will continue to review its parking pricing strategy, which includes consideration of opportunities to introduce 'smart' technology, through the use of Automatic Number Plate Recognition (ANPR) and other enforcement technology. This technology can allow for the differentiation of tariffs in a more agile and dynamic way, for example according to vehicle emissions, or to apply specific tariffs for registered residents, tariffs relating to time of day, concessions etc. This more dynamic tariff model could help support a targeted response to specific strategic issues; for example supporting town centre businesses by allowing different tariffs at times, where demand is known to be low.

2.1.14 This could also deliver an easier and more convenient user experience for those choosing to use a car, with the ability to register for use of car parks and thus avoiding the need to buy tickets for specific times or insert payment as the system could register entry and exit and charge only for time used by a payment method of choice.

2.1.15 The proposed parking changes should be considered in the context of wider plans the Council is taking forward to invest in Hemel Town Centre and other neighbourhood and town centres, and improve the places in which residents live and businesses can flourish. With limited opportunities for new income streams and ongoing reductions, pressures and uncertainty around central Government funding, the Council needs to ensure it maximises all income that contributes to this work, and allows it to continue to invest in making places better for residents, and attracts visitors and businesses that will contribute to the local economy.

2.1.16 These proposals aim to provide the following benefits:

- Retention of free parking in car parks where this already exists,
- Provide an appropriate and more equitable charging basis that reflects the value of assets and cost of the services provided,
- Drive additional income that will contribute to parking income pressures, and contribute to the Council's wider financial sustainability and delivery of services,
- Contribute to longer-term objectives relating to sustainability and climate change, as part of a holistic approach to support behaviour change in relation to travel and sustainable transport options.

2.1.17 As previously stated in this report, it is reasonable and expected for Local Authorities to review and update parking tariffs and charging policy on a regular basis, to ensure ongoing value for money for residents.

2.2 Informal Consultation Feedback

2.2.1 The informal consultation sought feedback on the following subjects:

1. Use of on-street parking
2. Use of off-street parking
3. Towns or villages where the responder parks
4. Agreement/no opinion or disagreement in relation to statements about:
 - a) Considering an electric car if more public charging points were made available
 - b) Considering an e-bike if a scheme was introduced
 - c) Principle of charging at free car parks to cover the costs to maintain and operate them
 - d) Principle of increase to on-street charges to reflect the value of parking closer to intended destination
5. Have your say – Invited to provide ‘free form’ feedback on proposals.
6. Classification of which proposal the feedback relates to.
7. Resident/local business/not local/other?

2.2.2 The informal parking consultation was an opportunity for residents and businesses to provide their feedback about the proposed changes to parking charges and policies. It was well publicised, with several press/media releases issued, posters in civic centres, advertising on the Council’s website which generated over 800 clicks through to the survey, and an awareness campaign on social media, that was viewed by over 8,000 users. Hard copies were offered to Members and to the public for those who did not wish to access the survey digitally. Over 4,500 residents engaged in the informal parking consultation, with 576 deciding to submit feedback via the survey. One hard copy survey was also returned. A summary analysis of the informal consultation can be found in Appendix 2.

2.2.3 The number of people that responded to the survey was 576, out of this number 570 also provided feedback on the quality of the consultation, the results below show the number and percentage of responses that felt the quality was between adequate and very good;

- Website structure and ease of finding what you need **(443 or 78%)**
- Written information **(416 or 73%)**
- Online survey format **(439 or 77%)**
- Website accessibility **(486 or 85%)**

2.2.4 According to the ONS 2021 Census, Dacorum has:

- a) a population of 155,100, with approximately 124,080 above the age of 16.
- b) has 63,400 households
- c) 85% of households having at least 1 vehicle

2.2.5 There were 576 responses to the survey (although not every response answered all questions). Assuming that each one of these responses has been received from a separate household, the response rate represents 0.9% of households and approximately 0.5% of those aged 16 and above living in Dacorum. When the number of responses from the consultation is compared to the 85% of Dacorum households that have at least 1 vehicle, the response rate represents 1.1% of these households.

2.3 Responses Received

2.3.1 The responses that the Council received to the informal consultation on proposed changes to parking tariffs and changes to charging policies are summarised below and shown in graph format in appendix 2.

2.3.2 Question 1 – 576 responses

How often do you use on-street parking?

- 274 responders (47%) park in on-street locations at least once a week
- 113 responders (20%) park in on-street locations a few times per month
- 189 responders (33%) rarely or never park in on-street locations

2.3.3 Question 2 – 576 responses

How often do you use Council owned car park?

- 359 responders (62%) park in off-street locations at least once a week
- 141 responders (25%) park in off-street locations a few times per month
- 76 responders (13%) rarely or never park in off-street locations

2.3.4 Question 3 – 576 responses

Where do you predominantly park?

- 58% of responders predominantly park in Hemel Hempstead
- 19% of responders predominantly park in Tring
- 18% of responders predominantly park in Berkhamsted
- 4% of responders predominantly park in Kings Langley

2.3.5 Question 4a – 574 responses

Would you consider buying or leasing an electric car if more public charging points were made available?

- 257 responders (45%) tend to disagree with this question
- 162 responders (28%) tend to agree with this question
- 155 responders (27%) have no opinion on this question

2.3.6 Question 4b – 572 responses

I would hire and e-bike if a Dacorum scheme was introduced?

- 377 responders (66%) tend to disagree with this question
- 100 responders (17%) have no opinion on this question
- 95 responders (17%) tend to agree with this question

2.3.7 Question 4c – 572 responses

The Council should consider charges for car parks where it is currently free, to cover the costs required to maintain and operate them, rather than those car parks being subsidised by other motorists paying elsewhere.

- 442 responders (77%) tend to disagree with this question
- 90 responders (16%) tend to agree with this question
- 40 responders (7%) have no opinion on this question

2.3.8 Question 4d – 573 responses

The Council's proposals to increase on-street parking reflect the value of the on-street parking resource for those who choose to park closer to their intended destination, than using a nearby off-street car park. It will also incentivise the use of car parks and could improve air quality and congestion on our streets.

- 320 responders (56%) tend to disagree with this question
- 132 responders (23%) tend to agree with this question
- 121 responders (21%) have no opinion on this question

2.3.9 Question 5 – 480 responses

Have your say - Please use this space if you would like to provide feedback on a particular proposal / proposals

- There were 480 'free form' comments returned (some of the responses covered several themes), and details are summarised below in question 6 on the themes these comments related to.

2.3.10 Question 6 – 480 responses

Which proposal does your feedback in the above question relate to?

Table 1 – Free Form comments analysis

Themed Comments	No. of Responses	% responses to themed comments
Car parking tariffs increase by 28% rounded up to the nearest 10p (excluding Water Gardens North, Water Gardens South & Moor End Road which will see lower increases)	343	71%
Reduce free parking sessions from 1 hour to 45 minutes	332	69%
On-street tariff increases – Minimum cost for on-street parking set at £2	306	64%
Consolidating off-street (car park) short stay sessions to introduce a new minimum 2 hour stay	238	50%
Changing on-street 'Limited Wait Bays' in town centre locations to chargeable spaces	233	49%
Extending the operating hours of the off-street car parks	166	35%
Introduce new longer stay off-street tariffs as a result of the extended operating hours	137	29%
Opening up the upper level of the Water Gardens car park for public use during Monday to Friday	97	20%

2.3.11 Question 7 – 595 responses

Who are you responding as?

- 94% of responders are residents
- 3% of responders are businesses
- 2% of responders are classed as others
- 1% of responders are not local but interested in the proposals

2.4 Project Structure Key Milestones

2.4.1 The table below highlights the key stages required to implement changes to tariffs and charging policies:

Table 2 – Indicative timeframe for tariff and policy review

Process	Timeline
Review informal consultation and present report to Finance & Resources OSC and then to Cabinet to agree to commence formal consultation.	Dec 2023
Commence drafting of Notice of Proposal, Schedule of Requirements and Traffic Regulation Orders and obtain HCC approval	Dec – Jan 2024
Formal Statutory Consultation Process	Jan – Feb 2024
Statutory consultation feedback review, decision and call in period	Mar to June 2024
Signing & sealing of Traffic Regulation Order	Jun – Jul 2024
Information board proofing sign off, manufacture and installation by third party	Jun – Jul 2024
Update website, pay and display machines and pay by phone applications. Go live anticipated for 1 July 2024	Jun – Jul 2024

2.4.2 This is a long process and it should be noted that there are several external factors that may impact on the minimum timeframe; such as statutory stakeholder consultation, the TRO process and the lead-time for the manufacture and installation of the car park information boards and updating pay and display equipment.

3 Options and alternatives considered

- 3.1 Various options were analysed as part of the process of reviewing parking tariff increases and the charging policies. The options were reviewed by officers from finance and commercial teams and presented to the Portfolio Holder, Leader, Overview and Scrutiny and the wider Administration group.
- 3.2 There was consideration of cost recovery and value for money aspects of parking tariffs and charging policy, and the need to make best use of these assets. Climate change and air pollution issues were also considered, including how the Council can support better air quality and sustainable transport now and in the future.
- 3.3 All aspects of parking pricing strategy will be kept under active review going forward as the Council considers opportunities to introduce 'smart' technology, which would enable differentiation of tariffs in a more agile way. As stated above, this could include tariffs relating to vehicle emissions, and could provide the Council with the potential to introduce specific tariffs for concessions, or to support specific strategic initiatives relating to peak hour congestion, supporting town centres, air quality issues etc.

- 3.4 The introduction of 'smart' technology could also help to ensure a more convenient and easier user experience for the customer, with the ability to register to use a car park with touch free transactions as the system would register entry and exit and charge only for time used by a payment method of choice.
- 3.5 As previously stated in this report, the initial review of parking tariffs and charging policies proposed the introduction of parking tariffs in currently free to use car parks. Following consideration of concerns raised, Members subsequently decided to remove this option prior to the commencement of the informal consultation. Following further consideration after the informal consultation, it has also been agreed to retain the full first hour of free parking in car parks where this is currently applied.
- 3.6 After implementation of the new tariffs, parking usage and demand will be reviewed after six months and periodically thereafter. The Council will continue to assess, develop and modify its Parking Pricing Strategy going forward.
- 3.7 The results of the informal consultation were considered, and it is acknowledged that the majority of the free form comments received (480) were negative in nature, but noted too the number of responses received and that there were still within it a minority who acknowledged the need for price increases and supported the proposals.
- 3.8 The Council also has the option of not making any changes to parking tariffs or charging policy. However, this would mean that the Council does not properly fulfil its duty to its residents and taxpayers to ensure best value for money, by ensuring it recovers costs for services provided.
- 3.9 All Local Authorities regularly increase their tariffs and review charging policies for parking. The Council will ensure this review is carried out regularly going forward, particularly in light of changes to parking technology and how this can support more flexible tariff policies.

4 Consultation

Changes to parking tariffs and charging policies will require formal consultation with stakeholders and members of the public. Any required changes would need to be incorporated into a TRO and a final decision to implement changes will be made by the Leader and Portfolio Holder following formal consultation.

5 Financial and value for money implications

- 5.1 The recommended changes to parking tariffs and charging policies proposed are projected to raise an additional £660k per annum, with the part year roll out in 2024/25 providing an additional £500k income. Hence, these proposals will have a positive financial impact on the Council's ability to raise its own income and contribute to the Council's wider service delivery and financial sustainability; and support continued investment and improvements to local communities, including Hemel Hempstead town centre and other neighbourhood and urban centres.
- 5.2 There are low-level implementation costs that will be incurred in implementing these proposals, and these were included in the Medium Term Financial Strategy.

6 Legal Implications

Any changes to parking tariffs and charging policies will need to be incorporated into the TRO for enforcement purposes. This will also ensure that the Council are fully compliant with relevant legislation.

7 Risk implications:

- 7.1 There are risks that can be attributed to a review of parking tariffs and charging policies. Higher parking tariffs may lead to reduced usage, which may result in a loss of parking income and reduced footfall in the town centre locations. To mitigate these risks, the modelling takes into consideration other car park tariffs and alternative parking arrangements in the vicinity and the likelihood of alternative travel options and hence has reduced the projected usage figures. Pricing Strategy will also be kept under regular review going forward.
- 7.2 The Council is the landowner of the car park assets and has full control over making any changes to tariffs and charging policies.
- 7.3 There is a risk of complaints about any changes to current tariffs and charging policies, but the increases and proposals are reasonable, no increases will have taken place in five years by 2024, and prices still compare favourably with neighbouring Authorities and local privately managed car parks.

8 Equalities, Community Impact and Human Rights:

- 8.1 A Community Impact Assessment has been completed and can be seen at appendix 3.
- 8.2 The proposed changes to parking tariffs and charging policies across the borough will affect all motorists. No positive or negative impacts have been identified on any of the stated characteristics.

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

The recommended changes in parking tariffs and charging policies are to support and nudge behavioural change that will have a positive sustainability implication.

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

Consultation with statutory stakeholders will ensure that any implications on Council infrastructure are considered. The proposed increases in charges will ensure that the costs of maintaining council car parks are recovered through appropriate charging.

11 Statutory Officer Comments

Monitoring Officer:

The proposed changes to policy and charging are required to be confirmed by a Traffic Regulation Order following the statutory consultation period. Any views expressed through the statutory consultation will be considered by the Leader of the Council and Portfolio Holder for Corporate and Commercial Services before final approval.

S151 Officer:

The proposed changes to the Traffic Regulation Order are estimated to provide an additional £660k per annum based predominantly on current parking behaviours. The part year implementation, if approved in 24/25, will provide an initial £500k income in year and the shortfall will be supported in 24/25 by a one off draw down from the Management of Change reserve.

There are risks when increasing the fees for services, as outlined in the risk section of this report, the most significant risk is in regards to maintaining competitive pricing. The current benchmarking and competitor data assessment shows this risk is limited. There will always be the risk that fee rises create behavioural change. As stated in the report the service will be under close financial scrutiny.

12 Conclusions:

- 12.1 Following consideration of the informal consultation responses and the continuing benefits and drivers for introduction of tariff increases and changes to charging policy, it is proposed to recommend to Cabinet as highlighted in section 1.4 and appendix 1 of this report.
- 12.2 Subject to consideration and approval by Cabinet, it is proposed that these proposals are now taken forward to statutory consultation, and that following that, delegated authority is given for the Leader of the Council and the Portfolio Holder for Corporate and Commercial Services to consider any consultation responses received and to make the final decision to confirm and implement the agreed changes through formal Traffic Regulation Orders.

Appendix 1 – Current Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs					Length of Stay
		Up to 30 mins	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	
Hicks Road, AL3 8LJ	Markyate	Free					Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.50		£0.80	£1.20	£2.00	Any Stay
		Annual Season Ticket £250 per annum					
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£0.60	£0.80	£1.00	£1.20	£1.70	Any Stay
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£0.50	£0.80	£1.00	£1.20	£1.70	Any Stay
Gadebridge Lane	Hemel Hempstead	Free					Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
		Annual Season Ticket £150 per annum					
Alexandra Road, HP2 5BS	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (South), HP1 1EF	Hemel Hempstead	£0.60	£1.20	£1.80			Short Stay
Moor End, HP1 1BT	Hemel Hempstead	£2.70				£4.00	Long Stay
Park Road, HP1 1JS	Hemel Hempstead	£0.70	£0.90	£1.10	£1.40	£2.70	Any Stay
Tacorum Way	Hemel Hempstead	Currently Closed					Any Stay
Howper Road, HP1 1QQ	Boxmoor	Free	£0.60	£0.70	£0.80		Short Stay
Durrants Hill, HP3 5SD	Apsley	£0.40		£0.80	£1.20	£1.70	Any Stay
		Annual Season Ticket £150 per annum					
The Nap, WD4 8ET	Kings Langley	Free					Any Stay
Langley Hill, WD4 9HD	Kings Langley	Free					Any Stay
Water Lane, HP4 3AP	Berkhamsted	£0.90	£1.60				Short Stay
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£0.80	£1.50	£2.20	£3.00		Short Stay
Lower Kings Road, Floors 4 and 5	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum					Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only					Short Stay
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free					Short Stay
St John's Well Lane, HP4 1HA	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
The Forge, High Street, HP23 5AG	Tring	Free	£1.10	£1.30	£1.60	£2.40	Any Stay
		Annual Season Ticket £450 per annum					
Church Yard, Frogmore Street, HP23 5AZ	Tring	£2.40					Long Stay
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Frogmore Street (West), HP23 5AU	Tring	£2.40					Long Stay
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.10	£1.30	£1.60		Short Stay

New Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs								Length of Stay
		Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	Up to 6 hours	Up to 8 hours	Up to 12 hours	15+ hours	
Hicks Road, AL3 8LJ	Markyate	Free								Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.70	£1.10	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
Gadebridge Lane	Hemel Hempstead	Free								Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
Alexandra Road, HP2 5BS	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	£7.50	Any Stay	
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	£7.50	Any Stay	
Water Gardens (South), HP1 1EF	Hemel Hempstead	£2.30							Short Stay	
Moor End, HP1 1BT	Hemel Hempstead	£2.50			£4.00	£5.00	£6.00	£7.50	Long Stay	
Park Road, HP1 1JS	Hemel Hempstead	£1.20	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	Any Stay	
Dacorum Way	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
Upper Road, HP1 1QQ	Boxmoor	Free	£0.80	£0.90	£1.10				Short Stay	
Burrants Hill, HP3 5SD	Apsley	£0.60	£1.10	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
The Nap, WD4 8ET	Kings Langley	Free								Any Stay
Langley Hill, WD4 9HD	Kings Langley	Free								Any Stay
Water Lane, HP4 3AP	Berkhamsted	£2.10							Short Stay	
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£2.00	£2.90	£3.90					Short Stay	
Lower Kings Road, Floors 4 and 5	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum								Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only								Short Stay
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free								Short Stay
St John's Well Lane, HP4 1HA	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
The Forge, High Street, HP23 5AG	Tring	Free	£1.50	£1.70	£2.10	£2.70	£3.50	£4.50	£5.80	Any Stay
Church Yard, Frogmore Street, HP23 5AZ	Tring	£3.10						£4.00	£5.20	Long Stay
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.50	£1.70	£2.10				Short Stay	
Frogmore Street (West), HP23 5AU	Tring	£3.10						£4.00	£5.20	Long Stay
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.50	£1.70	£2.10				Short Stay	
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.50	£1.70	£2.10				Short Stay	

Current On-Street Parking Tariffs

Hemel Hempstead - Parking charges apply at various times. Please see the information signs at each location for more information.							
Location	No. of Spaces	On Street Tariffs					
		Up to 15 minutes	15 to 30 minutes	Up to 1 hour	1 to 2 hours	2 to 3 hours	3 to 4 hours
Waterhouse Street	20	£0.50	£1.00				
Alexandra Road - 8am to 8pm Monday to Saturday (shared use bay Zone H)	11	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
London Road - 8am to 6pm Monday to Friday (shared use bay Zone R)	10	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
Marlowes - Midland Road to Queensway	22	£0.20	£0.40	£0.60	£0.80	£1.00

Berkhamsted - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
High Street (20mph zone - maximum stay of one hour)	48	£0.20	£0.40	£0.60	£0.80	£1.00

New On-Street Parking Tariffs

Hemel Hempstead - Parking charges apply as stated below. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
Waterhouse Street - 7am to 10pm Monday to Sunday	20	£2.00	£4.00
Alexandra Road - 8am to 8pm Monday to Saturday (shared use bay Zone H)	11	£2.00	£4.00
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£2.00	£4.00
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£2.00	£4.00
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£2.00	£4.00
London Road - 8am to 6pm Monday to Friday (shared use bay Zone R)	10	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 7am and 10pm, Monday to Sunday inclusive. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
Marlowes - Midland Road to Queensway	22	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 7am and 10pm, Monday to Sunday inclusive. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
High Street (20mph zone - maximum stay of one hour)	48	£2.00	£4.00

Current Limited Wait Bays

Location	Number of bays or vehicle lengths	Tariff	Limited Wait Bay
High Street, Berkhamsted	6 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	3 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	7 vehicle lengths	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Berkhamsted	2 bays	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Tring	12 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street (old town), Hemel Hempstead	22 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:00am to 6:00pm)
High Street, Kings Langley	53 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
London Road, Apsley	16 vehicle lengths	Free	20 mins no return within 2 hours (Mon-Sat 8:00am to 6:00pm)

New Limited Wait Bays

Parking charges apply between 7am and 10pm, Monday to Sunday inclusive.

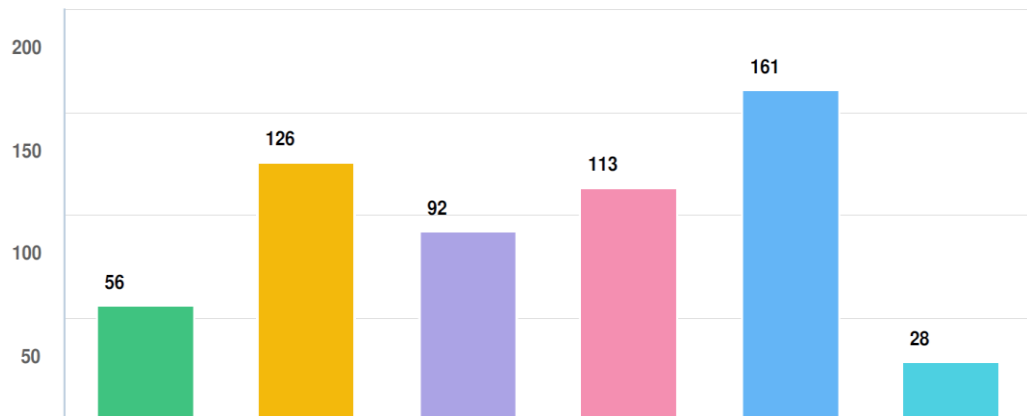
Location	Number of bays or vehicle lengths	Tariff	Limited wait Bay
High Street, Berkhamsted	6 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	3 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	7 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	2 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Tring	12 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street (old town), Hemel Hempstead	22 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Kings Langley	53 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
London Road, Apsley	16 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.

Appendix 2 – Informal Consultation Responses (Graphs)

Informal Consultation - Parking Proposals

Question 1 – 576 responses

Q1 How often do you use on-street parking?



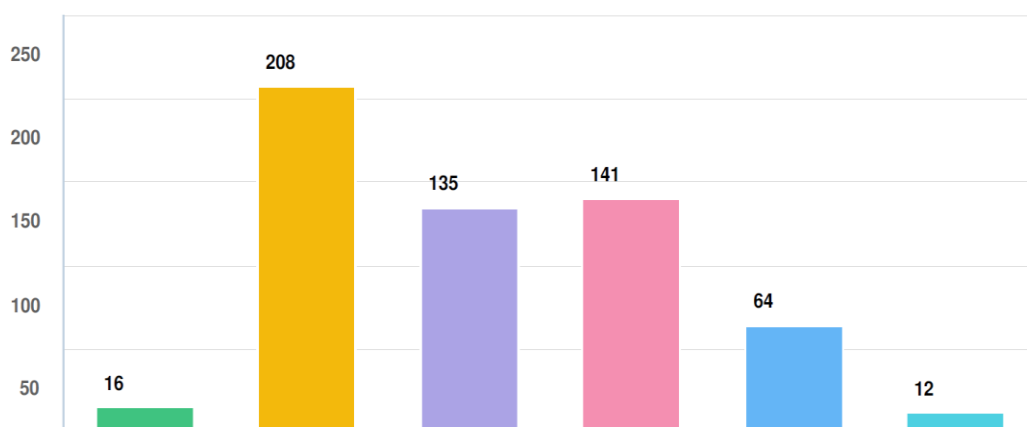
Question options

● Daily ● Several times a week ● Once a week ● 1-3 times a month ● Rarely ● Never

- Approximately 47% of responders park in on-street locations at least once a week
- Approximately 20% of responders park in on-street locations a few times per month
- Approximately 33% of responders rarely or never park in on-street locations

Question 2 – 576 responses

Q2 How often do you use Council owned car parks (off-street parking) ?



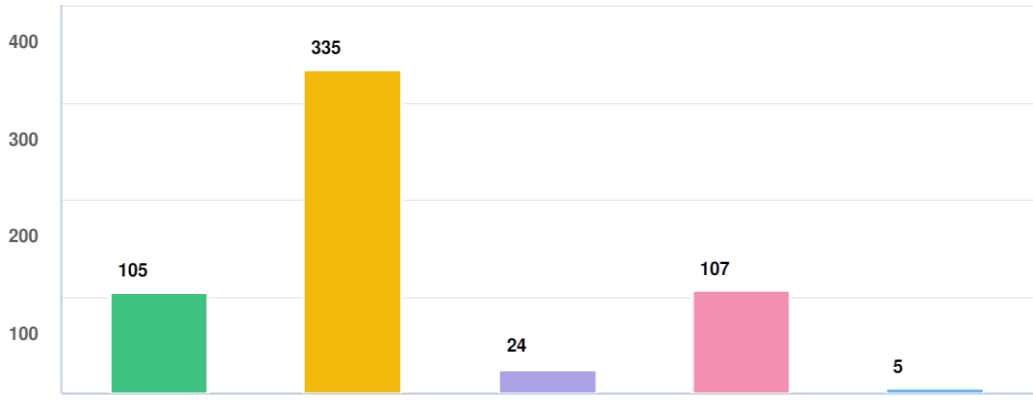
Question options

● Daily ● Several times a week ● Once a week ● 1-3 times a month ● Rarely ● Never

- Approximately 62% of responders park in off-street locations at least once a week
- Approximately 25% of responders park in off-street locations a few times per month
- Approximately 13% of responders rarely or never park in off-street locations

Question 3 – 576 responses

Q3 Where do you predominantly park? (tick one that most applies)



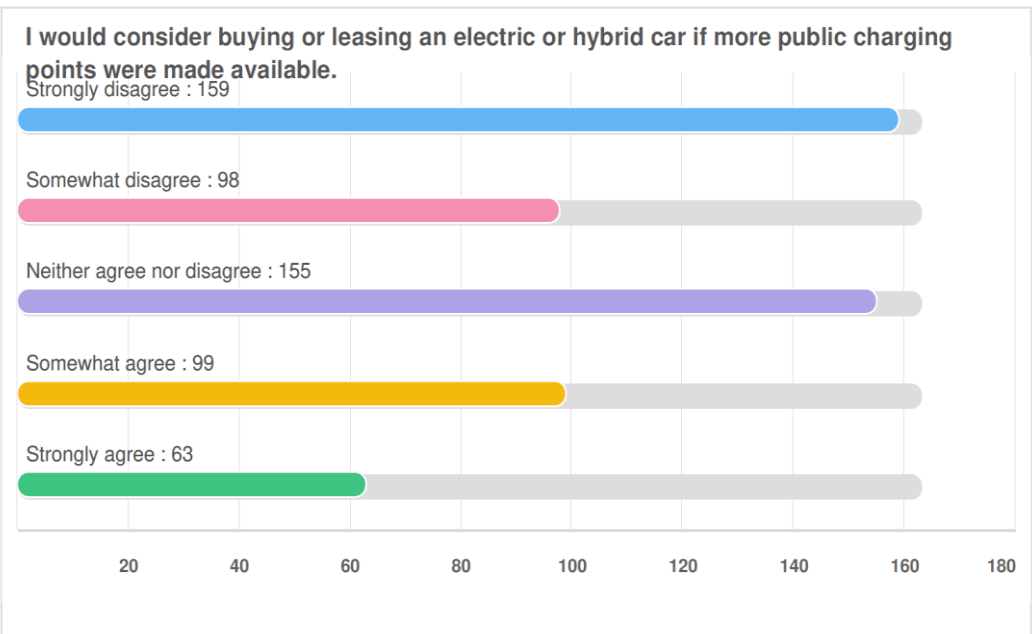
Question options

● Berkhamsted ● Hemel Hempstead ● Kings Langley ● Tring ● Other

- Approximately 58% of responders predominantly park in Hemel Hempstead
- Approximately 19% of responders predominantly park in Tring
- Approximately 18% of responders predominantly park in Berkhamsted
- Approximately 4% of responders predominantly park in Kings Langley

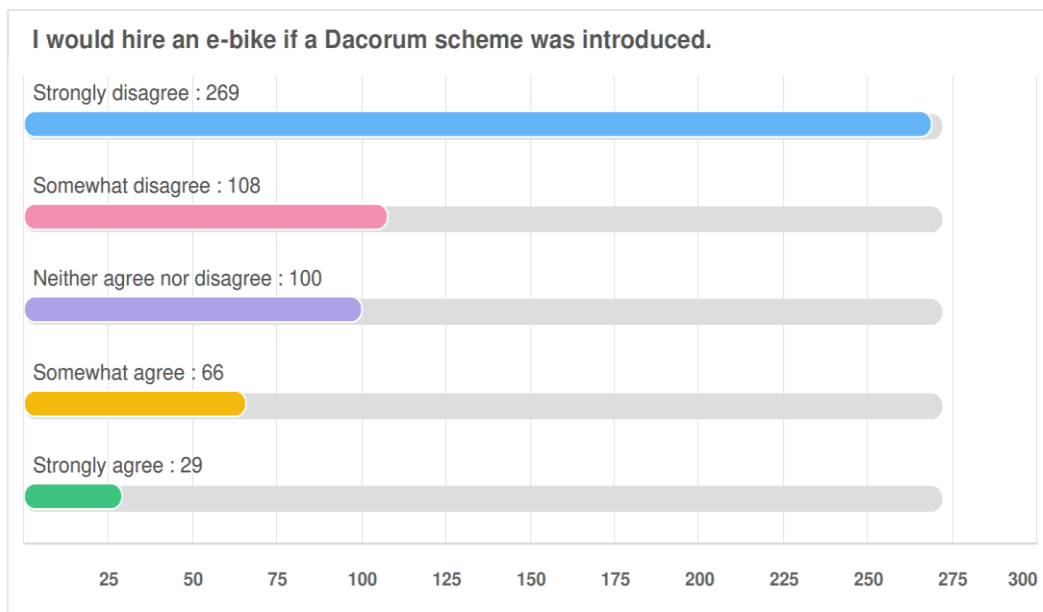
Question 4a – 574 responses

Q4 Do you agree or disagree with the following statements?*



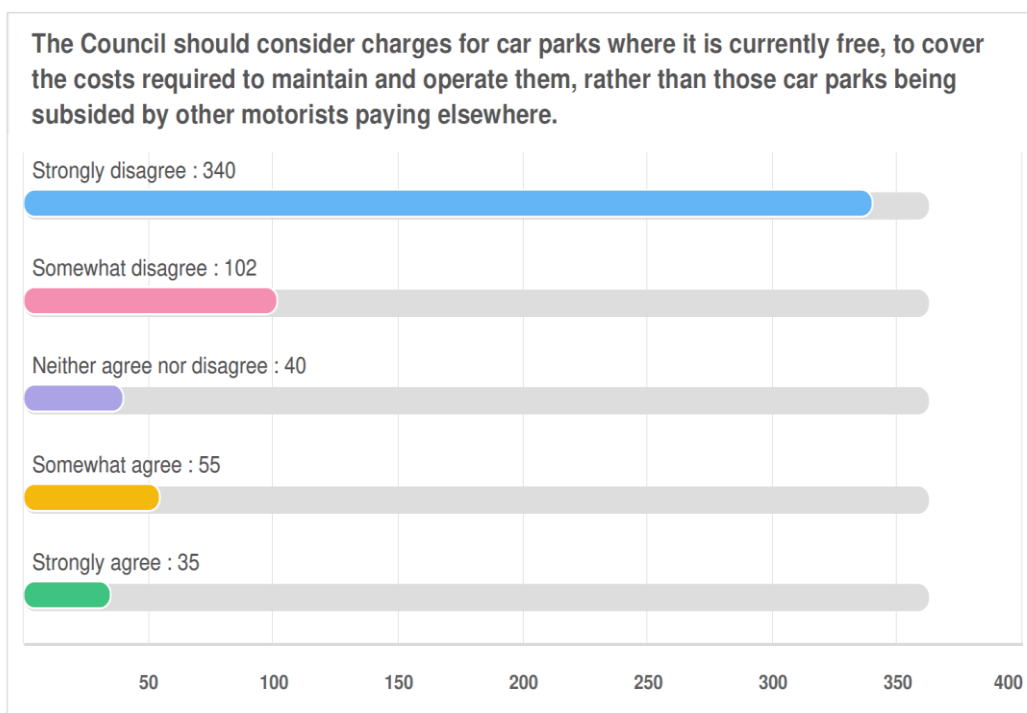
- Approximately 45% of responders tend to disagree with this question
- Approximately 28% of responders tend to agree with this question
- Approximately 27% of responders have no opinion on this question

Question 4b – 572 responses



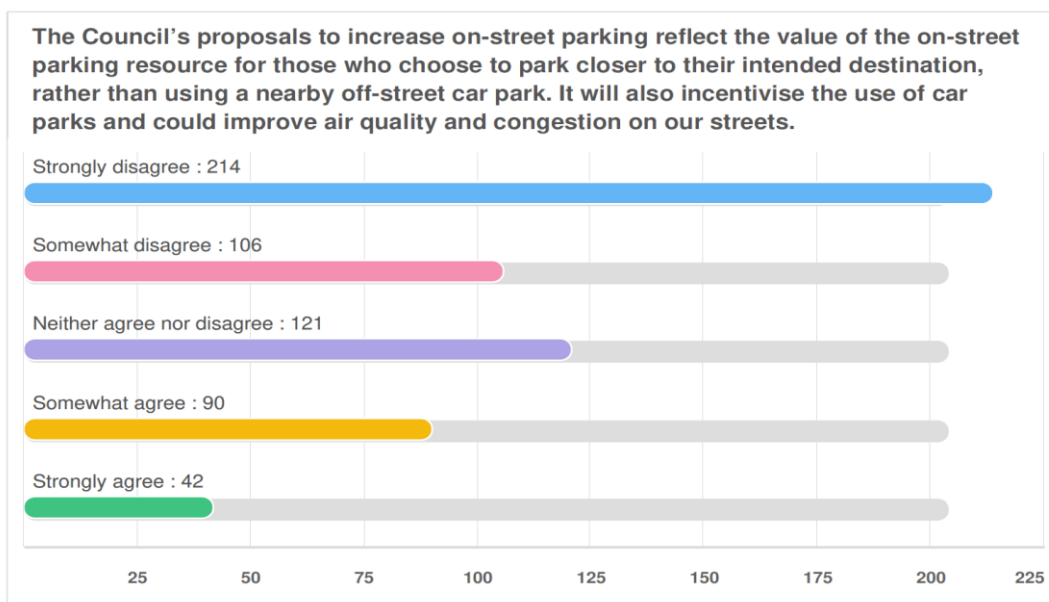
- Approximately 66% of responders tend to disagree with this question
- Approximately 17% of responders have no opinion on this question
- Approximately 17% of responders tend to agree with this question

Question 4c – 572 responses



- Approximately 77% of responders tend to disagree with this question
- Approximately 16% of responders tend to agree with this question
- Approximately 7% of responders have no opinion on this question

Question 4d – 573 responses



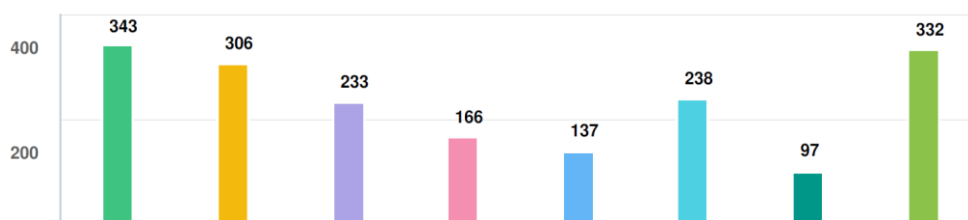
- Approximately 56% of responders tend to disagree with this question
- Approximately 23% of responders tend to agree with this question
- Approximately 21% of responders have no opinion on this question

Question 5 – 480 responses

This question received 480 items of feedback, these are further analysed as part of question 6 below.

Question 6 – 480 responses

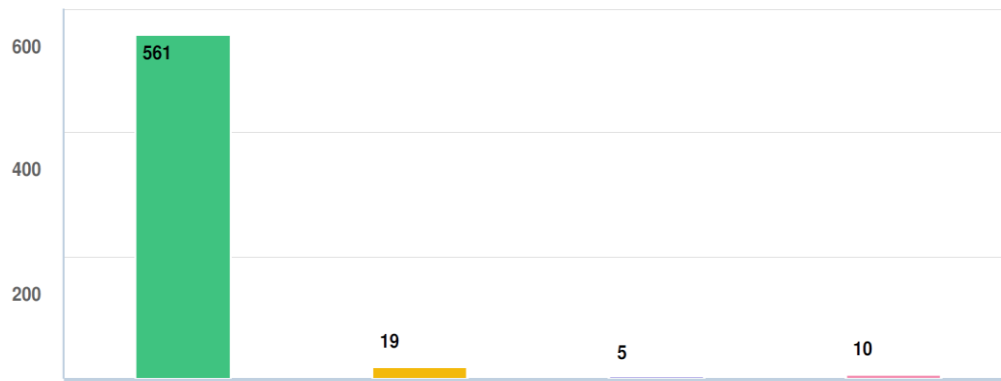
Q6 Which proposal/s does your feedback in the above question relate to (tick all that apply)



Car parking tariffs increase by 28% rounded up to the nearest 10 pence (Excluding Water Gardens (North), Water Gardens (South) and Moor End, which will see lower increases).	67.4%
On-street tariff increases – Minimum cost for on-street parking set at £2.	60.1%
Changing on-street 'Limited Wait Bays' in town centre locations to chargeable spaces.	45.8%
Extending the operating hours of the car parks.	32.6%
Introducing new longer stay off-street tariffs as a result of the extended operating hours.	26.9%
Consolidating off-street (Car parks) short stay sessions to introduce a new minimum 2 hour stay.	46.8%
Opening up the upper level of the Water Gardens car park for public use during Monday to Friday.	19.1%
Reducing free parking sessions from 1 hour to 45 minutes.	65.2%

Question 7 – 595 responses

Q7 Are you responding as (please tick all that apply)



Question options

- Other (please specify)
- Not local, but interested in the proposals
- A business located close to the proposed changes
- A resident

- Approximately 94% of responders are residents
- Approximately 3% of responders are businesses
- Approximately 2% of responders are classed as others
- Approximately 1% of responders are not local but interested in the proposals

Appendix 3 - Community Impact Assessment Parking Tariff Increases & Parking Charging Policy

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision	Parking Service tariff & Business Case proposals
<p>Description of what is being impact assessed <i>What are the aims of the service, proposal, and project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?</i> <i>Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc.</i></p> <p><i>It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact</i></p>	
<p>The aim of this report is to recommend increases in parking tariffs and changes to parking charging policy, for both on-street and off-street parking across the Borough.</p> <p>The basis of these recommendations is to:</p> <ul style="list-style-type: none"> • Provide an appropriate and more equitable charging basis that reflects the value of assets and cost of the services provided • Provide a more equitable charging basis for users across the Borough, with consistency as to charging policies. • Drive additional income that will contribute to parking income pressures, and contribute to the Council's wider financial sustainability and delivery of services • Contribute to longer term objectives relating to sustainability and climate change, as part of a holistic approach to encouraging behaviour change in relation to travel and sustainable transport options 	
<p>Evidence</p> <p>What data/information have you used to assess how this policy/service/decision might impact on protected groups? <i>(Include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>	
<p>The Council's parking charges are significantly lower than public sector averages, and local private sector parking. Benchmarking parking tariffs with other Local Authority car parks shows the Council's parking tariffs are in the lower quartile of prices charged and further benchmarking with privately operated car parks in the vicinity also show that the Council's parking tariffs are lower.</p> <p>Parking tariffs across the Borough were last reviewed and increased in 2019, during this period; inflation has increased by c. 28%, and so the current proposals for tariff increases in off-street car parks only bring the Council's tariffs in line with the cost of inflation.</p>	

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

Before implementing any of the proposed changes to parking tariffs and parking charging policy, the Council will need to undertake a formal consultation before making the relevant Traffic Regulation Order.

This will provide an opportunity for individuals or groups that feel that they will be impacted to provide feedback on the proposals.

The comments and feed-back that are submitted as part of the consultation will then be weighed up against the financial and non-financial benefits of implementing the proposals

Analysis of impact on protected groups (and others)

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

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

Protected group	Summary of impact <i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>	Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Age	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of age.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability (physical, intellectual, mental) <i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies do not apply to any blue badge parking spaces/bays, as these will remain free to use when legally displaying a blue badge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender identity or gender expression.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Race and ethnicity	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of race or ethnicity.	□	⊗	□
Religion or belief	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of religion or belief.	□	⊗	□
Sex	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender.	□	⊗	□
Sexual orientation	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of sexual orientation.	□	⊗	□
Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists that use pay to park space/bays. There remains significant levels of free parking on the public highway throughout the borough.	□	⊗	□

Negative impacts / outcomes action plan

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

Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete
N/A			□

If negative impacts / outcomes remain, please provide an explanation below.

N/A

Completed by (all involved in CIA)	Ben Hosier
Date	28/11/2023
Signed off by (<i>AD from different Directorate if being presented to CMT / Cabinet</i>)	David Barrett
Date	28/11/23
Entered onto CIA database – date	
To be reviewed by (officer name)	
Review date	