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# Finance and Resources

## Overview and Scrutiny Committee

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| <b>Report for:</b>   | Finance and Resources Overview and Scrutiny Committee                             |
| <b>Title of report:</b>  | Quarter 1 Performance Report – Corporate and Contracted Services                  |
| <b>Date:</b>   | 6 September 2022  |
| <b>Report on behalf of:</b>  | Councillor Andrew Williams, Portfolio Holder for Commercial Strategy and Delivery |
| <b>Part:</b>   | I   |
| <b>If Part II, reason:</b>   | N/A   |
| <b>Appendices:</b>   | Quarter 1 Performance Report  |
| <b>Background papers:</b>  | None  |
| <b>Glossary of acronyms and any other abbreviations used in this report:</b> |   |

### Report Author / Responsible Officer

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

- Members will note that in Q1 2022/23 the Procurement and Contracted Services Team moved into the new Commercial Strategy and Delivery Portfolio led by Councillor Andrew Williams.

This report provides an update on the performance during Q1 of the Commercial Development Service.

## 2. Procurement Activity

The Procurement team are currently supporting the delivery of a number of commissioning and tendering activities.

### Q1 - Commissioning Activities

| Project   | Status  | Service                           | Duration       | Total Value |
|---|---|-----------------------------------|----------------|-------------|
| Temporary Agency Staff  | Commissioning process signed off by Commercial Board. Awaiting award to direct award to CCS framework suppliers.  | People and Transformation         | Up to 15/01/24 | £4,000,000  |
| Car Salary Sacrifice Scheme   | Commissioning in progress expected to report to commercial board in September 2022  | People & Transformation           | 4 years        | £192,000    |
| Supply of liquid fuels for the Council's fleet vehicles               | The Council have signed up to an ESPO agreement who run an aggregated procurement on our behalf every 2 years.  | Resident Services                 | 2 years        | £1,080,000  |
| Supply, Installation and Maintenance of the Multi-Functional Printers | In the early stages of the commissioning process. To include the Reprographics machine which expires 30/09/2023.  | Corporate and Commercial Services | 5 years        | £150,000    |
| Mobile Phone Communications   | Commissioning process commenced   | Corporate and Commercial Services | 5 years        | £150,000    |
| Community Alarm Monitoring Contract                                   | Looking to extend the contract to June 2023 - waiting for PH report to be signed. Commissioning process is in progress which includes looking at opportunity of utilising CCTV Control Room | Resident Services                 | 5 years        | £366,678    |

### Q1 - Tendering Activities

| Reference | Title of Tender  | Estimate Value £ |
|-----------|--|------------------|
| CPU00508  | Telecommunications Services  | £100,000         |
| CPU00510  | Enterprise Firewall Devices (YPO framework 976)                      | £300,000         |
| CPU00509  | Garages stock Condition Survey                                       | £150,000         |
| CPU00502  | Main contractor St Margaret's Way (new build housing)                | £11,370,519      |
| CPU00505  | Site Inspector Services  | £50,000          |
| CPU00487  | Supply, Installation & maintenance of Stair lifts and Ceiling Joists | £1,000,000       |

### 3. Procurement Compliance

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

Number of times the Procurement Standing Orders have been set aside

| Contract                  | Justification   | Responsible Officer |
|---------------------------|---|---------------------|
| Tree Maintenance Services | <p>In 2018 the Council awarded 2 contracts following a compliant tender process for tree maintenance services on a 5 year period.<br/>Both contracts are due to terminate on the 31st March 2023.<br/>Since the start of the Covid-19 pandemic, one of the contractors has found it difficult to deliver the contract to the Council's requirements, which has left the Council in a situation where it has outstanding works some of which are Priority A works which are safety related.</p> <p>The Council are keen to ensure both contracts for tree maintenance services end at the same time meaning we are looking at just over 18 months before the remaining contracts ends. The Council is intending to issue the outstanding works to a third contractor however if we were to enter into a tender process then it is likely that this would take up to 6 months meaning therefore that there would be a further backlog in works before the contract is awarded. It is also unlikely that the market will be interested in a lengthy tender process for such a short term agreement meaning we will not obtain the required level of competition.</p> <p>On that basis, the Council feels the best approach would be to appoint a company on an 18 month period to conclude on the 31st March 2023.</p> | Craig Thorpe        |
| Banking Services          | <p>To enable the direct appointment of an interim Commercial Contracts Manager until the recruitment of a permanent position is concluded and also the direct appointment of a Commercial Commissioning Expert on a 26 week period.</p> <p>These roles will focus on the Council's Housing Repair and Maintenance contract, The commissioning and contracts management process will allow the Council to review the current service and will identify efficiencies and improvements in service delivery.</p>  | Ben Hosier          |

Non-Compliant expenditure during Q1

| <b>Contract</b>                            | <b>Reason</b>       | <b>Responsible Officer</b> | <b>Mitigation</b>   |
|--|---------------------|----------------------------|---|
| Fixed Telecommunications                   | Contract expired    | Ben Trueman                | New tender submissions being evaluated – contract award likely in next few weeks  |
| Banking Services                           | Contract expired    | Fiona Jump                 | Re-commissioning of Banking Service commenced in June 2022  |
| Supply of Sacks for Environmental Services | Contract expired    | Craig Thorpe               | Recommissioning of new supply commenced in June 2022  |
| Temporary Agency Staff                     | Contract(s) expired | Matt Rawdon                | Corporate project - commissioning process signed off by Commercial Board in July 22. Awaiting to direct award to Crown Commercial Services framework suppliers.       |
| Fire Safety Works                          | Contract(s) expired | Jon Maxwell                | Tendering process signed off by Commercial Board in June 2022, to award 7 Contractors a place on Dacorum Borough Council's Fire Safety Framework for a 4 year period. |
| Nurse-led Absence Management               | Contract expired    | Matt Rawdon                | Recommissioning of new service commenced in June 2022   |
| Car Salary Sacrifice Scheme                | Contract expired    | Matt Rawdon                | Recommissioning of new service commenced in June 2022   |
| Verge Hardening Programme                  | Contract expired    | Karen Proudfoot            | There is a need to obtain authority to extend the current agreement   |

#### 4. Parking Services

The Covid-19 pandemic continues to have negative impact on usage in Council owned car parks and this has had a significant impact on the number of parking sessions and Penalty Charge Notices being issued, both of which have financial implications.

##### Parking Sessions

| 2022/23    | Apr     | May     | Jun     | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------------|---------|---------|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| On street  | 12,432  | 13,141  | 12,805  |     |     |     |     |     |     |     |     |     |
| Off Street | 93,041  | 98,072  | 93,253  |     |     |     |     |     |     |     |     |     |
| Total      | 105,473 | 111,213 | 106,058 |     |     |     |     |     |     |     |     |     |

| 2019/20    | Apr     | May     | Jun     | Jul     | Aug     | Sep     | Oct     | Nov     | Dec     | Jan    | Feb    | Mar    |
|------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|--------|--------|
| On street  | 16,817  | 17,681  | 17,184  | 18,048  | 16,144  | 16,252  | 17,774  | 17,423  | 16,756  | 16,385 | 16,044 | 12,371 |
| Off Street | 97,975  | 105,540 | 102,656 | 90,347  | 88,084  | 87,541  | 88,121  | 86,099  | 89,501  | 82,241 | 79,237 | 69,231 |
| Total      | 114,792 | 123,221 | 119,840 | 108,395 | 104,228 | 103,793 | 105,895 | 103,522 | 106,257 | 98,626 | 95,281 | 81,602 |

| Difference | Apr    | May     | Jun     | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------------|--------|---------|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| On street  | -4,385 | -4,540  | -4,379  |     |     |     |     |     |     |     |     |     |
| %          | -26%   | -26%    | -25%    |     |     |     |     |     |     |     |     |     |
| Off Street | -4,394 | -7,468  | -9,403  |     |     |     |     |     |     |     |     |     |
| %          | -4%    | -7%     | -9%     |     |     |     |     |     |     |     |     |     |
| Total      | -9,319 | -12,008 | -13,782 |     |     |     |     |     |     |     |     |     |
| %          | -8%    | -10%    | -12%    |     |     |     |     |     |     |     |     |     |

**The number of parking sessions during Q1 in 2022/23 against the same period in 2019/20 (Pre-Covid) is running at a 10% decrease.**

PCN's Issued

| 2022/23    | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| On street  | 427 | 432 | 406 |     |     |     |     |     |     |     |     |     |
| Off Street | 347 | 268 | 302 |     |     |     |     |     |     |     |     |     |
| Total      | 774 | 700 | 708 |     |     |     |     |     |     |     |     |     |

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

| Difference | Apr  | May  | Jun  | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|------------|------|------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| On street  | -149 | -228 | -226 |     |     |     |     |     |     |     |     |     |
| %          | -26% | -35% | -36% |     |     |     |     |     |     |     |     |     |
| Off Street | -90  | -418 | -357 |     |     |     |     |     |     |     |     |     |
| %          | -21% | -61% | -54% |     |     |     |     |     |     |     |     |     |
| Total      | -239 | -646 | -583 |     |     |     |     |     |     |     |     |     |
| %          | -24% | -48% | -45% |     |     |     |     |     |     |     |     |     |

**The number of PCN's issued during Q1 in 2022/23 against the same period in 2019/20 (Pre-Covid) is running at a 39% decrease.**

## TRO's

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

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

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

One solar powered Pay to Park payment machine has been ordered to add to the two already in store, in the process of re-commissioning these machines.

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

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

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

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

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

We undertook an informal resident’s consultation to gauge public support. Stakeholders affected by the proposals were consulted from Wednesday 15 June 2022 to Friday 15 July 2022 (noon).

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

Received decision from the Portfolio Holder for Corporate & Contracted Services after reading the consultation report, and it has been decided not to pursue this scheme.

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

We undertook a formal statutory consultation as required to introduce the no waiting at any time restrictions (double yellow line). The consultation was held from Wednesday 22 June 2022 until noon on Thursday 21 July 2022. During this process, site notices and plans were attached to street furniture on site, the Notice of Proposal documents were made available on our website, and they were also published in the Hemel Hempstead Gazette. A copy of the Site Notice and Plan was also directly posted to residents and businesses of the area - a total of 297 addresses.

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

Received decision from the Portfolio Holder for Corporate & Contracted Services after reading the consultation report, and it has been decided to pursue this scheme, please note this scheme has taken priority over the others. Parking Services did not informally consult first.

We hope to be enforcing in approx. 6 weeks.



- **The Denes, Hemel Hempstead** – Proposal to limit the existing parking bays outside the shopping areas to two hours with no return within two hours Monday to Sunday 8:00am - 7:00pm further to Cllr Maddern’s correspondence with Parking Services.  
Our consultancy (ADL) have undertaken a site visit and assessment and have engineered a scheme design that is agreeable to the local stakeholders in the area including no waiting at any time on the junctions of Pinecroft/The Denes, Barnacres Road/Georgewood Road, Barnacres Road/The Denes.

Our consultancy (ADL) is currently undertaking an informal resident/business consultation to introduce the proposed restrictions. The consultation is advertised on the Councils [Waiting restrictions \(dacorum.gov.uk\)](http://dacorum.gov.uk) web page. The consultation period ended for the public on Friday 19 August 2022. However, one of the statutory consultees (Nash Mills parish Council) have requested an extension as they wish to discuss this in their meeting on Monday 12th September 2022, which has been agreed. We will then receive the result of the consultation in a report provided by ADL.

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

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

Parking Services has submitted a Portfolio Holder Decision Records Sheet for statutory comments.

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

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

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

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

### **The proposals**

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

These measures are also being proposed for the following reasons:

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

The deadline for responses is noon on Friday 9th September 2022. The proposed changes and plan are set out in the document available on the Councils web page: [Waiting restrictions \(dacorum.gov.uk\)](https://www.dacorum.gov.uk/Waiting-restrictions)

- **Old Fishery Lane, Berkhamsted)** - Proposal to introduce no waiting at any time restrictions (double yellow lines) on Old Fishery Lane. Currently vehicles are parking at the end of the road, on the turning head and outside homes. DBC & HCC have received complaints from residents that they cannot use their drives. There has also been a canal boat fire and the fire brigade struggled to get as close to the fire as they wanted. Therefore, Parking Services has offered to introduce the restrictions, if HCC provide the funding to do so. HCC have agreed and invoice sent. Parking Services will now raise an EDRS to start the process to introduce the proposed restrictions.

## 5. Leisure Contract

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

### Weekly Attendance Data

| Week Commencing              | Gym   |       | Group Ex |       | Swimming |       | Outdoor  |       | Total         |
|------------------------------|-------|-------|----------|-------|----------|-------|----------|-------|---------------|
|                              | Hemel | Berko | Hemel    | Berko | Hemel    | Berko | Berko 3G | Track |               |
| 2019/20 Average              | 132   | 56    | 2,898    | 816   | 1,672    | 415   | N/A      | 557   | <b>6,546</b>  |
| 2021/22 Q1 Weekly Average    | 1,887 | 1,399 | 1,271    | 381   | 2,464    | 1,221 | 852      | 517   | <b>9,564</b>  |
| 2021/22 Q2 Weekly Average    | 1,414 | 881   | 1,934    | 571   | 4,283    | 1,374 | 836      | 471   | <b>11,760</b> |
| 2021/22 Q3 Weekly Average    | 1,192 | 773   | 1,704    | 538   | 3,370    | 1,136 | 717      | 274   | <b>9,703</b>  |
| 2021/22 Q4 Weekly Average    | 1,401 | 926   | 2,131    | 687   | 3,923    | 1,420 | 831      | 433   | <b>11,751</b> |
| 2022/23 Q1 Weekly Average    | 1,309 | 1,048 | 2,024    | 650   | 4,580    | 1,466 | 795      | 980   | <b>12,851</b> |
|                              |       |       |          |       |          |       |          |       |               |
| Average Attendance           | 1,441 | 1,005 | 1,813    | 565   | 3,724    | 1,323 | 806      | 535   | 11,126        |
| Direction of Travel last Qtr | ↓     | ↑     | ↓        | ↓     | ↑        | ↑     | ↓        | ↑     | ↑             |



## 6. Garage Service

The information below shows the number of terminations and commencements that have been completed within Q1.

|                          | 01/04/2022 | 11/04/2022 | 18/04/2022 | 25/04/2022 | 02/05/2022 | 09/05/2022 | 16/05/2022 | 23/05/2022 | 30/05/2022 | 06/06/2022 | 13/06/2022 | 20/06/2022 | 27/06/2020 |
|--------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
|                          | Wk 1       | wk2        | Wk 3       | Wk 4       | Wk 5       | WK6        | Wk 7       | Wk 8       | Wk 9       | Wk 10      | Wk 11      | Wk 12      | Wk 13      |
| <b>Terminations</b>      | 13         | 10         | 10         | 6          | 5          | 11         | 18         | 9          | 10         | 7          | 8          | 8          | 10         |
| <b>Commencements</b>     | 42         | 25         | 15         | 10         | 5          | 20         | 9          | 9          | 10         | 9          | 8          | 7          | 13         |
| <b>Weekly difference</b> | -29        | -15        | -5         | -4         | 0          | -9         | 9          | 0          | 0          | -2         | 0          | 1          | -3         |
| <b>Occupied Garages</b>  | 5222       | 5251       | 5266       | 5271       | 5275       | 5275       | 5284       | 5275       | 5275       | 5275       | 5277       | 5277       | 5276       |
| <b>Void Garages</b>      | 1916       | 1887       | 1872       | 1867       | 1863       | 1863       | 1854       | 1863       | 1863       | 1863       | 1861       | 1861       | 1862       |
| <b>Total Garages</b>     | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       | 7138       |

The Council have also just received tenders submissions back on the recently advertised Garage stock condition survey, and will be looking to carry out the evaluation of these tenders and award of contract over the next few months.

Once the stock condition survey is carried out, this will enable the Service to produce a Garage Asset Strategy, which will set out the longer term aspirations for the Council.

7. Commercial Programme

Members of the Committee have been made aware of the Commercial Programme that has commenced over the summer. The Full Business Cases are due to be fully developed by the end of September for phase 1 FBC's and the end of October for phase 2 FBC's.

The FBC's will be reviewed by Commercial Board during October and November and presented to this Committee and Cabinet.

| Project                             | Lead Officer                  | Project Sponsor(s)        | Directorate                     | Additional Comments  |
|-------------------------------------|-------------------------------|---------------------------|---------------------------------|--|
| <b>Phase 1</b>                      |                               |                           |                                 |  |
| Smart Parking                       | Ben Hosier                    | Robin Barton              | Corporate & Commercial Services |  |
| Light Industrial Units              | David Barrett<br>Richard Rice | Robin Barton<br>James Doe | Place                           |  |
| Commercial Waste                    | Richard LeBrun                | Jody Nason                | Resident Services               | Project pending the Waste Transformation Programme being fully mobilised   |
| CCTV                                | Karen Proudfoot               | Richard LeBrun            | Resident Services               |  |
| Fees and Charges                    | Fiona Jump                    | Nigel Howcutt             | Corporate & Commercial Services |  |
| Environmental Shared Service        | Emma Walker                   | Richard LeBrun            | Resident Services               |  |
| Property Services                   | Mark Pinnell<br>Richard Rice  | Jody Nason<br>James Doe   | Resident Services<br>Place      | This FBC will also play a key role in the development of a future operating model for housing, as part of the Housing Transformation & Improvement Programme |
| <b>Phase 2</b>                      |                               |                           |                                 |  |
| Fleet EV                            | Craig Thorpe                  | Richard LeBrun            | Resident Services               | Project pending the Waste Transformation Programme being fully mobilised   |
| Developer Account                   | Alex Robinson                 | James Doe                 | Place                           |  |
| Planning Enforcement Shared Service | Alex Robinson                 | James Doe                 | Place                           |  |
| Legal Shared Service                | Mark Brookes                  | Robin Barton              | Corporate & Commercial Services |  |
| Homes & Contents Insurance Service  | Fiona Jump                    | Nigel Howcutt             | Corporate & Commercial Services |  |

A Commercial Strategy has also been drafted over the summer and a separate report on this is included on this agenda.