



www.dacorum.gov.uk

# Finance and Resources Overview and Scrutiny Committee

<b>Report for:</b>	Finance and Resources Overview and Scrutiny Committee
<b>Title of report:</b>	Quarter 3 Performance Report – Corporate and Commercial Directorate
<b>Date:</b>	7 March 2023
<b>Report on behalf of:</b>	Councillor Andrew Williams, Portfolio Holder for Commercial Strategy and Delivery;  Councillor Graeme Elliott, Portfolio Holder for Corporate Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – Commercial Development Commissioning and Tendering activities Appendix B – KPI report Appendix C – Finance & Resources Operational Risk Register
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	

## Report Authors / Responsible Officers

Catherine Silva Donayre – Strategic Director, Corporate & Commercial  
Ben Hosier – Head of Commercial Development  
Nigel Howcutt – Chief Finance Officer  
Mark Brookes – Assistant Director of Legal & Democratic Services



Ben.Hosier@dacorum.gov.uk / 01442 228215 (ext. 2215)

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

	Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All
<b>Purpose of the report:</b>	To provide Members with the performance report for quarter three 2022-23, in relation to Corporate and Commercial Directorate
<b>Recommendation (s) to the decision maker (s):</b>	That Members note the performance of the service as set out in the report.
<b>Period for post policy/project review:</b>	Quarterly

## **1 Introduction**

This paper will provide an update on service performance over Q2 2022/2023 for the Corporate & Commercial Directorate, including Legal & Democratic Services, Finance & Resources, and Commercial Development. It will also highlight key service achievements over this same period.

## **2 Commercial Development**

This section of the report provides an update on the performance during Q3 2022-23 of Commercial Development Services.

### **2.1 Procurement Activity**

The Procurement team are currently supporting the delivery of a number of commissioning and tendering activities in compliance with the Council's Commissioning & Procurement Standing Orders. Tables of these activities can be found at Appendix 1.

## 2.2 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 during Q3

Contract	Justification	Responsible Officer
Additional interim project and analyst services and roles	To seek approval for essential spend in line with the Council's Housing Transformation and Improvement Plan and in particular, additional interim project and analyst services and roles	Housing Transformation and Improvement Programme
Supply of four temporary agency staff to carry out 'covid vaccine tracing' function	<p>To set aside the Council's Commissioning and Procurement Standing Orders, <b>and</b> to enable a direct award contract for the supply of four temporary agency staff to carry out 'covid vaccine tracing' function</p> <p>Temps were employed through Oyster temping agency as Track and Tracers in the Environmental Health Team. When this scheme ended in Jan 2023, two temps came to the Community Partnerships Team and became Vaccine Tracers.</p> <p>A bid was made to get HCC Covid funding (Contain Outbreak Management Fund) for continuing works in 22/23 as part of essential ongoing posts for Covid</p>	Community Partnerships
The replacement of the rear wall section of the food and garden waste bulking bay within the Cupid Green depot Waste Transfer Station	<p>1) Replacement of the rear wall section of the food and garden waste bulking bay within the Cupid Green Waste Transfer Station with a stronger and more robust metal fabrication</p> <p>2) An exemption to comply with the Council's commissioning &amp; procurement standing orders and award a contract directly without the need to carry out a competitive tendering process.</p> <p>The Waste Transfer Station (WTS) with the Cupid Green Depot receives a wide range of waste streams collected for recycling. The rear wall section of bulking bay that receives both food and garden waste is currently made from a durable and strong fabric type material. As a result of age, and general wear and tear, the material has become torn. This results in the waste not being properly contained, which is in breach of the site waste management permit, issued by the Environment Agency. In addition to legislative breach, this is poor practice and encourages scavenging by rodents and other wildlife. To address this issue and rectify the problem Council officers have made contact with the retained contractor for metal fabrication, Mr Gates. A quotation has been received for the work of £131k. The replacement of the existing damaged fabric type walling with a stronger and more durable metal one would provide a longer lasting and more robust solution to the repair.</p> <p>This is being progressed in the winter months when the garden waste service is not operating.</p>	Head of Environmental Services

### Non-Compliant expenditure during Q3

There is work currently underway as part of the Housing Transformation & Improvement Programme (HTIP) to review and address non-compliance in Housing contracts. That programme reports separately to the Housing Overview & Scrutiny Committee, however information on any non-compliant spend will be added to the table below from Q1 2023-24.

<b>Contract</b>	<b>Annual Value</b>	<b>Reason</b>	<b>Responsible Officer</b>	<b>Mitigation</b>
Fixed Telecommunications	£65,000	Contract expired	Vacant Post	New tender submissions being evaluated – contract award likely in next few weeks
Supply of Sacks for Environmental Services	£40,000	Contract expired	Trevor Pugh	Recommissioning of new supply commenced in June 2022
Temporary Agency Staff	£2,000,000	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.
Car Salary Sacrifice Scheme	£48,000	Contract expired	Matt Rawdon	Commissioning report presented to Commercial Board in October. A further competition using ESPO framework is to be carried out
Verge Hardening Programme	£350,000	Contract expired	Trevor Pugh	There is a need to obtain authority to extend the current agreement
Supply of Bins & Caddies	£40,000	No contract in place	Trevor Pugh	Recommissioning has commenced
Haulage of Waste from Cupid Green	£45,000	No contract in place	Trevor Pugh	Recommissioning has commenced
Supply & Fitting of Tyres to Commercial Fleet	£75,000	No contract in place	Trevor Pugh	Recommissioning has commenced
Supply of Grounds Maintenance Equipment	£110,000	No contract in place	Trevor Pugh	Recommissioning has commenced

## 2.3 Parking Services

During the pandemic and the ensuing recovery period, the demand for on and off street parking spaces significantly reduced. Data from Q3 in 2022 shows the number of sessions is 7% higher when compared to Q3 in 2019. Customer parking behaviours appear to have changed as a result of Covid, with off-street parking now 15% higher than it was in 2019/20, whereas on-street parking remains 32% lower.

### Parking Sessions

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

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

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

The total number of parking sessions during Q3 in 2022/23 against Q3 in 2019/20 (Pre-Covid) is running at a 7% increase, however, the overall total for the year is still over 48,000 sessions below the same 9-month period from 2019/20, which is a contributor to the lower income levels being generated for the Service.

The total number of PCN's issued during Q3 has increased from Q2, but still had over 200 fewer PCNs issued than in Q3 in 2019/20. The number of PCN's issued in on street locations has increased during Q3 in 2022/23 (34%) and is now above Q3 levels from 2019/20, whereas the number of PCN's issued in off street locations for Q3 2022/23 remains significantly lower than Q3 in 2019/20 (37%).

PCN's Issued

2022/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
On street	427	432	406	290	289	426	391	660	751			
Off Street	347	268	302	281	165	203	260	281	219			
Total	774	700	708	571	454	629	651	941	970			

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	-393	-503	-198	-190	137	394			
%	-26%	-35%	-36%	-58%	-64%	-32%	-33%	26%	110%			
Off Street	-90	-418	-357	-377	-427	-396	-373	-59	-115			
%	-21%	-61%	-54%	-57%	-72%	-66%	-59%	-17%	-34%			
Total	-239	-646	-583	-770	-930	-594	-563	78	279			
%	-24%	-48%	-45%	-57%	-67%	-49%	-46%	9%	40%			

**The total number of PCN's issued during Q3 in 2022/23 against Q3 in 2019/20 (Pre-Covid) is now running at a 1% increase, however, the overall total for the year is still almost 4,000 PCNs below the same 9-month period from 2019/20, which is a contributor to the lower income levels being generated for the Service.**

### **Traffic Regulation Orders (TROs) during Quarter 3**

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

The installation went well last year. Murrills completed the signing, lining and machine installation and the Pay and Park machines were recommissioned by an engineer. The Advertising & Implementation stage was completed and the scheme was set to go live on Friday 4 November 2022. However, the Hertfordshire Council Council's (HCC) TRO team indicated that the TRO required a minor correction as is related to old (2007) legislation now revoked by 2022 legislation in May 2022 (even though the old legislation was correct at the time of the public consultation). The TRO error affects the 'pay & park' bays only. The Council have suspended these bays and have covered the payment machines and signage. The error requires an amendment order requiring a statutory consultation to resolve. Parking Services submitted a Portfolio Holder Decision to introduce the amendment order, and Parking Services instructed the Council's consultants (ADL) to undertake the process to correct the error, including the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from Wednesday 11 January 2023 to Wednesday 1 February 2023 and an advertisement was placed in the Public Notices section of the Hemel Hempstead Gazette. Parking Services are waiting for the consultation report from ADL. Further information about the consultation can be found on the Council's website page [Waiting restrictions \(dacorum.gov.uk\)](https://www.dacorum.gov.uk) along with the Statement of Reasons, the Notice of Proposal and the draft TRO. If all goes well, Parking Services will request that the scheme progress to the Advertising & Implementation stage, requiring a 'Notice of Making' to be advertised in the local paper, online and with site notices. This process will be a minimum of 21 days before the scheme goes live, and the Council can charge customers to pay to park and enforce the parking restrictions.

- **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 ADL have provided their consultation report, which is available to view on the ['Councils results of completed consultations' web page](#).

Following review by the Portfolio Holder for Corporate & Contracted Services, the following revisions to the proposal have been agreed:

1. Instead of proposing 'pay to park' bays on the western side of the road after the pedestrian crossing, the Council 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. 8 disabled badge holder only bays on the western side of Waterhouse Street are proposed, instead of 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.

HCC and local councillors have agreed to the proposed changes and the Council has received the draft TRO, schedule, statement of reasons, and plan from ADL. Parking Services instructed ADL to undertake the statutory consultation. Stakeholders affected by the proposals were consulted over a three-week period from Wednesday 11 January 2023 to Wednesday 1 February 2023 and an advertisement was placed

in the Public Notices section of the Hemel Hempstead Gazette. Parking Services are waiting for the consultation report from ADL. Further information about the consultation can be found on the Council's website page '[Waiting restrictions \(dacorum.gov.uk\)](https://www.dacorum.gov.uk)', along with the Statement of Reasons, the Notice of Proposal, the draft TRO and proposed parking restrictions amendment plan.

- **The Denes, Hemel Hempstead** – Following correspondence from Cllr Maddern, in relation to vehicles parking at the neighbourhood shopping centre all day, the Parking Service has a 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.

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.

ADL undertook an informal resident/business consultation between July & August 2022 and the consultation report is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://www.dacorum.gov.uk) web page. The consultation report has also been shared with Cllr Maddern and Cllr Williams who have given their consent for the scheme to pursue. Hertfordshire County Council have approved the TRO and Parking services have instructed ADL to start the statutory consultation

- **Anchor Lane, Hemel Hempstead** - Further to Cllr Allen and Herts Police's correspondence with Parking Services about safety concerns (parking close to the mini-roundabout junction and to prevent vehicles driving along the pavements), 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.

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 as this grass verge is being ruined which incurs cost to the Council to rectify.

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

The report was shared with County and ward councillors for comments as to whether the Council pursues a formal statutory consultation. We have received their feedback to extend yellow lines and move the advisory disabled bay from the pavement on Beechfield Road to prevent pavement parking in this area. Parking Services is



working on the revised plan with ADL to incorporate these changes before then proceeding with the statutory consultation.

- **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.

ADL undertook 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, the Parking Service propose 700 hours of visitor sessions for residents with a maximum of 3 permits per household.

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

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

### **The proposals**

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

These measures are also being proposed for the following reasons:

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

ADL has undertaken an informal resident/business consultation and the consultation report is available to view on the Council's website [Results of completed consultation \(dacorum.gov.uk\)](https://www.dacorum.gov.uk). The consultation report has also been shared with councillors who have given their consent for the scheme to pursue. HCC have approved the TRO and Parking services have instructed ADL to start the statutory consultation.

- **Old Fishery Lane, Hemel Hempstead** - Proposal to introduce no waiting at any time restrictions (double yellow lines) on Old Fishery Lane. Currently vehicles are parking at the end of the road, on the turning head and outside homes. The Council & HCC have received complaints from residents that they cannot use their drives. There was also a canal boat fire in Oct 2021 and the fire brigade struggled to get as close to the fire as they wanted.

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

Parking Services has raised an Executive Decision Record Sheet (EDRS).

The call in period expired in October 2022 and Parking Services informally consulted residents and business on a proposal to alter the existing parking arrangements to introduce the proposed restrictions.

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

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










- ADL has undertaken an informal resident/business consultation and the consultation report is available to view on the [Results of completed consultation \(dacorum.gov.uk\)](https://dacorum.gov.uk) web page. The consultation report has also been shared with councillors who have given their consent for the scheme to pursue. Hertfordshire County Council have approved the TRO and Parking services are now ready for the statutory consultation. We have instructed ADL to start statutory consultation. From feedback, ADL and Parking Services have recommended that the entire road be restricted not just the lower half past the bridge. Cllr Fiona Guest has instructed the scheme from her HCC locality budget.

## 2.4 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

## Dacorum Leisure Contract 2022

Week Commencing	Gym		Group Ex		Swimming		Outdoor		
Week Commencing	Hemel	Berkhamsted	Hemel	Berkhamsted	Hemel	Berkhamsted	Berkhamsted 3G	Track	Total
2021/22 Q1 Weekly Average	1,887	1,399	1,271	381	2,464	1,221	852	517	9,992
2021/22 Q2 Weekly Average	1,414	881	1,934	571	4,283	1,374	836	471	11,764
2021/22 Q3 Weekly Average	1,192	773	1,704	538	3,370	1,136	717	274	9,704
2021/22 Q4 Weekly Average	1,401	926	2,131	687	3,923	1,420	831	433	11,752
2022/23 Q1 Weekly Average	1,309	1,048	2,024	650	4,580	1,466	795	980	12,852
2022/23 Q2 Weekly Average	2,836 <sup>1</sup>	1,072	1,799	611	5,021	1,488	809	612	14,248
2022/23 Q3 Weekly Average <sup>2</sup>	2,128 <sup>3</sup>	1,058	1,906	674	3,139	1,184	688	288	11,069
Direction of Travel last Qtr									
Average Attendance	1,555	1,022	1,824	587	3,826	1,327	790	511	11,626

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

<sup>2</sup> Quarter included the Christmas week where attendance significantly reduces

<sup>3</sup> Hemel gym closed for 2 weeks for refurbishment

Financial support from the Council to EA ceased from 2022/23 and an agreement on the management fee for 2022/23 was negotiated.

The management fee is approximately 50% of the contractual management fee for 2022/23, but it is recognised that the leisure industry is still recovering from the pandemic and attendance has not yet returned to pre-pandemic levels. Negotiations between the Council and EA are currently taking place regarding the management fee for 2023/24.

## 2.5 Garage Service

The information below shows the number of terminations and commencements that were 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	27/02/2020	Total
	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	125
<b>Commencements</b>	42	25	15	10	5	20	9	9	10	9	8	7	13	182
														0
<b>Weekly difference</b>	29	15	5	4	0	9	-9	0	0	2	0	-1	3	57
<b>Occupied Garages</b>	5222	5237	5242	5246	5246	5255	5246	5246	5246	5248	5248	5247	5250	
<b>Void Garages</b>	1916	1901	1896	1892	1892	1883	1892	1892	1892	1890	1890	1891	1888	

The information below shows the number of terminations and commencements that were completed within Q2.

	04/07/2022	11/07/2022	18/07/2022	25/07/2022	01/08/2022	08/08/2022	15/08/2022	22/08/2022	29/08/2022	05/09/2022	12/09/2022	19/09/2022	26/09/2022	Total
	Wk 14	Wk 15	Wk 16	Wk 17	Wk 18	Wk 19	Wk 20	Wk 21	wk22	Wk 23	Wk 24	Wk 25	WK26	
<b>Terminations</b>	7	6	6	6	12	10	11	6	10	8	10	8	9	109
<b>Commencements</b>	12	12	6	5	4	12	8	13	8	10	16	6	16	128
<b>Weekly difference</b>	5	6	0	-1	-8	2	-3	7	-2	2	6	-2	7	19
<b>Occupied Garages</b>	5255	5261	5261	5260	5252	5254	5251	5258	5256	5258	5264	5262	5269	
<b>Void Garages</b>	1883	1877	1877	1878	1886	1884	1887	1880	1882	1880	1874	1876	1869	

The information below shows the number of terminations and commencements that have been completed within Q3.

	03/10/2022	10/10/2022	17/10/2022	24/10/2022	31/10/2022	07/11/2022	14/11/2022	21/11/2022	28/11/2022	05/12/2022	12/12/2022	19/12/2022	26/12/2022	Total
	Wk 27	Wk 28	Wk 29	Wk 30	Wk 31	Wk 32	Wk 33	Wk 34	Wk 35	Wk 36	Wk 37	Wk 38	Wk 39	
<b>Terminations</b>	7	4	1	6	15	6	9	3	10	8	9	8	1	87
<b>Commencements</b>	19	9	11	15	4	1	9	10	7	15	3	4	2	109
<b>Weekly difference</b>	12	5	10	9	-11	-5	0	7	-3	7	-6	-4	1	22
<b>Occupied Garages</b>	5281	5286	5296	5305	5294	5289	5289	5296	5293	5300	5294	5290	5291	
<b>Void Garages</b>	1857	1852	1842	1833	1844	1849	1849	1842	1845	1838	1844	1848	1847	

## 2.6 Commercial Programme

Members of the Committee have been updated during the course of 2022-23 on the Commercial Programme that commenced during 2022. An initial phase of 12 Business Cases were agreed to take forward, which have been reported separately to the Finance & Resource Overview & Scrutiny Committee.

### 3 Legal and Democratic Services Q3 Performance Report

#### 3.1 The Legal Team

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

Matter	Client/type	Case Detail
Fly-tipping prosecution	DBC -V- Woodbridge	10 months imprisonment suspended for 12 months pending attendance at rehabilitation days. Contribution to legal costs of £900
Taxi-licensing	DBC-v- Shah	- Taxi driver revocation for misconduct – Appeal was dismissed.
Employment	Harvey –v-DBC	Claim for miscalculation of wages – settlement agreed as sum was small.

There were also 15 cases successfully prosecuted through the Single Justice Procedure which is an on-line procedure used for prosecuting minor offences. The offences prosecuted included offences such as littering and breaches of the Council's town centre public protection order.

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

#### 3.2 Corporate and Democratic Support

During Quarter 3, Corporate and Democratic Support carried out the following:-

- Delivered 1 Full Council meetings, which were live streamed via YouTube
- Supported 21 committees (including agendas & minutes)
- Supported 1 corporate meetings
- Processed 4 Portfolio Holder Decisions
- Processed 4 Officer Decisions
- 2 Member Development sessions were delivered as follows;
  - 27<sup>th</sup> October – Domestic Abuse Policy (12 attendees)
  - 1<sup>st</sup> December – H&S Briefing (10 attendees)

#### 3.3 Mayoralty

During Q3, a number of fundraising initiatives over the festive period saw a total of £1,460.03 raised for the Mayor's chosen charity for 2022/23 – Dacorum Community Trust, broken down as follows;

- Give a Gift at Christmas campaign raised £912.00 (the charity will receive additional funds through Gift Aid). The Give a Gift campaign was also supported by the Hemel Yarn Bombers as part of their Christmas topper displays, we are awaiting confirmation of the
- Staff Christmas Raffle raised £305.11
- Christmas sweet stall at The Forum raised £242.92

The Mayor attended 18 engagements, both within Borough supporting local community & business events and at events hosted by Mayors & Chairs across Hertfordshire. The Deputy Mayor attended 12 engagements on behalf of the Mayor.

### **3.4 Digital Print & Post Room**

During Qtr 3 the team;

- Processed and franked a total of 69,281 outgoing mail items, at a total cost of £38,445.58 (includes HVCCG & CAB which is recharged)
- Processed and banked 590 cheques with a total income of £151,039.72
- Received and banked 9 emergency cash transactions with a total value of £2,256.45
- Supported the BID ballot by facilitating daily collections of ballot papers from businesses within the Town Centre

### **3.5 Electoral Services**

#### **3.5.1 Electoral Register**

During Quarter 3, the following changes were made to the Electoral Register:-

Changes reported for October & November. There are no statistics available for December as the new register was published:

Additions 3338

Deletions 4786

Changes 324

Movers 1342

#### **3.5.2 Staff Training**

Throughout Q3, a variety of individual and team training and networking took place, including:

- Attending the AEA Public Engagement Webinar (leading up to an election)
- Attending the ERO Portal training (DLUHC run)
- Attending the Herts Network meeting to discuss local issues relating to the elections
- Attending two Eastern Branch Meetings regarding the upcoming elections in May 2023 and received updates from the Electoral Commission, DLUHC and the Association of Electoral Administrators (AEA)

- All canvassers received the canvasser training, provided by the Elections Team Leader

### **3.5.3 Staffing**

- The new Electoral Services Officer started on the 12<sup>th</sup> of December and is settling in to the team very well and undertaking all essential training.

### **3.5.4 Annual Canvass 2022**

The annual canvass was completed on the 1<sup>st</sup> of December when the revised electoral register was published. The final response rate to canvass was 94% which is a great achievement from the team.

- In total, 66,995 properties were canvassed.
  - 49,662 were assigned to Route 1
  - 17,316 were assigned to Route 2
  - 9296 Route 2 reminders were issued via post
  - 7092 Route 2 properties received a canvasser personal visit
  - 94.2% overall response
  - All recipients on the distribution list were provided with the register as required.

### **3.5.5 Elections 2023**

Further preparations have been made for the forthcoming elections in May 2023. A variety of training sessions have been drafted including ones for polling station staff, CLT and Count Assistants.

Training was provided to Poll Clerks who would like to step up to being a Presiding Officer. This was very well received and staff felt comfortable with the information provided.

Secondary legislation for Voter ID and Accessibility were published in November. Therefore lots of preparations have been underway within the team in order to best implement the changes required.

The Elections Project Board meets on a fortnightly basis to plan all the workstreams required to deliver a successful election including:-

- Polling Stations; bookings, staffing, equipment and training
- Postal Votes; printing, software/ICT, staffing and equipment required

Following the notification that the Boys Brigade HQ would be unavailable for the elections in 2023, consultation was carried out on alternative venues and a site visit to The Boxmoor Trust Centre took place. Full Council approved the new polling station for the LE polling district and The Boxmoor Trust Centre has now been appointed and all affected electors have been notified of the change.

Access has been set up to the online portal to enable the team to process any applications for a Voter Authority Certificate (VAC) and the team have had their training and first sight of the service.



### **3.5.6 Hemel Hempstead BID ballot**

The Elections team successfully completed the Hemel Hempstead BID ballot on the 24<sup>th</sup> of November and the count was conducted on the 25<sup>th</sup>.

The proposal for a Business Improvement District for Hemel Hempstead was successful. The project plan was followed and all aspects were completed with efficiency and precision.

### **3.5.7 Kings Langley Neighbourhood Planning Referendum**

The Elections team successfully carried out the Kings Langley Neighbourhood Plan Referendum, held on the 17<sup>th</sup> of November 2022, which received a 20.14% turnout. The team delivered a smooth and professional election for all electors in the Kings Langley Ward.

### **3.5.8 Electoral Commission**

The Returning Officer and Team Leader for Elections met with the Electoral Commission as part of their annual engagement. This was a very successful meeting and the commission were very pleased with all of the work DBC are doing, the preparations in place for the 2023 elections and the progress being made.

## **3.6 Key Performance Indicators**

- 3.6.1 The service has agreed three KPIs which have recently been approved by Cabinet and will include: Percentage of Data Protection requests met within 31 days, Percentage of Freedom of Information requests met within 20 days and percentage of Audit recommendations completed within agreed timescales.
- 3.6.2 The Q3 performance data for FOI responses was 85.22%, which is lower than the 90% target and will continue to be monitored into Q4. Data protection requests was 96% (target 100%) with only one target missed out of 25 requests, which was due to a particularly complex request. The audit KPI is a new KPI and reporting will not start until Q1 of 2023/24.

## **4 Finance & Resources Q3 Performance & Operational Risk Report**

### **4.1 Introduction:**

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

### **4.2 Quarter 3 Performance and Operational Risk report:**

- A. This report outlines the 2022/23 Quarter 3 (October – December) performance of the Finance and Revenues and Benefits services. Members will find enclosed appendices, Appendix A Finance Qtr 3 Performance report and Appendix B Revenues and Benefits Qtr 3 Performance report.

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

The red KPI is FIN02A and relates to the time taken for debtors to pay.

- **FIN02a Time taken for debtors to pay** – This has been adversely impacted by several government Covid policies that has either limited or prevented the standard debt collection processes.
- The Council has more historic debt resulting from the pandemic where either businesses have chosen to repay debt through payment plans which take longer to pay back, or have not been paying their debt as previously expected.
- The service expected debt recovery actions to be back to normal in 21/22 but government policy has meant debt recovery processes only returned to what the industry would call “normal” in November 2022. Improvement has been made throughout 22/23 with year on year performance improving by over 15%, and almost 4% quarter on quarter.

- B. The Qtr 3 Finance & Resources operational risk register is attached in Appendix C. At present there is one red rated operational risk in relation to the council tax and business rates collection. The collection rates are expected to finish behind the targeted levels in 22/23 but both rates are an improvement on last year, but not yet achieving pre covid performance levels.

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

- C. Included in Appendix C are the mitigation strategies, risk targets and update performance commentary. There are several Qtr on Qtr changes to highlight;
- Delays to capital programme – The likelihood has increased from 3 to 4 as current capital reporting shows the financial pressure is very likely to be crystallised. The consequence have reduced from 3 to 2 though as the consequences of delays such as loss of funding or loss of income are either mitigated or unlikely to materialise in the medium term. In total the overall risk score has reduced by 1.
  - Failure to Optimise Income generated by commercial assets has reduced its overall score by 3 as the likelihood has reduced to 2 given the quarter 3 commercial assets financial report presents overachievement of income.
  - General Fund Revenue Budget Variance. The overall risk score has reduced from 9 to 6 as the likelihood of a variance has reduced, as a result of mitigating actions taken by the council to support financial pressures created by increased inflation.

## 5 **Financial and value for money implications:**

Poor performance or increased risk would indicate areas of concern and potential lack of best value, and these services and processes are reviewed

as part of the ongoing corporate financial monitoring framework and reflected in the budget monitoring reports presented to Scrutiny and Cabinet.

**6 Legal Implications**

N/A

**7 Risk implications:**

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

**8 Equalities, Community Impact and Human Rights:**

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

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

N/A

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

N/A

**11 Conclusions:**

Performance and risk is outlined in the appendices and summarised in the report, and the committee are asked to note the report.

## **Appendix A – Commercial Development Commissioning and Tendering activities**

Table 1 Q3 - Commissioning Activities

<b>Project</b>	<b>Status</b>	<b>Service</b>	<b>Duration</b>	<b>Total Value</b>
Nurse-led Absence Management (WBC Framework)	Further analysis required of a nurse-led approach needs versus the cost savings that could be achieved by an in-house absence management system.	People and Transformation	4 years	£100,000
Car Salary Sacrifice Scheme	Commissioning report presented to Commercial Board in October. A further competition using ESPO framework is to be carried out	People & Transformation	4 years	£192,000
Housing Benefit Resilience Service	Commissioning stage approved An Open tender process will be carried out	Revenues Benefits & Fraud	4 Years	£540,000
Supply, Installation and Maintenance of the Multi-Functional Printers	Commissioning report to request to extend present contract by 18 months to allow a digital & transformation review of new ways of working to inform future requirements of MFDs (and wider digital needs).	Corporate and Commercial Services	5 years	£150,000
Mobile Phone Communications	Commissioning process commenced.	Corporate and Commercial Services	5 years	£150,000
Parking Enforcement Contract Compliance & Business Process	Commissioning in progress but linked to Smart Parking project	Commercial Development	10 years (5 years + 5 years)	£3,970,000
Banking Services	Commissioning stage completed Further competition via framework -NEPO update is that framework will not be available until Autumn 2023	Financial Services	5 years	£130,000

Cleaning Services at Maylands Business Centre & Kylna Court	Commissioning in early stages of progress	Place, Communities and Enterprise	3 years	£90,000
---	---	-----------------------------------	---------	---------

Project	Status	Service	Duration	Total Value
Parking Enforcement Integrated Systems & Software	Commissioning in progress but linked to Smart Parking project	Commercial Development	10 years (5 years + 5 years)	£1,920,000
Tree Maintenance Service Lot 1	Commissioning in early stages of progress	Environmental Services	5 years	£575,000
Tree Maintenance Service Lot 2	Commissioning in early stages of progress	Environmental Services	5 years	£200,000
Community Alarm Monitoring Contract	Commissioning in progress	Housing Management	5 Years	£366,678
Community Alarm Equipment Upgrade	Commissioning in progress This will be carried out by Housing Property Services (and not Housing Management as previously)	Housing Property Services	5 years	£890,000
All voluntary sector contracts	Commissioning in early stages of progress.	Place Communities & Enterprise	5 Years	TBA
Facilities Management Service	Commissioning in progress	Property Services	5 Years (plus 2 x 1 year extensions)	£2,436,000
Furniture for sheltered accommodation	Commissioning in early stages of progress	Housing Management	5 years	£400,000
Laundry Equipment for Sheltered Accommodation	Option to extend present contract by two years. Report to Commercial Board in progress	Housing Management	5 years	£120,000
Public Planning Notices	Commissioning in progress	Development Management	28 months	£128,000
Occupational Health Services	Commissioning in early stages of progress	People	5 years	£175,000

CRM system	New requirement following outcome of Transformation Programme. Commissioning process has commenced.	Transformation	TBA	TBA
------------	---	----------------	-----	-----

Project	Status	Service	Duration	Total Value
Upgrade of the Council's Fleet Management System	Commissioning process has commenced.	Environmental Services	5 years	£46,000
Housing Support Software/Homeless Link	Commissioning process has commenced.	Housing Management	5 years	£63,500
Civica Abritas case management system	To be Reviewed as part of the Digital Transformation	Housing Management	TBC	TBC
Supply of Laptops and Mobile Tablets as part of the Desktop Refresh Programme	Commissioning process to be commenced.	Digital	5 years	£67,000
Supply of Sacks for Environmental Services	Commissioning in progress	Environmental Services	4 years	£160,000
Supply of Bins, Caddies and Associated Products	Commissioning in progress	Environmental Services	4 years	£120,000
Haulage of Waste from Cupid Green	Commissioning in progress	Environmental Services	4 years	£180,000
Supply and fitting of tyres to Commercial Vehicles	Commissioning in progress	Environmental Services	5 years	£300,000
Supply of Grounds Maintenance Equipment and Ride on Mowers for Clean, Safe & Green	Commissioning in progress	Environmental Services	4 years	£440,000
Debt Recovery & Enforcement Services	Commissioning in early stages of progress	Revenues & Commercial	3 years + OTE 2 years	Income generating
Asbestos Surveys for Housing Properties	Commissioning in progress	Housing Property Services	4 years	£520,000
Electrical Works	On hold while EY audit is carried out	Housing Property Services	TBC	TBC

Fire Risk Assessments	On hold while EY audit is carried out	Housing Property Services	5 years	£250,000
Disabled Facility Grants	On hold while EY audit is carried out	Housing Property Services	4 years	£14,820,000

Table 2 Q3 - Tendering Activities

Title of Tender	Service Area	Contract Duration	Estimate Value £	Tender Start Date	Contract Start Date
Telecommunications Services	Digital	3 years (plus 2 year extension)	£325,000	Jun 2022	TBC
Temporary Agency Staff – Approval to use CCS framework	People	Up to 15.1.24	Up to £2,000,000	TBC	TBC
Supply of Liquid Fuels <b>AWARDED</b>	Environmental Services	2 years (plus 2 year extension)	£1,000,000	Sep 2022	Oct 2022
Election Management System Licence Agreement <b>AWARDED</b>	Legal & Democratic Services	3 years	£45,000	Feb 2022	Sep 2023
Supply, Installation & maintenance of Stair lifts and Ceiling Joists	Housing Property Services	5 years	£1,000,000	Jan 2022	TBC
St Margarets (Main Contractor)	Development	97 weeks	£11,370,519	Feb 2022	TBC
Garages Stock Condition Survey	Commercial Development	10 weeks	£122,684	Aug 2022	Nov 22
Paradise Depot	Development	36 months	£15,600,000	Feb 2021	TBC