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Please ask for:
Alison Marston

21 January 2022

Dear Councillor

You are requested to attend a meeting of the WELWYN HATFIELD BOROUGH COUNCIL CABINET to be held on Tuesday 1 February 2022 at 5.00 pm in the Council Chamber, Council Offices, The Campus, Welwyn Garden City, Herts, AL8 6AE.

Yours faithfully



Governance Service Manager

AGENDA
PART 1

1. **APOLOGIES**

2. **MINUTES**

To confirm as a correct record the Minutes of the meetings held on 4 January and 18 January (special) 2022 (previously circulated).

3. **PUBLIC QUESTION TIME AND PETITIONS**

Up to thirty minutes will be made available for questions from members of the public on issues relating to the work of the Cabinet and to receive any petitions.

4. **ACTIONS STATUS REPORT (Pages 5 - 6)**

Report of the Corporate Director (Public Protection, Planning and Governance) on the status of actions agreed at the last Cabinet meeting.

5. **NOTIFICATION OF URGENT BUSINESS TO BE CONSIDERED UNDER ITEM 11**

6. **DECLARATIONS OF INTERESTS BY MEMBERS**

To note declarations of Members' disclosable pecuniary interests, non-disclosable pecuniary interests and non-pecuniary interests in respect of items on the Agenda.

7. ITEMS REQUIRING KEY DECISION

To consider the following items for decision in the current Forward Plan:-

- (a) LGA - Corporate Peer Challenge (Forward Plan Reference FP1102)
(Pages 7 - 36)

Report of the Chief Executive on the Local Government Association's (LGA) Corporate Peer Challenge.

8. RECOMMENDATION FROM THE OVERVIEW AND SCRUTINY COMMITTEE

Recommendations from the meeting of Overview and Scrutiny Committee on the 6 January 2022.

- (a) Revision of the Council's Window Repairs and Replacement Policy
(Pages 37 - 42)

Recommendation from the Overview and Scrutiny Committee on the 6 January 2022 on the Revision of the Council's Window repairs and replacement policy.

9. QUARTER 3 CAPITAL BUDGET MONITORING REPORT 2021-22 (Pages 43 - 56)

Report of the Chief Executive on the capital expenditure and associated capital funding as at the end of Quarter 3 (December 2021).

10. QUARTER 3 REVENUE BUDGET MONITORING REPORT 2021-22 (Pages 57 - 88)

Report of the Chief Executive on the forecast revenue outturn position as at 31 December 2021 for the financial year 2021-22 and outlines the main variances from the original budget for both the General Fund (GF) and Housing Revenue Account (HRA).

11. SUCH OTHER BUSINESS AS, IN THE OPINION OF THE CHAIRMAN, IS OF SUFFICIENT URGENCY TO WARRANT IMMEDIATE CONSIDERATION

12. EXCLUSION OF PRESS AND PUBLIC

The Cabinet is asked to resolve:

That under Section 100(A)(2) and (4) of the Local Government Act 1972, the press and public be now excluded from the meeting for Items 13, 14 and 15 on the grounds that it involves the likely disclosure of confidential or exempt information as defined in Section 100(A)(3) and Paragraph 3 (private financial or business information) of Part 1 of Schedule 12A of the said Act (as amended).

In resolving to exclude the public in respect of the exempt information, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART II

13. ITEMS OF AN EXEMPT NATURE REQUIRING KEY DECISION

To consider the following item of an exempt nature:-

- (a) Housing Maintenance Procurement Update (Forward Plan Reference FP1093) (Pages 89 - 102)

Report of the Chief Executive on an update on the Housing Maintenance Procurement.

- (b) Minor Building Works (Forward Plan Reference FP1100) (Pages 103 - 108)

Exempt report of the Chief Executive on the Award of Minor Building Works Contract.

14. PROPOSAL TO CONSULT WITH TENANTS ABOUT THE REDEVELOPMENT OF A HOUSING SCHEME, WELWYN GARDEN CITY (Pages 109 - 116)

Exempt report of the Chief Executive on the proposal to consult with the tenants at Green Vale, Welwyn Garden City.

15. ANY OTHER BUSINESS OF A CONFIDENTIAL OR EXEMPT NATURE AT THE DISCRETION OF THE CHAIRMAN

Circulation: Councillors T.Kingsbury (Chairman) N.Pace
D.Bell (Vice-Chairman) B.Sarson
S.Boulton F.Thomson

Corporate Management Team
Press and Public (except Part II Items)

If you require any further information about this Agenda please contact Alison Marston, Governance Services on 01707 357444 or email – democracy@welhat.gov.uk

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Agenda Item 4

Part I

Main author: Alison Marston

Executive Member: Cllr Nick Pace

Not Ward Specific

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 1 FEBRUARY 2022
REPORT OF THE HEAD OF LAW AND ADMINISTRATION

ACTIONS STATUS REPORT

1 Executive Summary

1.1 In order to ensure that actions identified at meetings are completed, this report lists the actions from the last Cabinet meeting, those responsible for completing each action and its current status.

2 Recommendation(s)

2.1 That Members note the status of the following actions which were identified at the last Cabinet meeting on 4 January 2022:-

Minute	Action	Responsible	Status/ Date Completed
66.1	Budget Proposals and Medium Term Financial Forecasts 2022/23	Richard Baker	Reported to Overview and Scrutiny Committee on 6 January, Special Cabinet on 18 January and Council on 2 February 2022.
66.2	Proposed Appointment of Specialist Electoral Printers	John Merron	The contract is due to start at the end of January.
67.1	Affordable Housing: 9,000 Level	Sian Chambers	An officer group has been set up to commence the review.
70.1	Award of Contract Campus West Decked Car Park	Andrew Harper	The contract is due to start in March 2022.

During the period 22 December 2021 to 24 January 2022, the following decisions were taken by Cabinet Members exercising their individual delegated powers in accordance with paragraph 18 of the Cabinet Procedure Rules within the Constitution.

	Action	Responsible	Status / Date Completed
2022- 01	Electric Vehicle Charging Points – Clarification of Company Name (Decision taken 14 January 2022)	Durk Reyner	Clarification of the company name in the Cabinet report dated 14 October 2020 was made on 14 January 2022.
2022-02	Award of ICT Consultancy Contract (Decision was taken on 20 January 2022)	Richard Baker	To award the ICT Consultancy contract to Constellia Limited (who will subcontract to SOCITM Advisory).

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WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 1 FEBRUARY 2022
REPORT OF THE CHIEF EXECUTIVE

LGA – CORPORATE PEER CHALLENGE

1 Executive Summary

- 1.1 As part of the Local Government Association's (LGA) sector led improvement offer, councils can agree to undertake a 'Corporate Peer Challenge'. This consists of a team of councillors and senior officers from different councils spending a number of days gathering information, speaking to councillors, staff, stakeholders and customers, to form a view on how the council is performing.
- 1.2 The Council was last visited by the LGA peer team in January 2019. The global coronavirus pandemic prevented the peer team from revisiting during 2020 to review progress against the council's action plan. The Council has changed substantially since the last review, including a new Chief Executive being in post since November 2020 and politically it had transitioned from no overall political control to a conservative majority. Following discussions with the Chief Executive, Leader and the LGA, it was agreed to undertake a second peer challenge. This took place between the 18-20 October and the initial findings were presented to political group leaders, Cabinet, Chief Executive, Extended Corporate Management Team and the project team.
- 1.3 The feedback report (Appendix 1) is a helpful and honest assessment of the council and includes six recommendations for further improvement. It recognises that Welwyn Hatfield is a good council with committed officer and political leadership. It also praises the council for continuing to deliver on its modernisation programme, corporate peer challenge action plan and capital projects throughout the pandemic. The peer team were also impressed with the progress made given the other competing priorities during this time.
- 1.4 Following the receipt of the report, an action plan has been developed (Appendix 2) which sets out the actions the council will now take to implement the recommendations.
- 1.5 The council would like to acknowledge and thank the Peer Team for their hard work and focus during the three days of their visit.

2 Recommendation(s)

- 2.1 Cabinet notes the Corporate Peer Challenge feedback report and recommendations at Appendix 1.
- 2.2 Cabinet agrees the Corporate Peer Challenge action plan at Appendix 2

3 Explanation

3.1 Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Paul Shackley - Chief Executive Peer, Rushmoor Borough Council
- Cllr Duncan McGinty - Member Peer, Leader, Sedgmoor District Council
- Cllr Steve Sankey – Member Peer (shadow), Cabinet member, East Staffordshire Borough Council
- Natalie Wigman - Officer Peer, Corporate Director Strategy, Eastleigh Borough Council
- Steve Capes - Officer Peer, Director of Regeneration and Policy, Derbyshire Dales District Council
- Tim Mills - Officer Peer (shadow), Head of Economy, Planning & Strategic Housing, Rushmoor Borough Council
- Kirsty Human - LGA Peer Challenge Manager
- Rachel Stevens - LGA Project Support Officer

3.2 The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to council's performance and improvement.

- Local priorities and outcomes
- Organisational and place leadership
- Governance and culture
- Financial planning and management
- Capacity for improvement

3.3 During the visit the team spoke to more than 130 people, including a range of council staff, together with councillors and external partners and stakeholders; gathered information and views from more than 40 meetings; in addition to further research and reading.

3.4 The feedback report can be seen at Appendix 1 and sets out six recommendations, as follows:

- Identify senior strategic capacity, clarify future structure and communicate widely
- Reset, resource and refocus the modernisation programme with a refreshed communications strategy
- Address recruitment and retention
- Adopt a Local Plan

- Develop an income and savings plan for the MTFS period
- Continued focus on housing compliance

3.5 Following the receipt of the report, an action plan has been developed (Appendix 2) to take forward and implement the recommendations. The Corporate Management Team will be monitoring the progress of the action plan and that updates will be provided to Cabinet members periodically.

Implications

4 Legal Implication(s)

4.1 None arising directly from the report.

5 Financial Implication(s)

5.1 There are no direct financial implications to deliver the action plan and any costs for support will be covered by existing budgets.

6 Risk Management Implication(s)

6.1 Not delivering the action plan will impact the reputation of the council with stakeholders, communities, businesses and staff.

7 Security & Terrorism Implication(s)

7.1 None arising directly from this report.

8 Procurement Implication(s)

8.1 None arising directly from this report.

9 Climate Change Implication(s)

9.1 None arising directly from this report.

10 Human Resources Implication(s)

10.1 The Corporate Peer Challenge action plan contains an action to improve recruitment and retention.

11 Health and Wellbeing Implications

11.1 None arising directly from this report.

12 Communication and Engagement Implications

12.1 A number of the recommendations will require internal and external communications and engagement, and a plan will be developed for each project stream.

13 Link to Corporate Priorities

13.1 The subject of this report is linked to all of the Council's Corporate Priorities.

14 Equality and Diversity

14.1 An EqlA was not completed because this report does not propose changes to existing service-related policies or the development of new service-related policies.

Name of author	Ka Ng
Title	<i>Chief Executive</i>
Date	11 January 2022

Background papers to be listed (if applicable)

Appendices to be listed

Appendix 1 – LGA Corporate Peer Challenge Feedback report

Appendix 2 – WHBC 2022 Corporate Peer Challenge Action Plan


LGA Corporate Peer Challenge

Welwyn Hatfield Borough Council

18 – 20 October 2021

Feedback report





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1. Executive summary

The LGA first visited Welwyn Hatfield Borough Council (WHBC) to deliver a corporate peer challenge in January 2019. The global coronavirus pandemic prevented the team from revisiting during 2020 to review progress against the council's action plan. When we looked to reengage during 2021, the council was under new officer leadership, had transitioned from no overall political control to a conservative majority, was emerging from the pandemic, had made a self-referral to the social housing regulator and was still trying to deliver a sound local plan. As such a second corporate peer challenge provided the opportunity to reflect on these changes, along with the progress made since 2019 to help the council pause, reflect and plan for the future.

WHBC is a good council with committed officer and political leadership. A dedicated staff and councillor team pulled together to face the challenges of the pandemic, with the #OneTeam culture consistent throughout. Teams from across the council said how much they enjoyed working with people from different services, being part of a wider leadership team and that wellbeing had been at the forefront of the council's leadership during this time. The council was described to peers as a partner of choice, who it's easy to do business with. Comments such as "they should blow their own trumpet more" and "punching above their weight" were made on several occasions.

Throughout the pandemic the council continued to deliver on its modernisation programme #OurFuture, corporate peer challenge action plan and capital projects. The peer team were impressed with the progress made given the other competing priorities during this time. The modernisation programme has started to deliver additional capacity and efficiencies in the form of new posts and £600k savings. A large consultation exercise with communities, partners and stakeholders has led to the development of a place narrative and revised corporate plan priorities. The restructured communications and marketing team is bringing much needed capacity, skill and experience to the council and a newly approved community engagement strategy and action plan is in place. Governance reviews have led to a reduction in committees, greater transparency and efficient political decision making. Delivery on capital projects, including Hatfield town centre, the new multi-storey car park and

Splashlands have all helped to publicly demonstrate the council's investment in its place during such an uncertain economic period. Staff and councillors voiced that clarity around the purpose of #OurFuture, its scope and direction had weakened over time and there was now an opportunity to reset and refresh the programme with targeted communications and additional resources to increase pace.

WHBC has continued the good track record of financial management seen in 2019. The government's income and support grants have been used efficiently to offset most of the losses during the pandemic, with £0.665m to meet through healthy general fund reserves. Progress against the 2019 recommendations have been made with a review of underspends, a budget reset and reserves earmarked for priorities including modernisation. A £3m budget gap exists over the next three years and despite being informed of early plans to close the budget gap, peers were concerned there were not specific financial targets for these to ensure a clear structured savings and income plan is in place.

In May 2021, WHBC made a self-referral to the Regulator for Social Housing. This related to the duty to meet statutory requirements that provide for the health and safety of occupants in their council-owned homes. The peer team were confident the council has made significant progress with this issue, provided tenants with good transparent communications and methods for engagement and has a structured plan for moving forward.

The council is not unique in having recruitment problems across planning, environmental health and other professions. However, vacancies are now increasing across the council and although there have been attempts to address this, a new approach is required that needs WHBC to market itself and the benefits of working for the council – identifying the unique selling points. There is also scope to work within county structures with other councils. Senior officer capacity is considered a risk requiring immediate attention. It was recognised that temporary roles have been recruited to in the housing property team and planning service. Consultants have also been used to provide advice on the leisure and cultural services. However, the senior management restructure should be delivered as soon as possible with consideration given to temporary strategic capacity as required.

Whilst the council is part way through an ambitious regeneration and development

programme, the uncertainty over the council's position on achieving a sound local plan is beginning to have an impact. Peers could sympathise with the council's position, most had direct experience, but without a local plan the council will struggle to meet its targets for housing delivery, prevent speculative applications, achieve the quality it wants in building and greenspaces and deliver on affordable housing. It is crucial the Council prioritise the delivery of their local plan.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1. Recommendation 1

Identify senior strategic capacity, clarify future structure and communicate widely – some staff are concerned and want to know more about when the structure will change, and what the implications for them will be – communication is key to embedding the new approach.

2.2. Recommendation 2

Reset, resource and refocus the modernisation programme with a refreshed communications strategy - Building on the feedback from staff and Councillors, relaunch the modernisation programme and clarify its ambition, resources and expected outcomes.

2.3. Recommendation 3

Address recruitment and retention - review the approach to recruitment and implement new advertising across the borough in prominent positions, discuss opportunities with the education providers and universities. Work with the other Hertfordshire councils as appropriate to develop a coordinated approach to resourcing particular skills and roles. The council needs to develop and market its unique selling points.

2.4. Recommendation 4

Adopt a Local Plan – Without this, performance will drop, it will impact on the council's ability to deliver its regeneration and housing ambitions, and the council will be at risk of speculative development that lacks quality.

2.5. Recommendation 5

Develop an income and savings plan for the MTFS period – Whilst key plans and direction is set out in the councils MTFS, there wasn't a clear structured savings and income strategy detailing the financial targets for these and when funds would be found to address the budget gap.

2.6. Recommendation 6

Continued focus on housing compliance – continue to work with the regulator, implement the improvement plan and address resource issues in this service.

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Paul Shackley - Chief Executive Peer, Rushmoor Borough Council
- Cllr Duncan McGinty - Member Peer, Leader, Sedgmoor District Council
- Cllr Steve Sankey – Member Peer (shadow), Cabinet member, East Staffordshire Borough Council
- Natalie Wigman - Officer Peer, Corporate Director Strategy, Eastleigh Borough Council
- Steve Capes - Officer Peer, Director of Regeneration and Policy, Derbyshire Dales District Council
- Tim Mills - Officer Peer (shadow), Head of Economy, Planning & Strategic Housing, Rushmoor Borough Council
- Kirsty Human - LGA Peer Challenge Manager
- Rachel Stevens - LGA Project Support Officer

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite, during which they:

- Gathered information and views from more than 40 meetings, in addition to further research and reading.
- Spoke to more than 130 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team’s findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

WHBC have fully embraced the 2019 corporate peer challenge recommendations, to develop a long-term vision and narrative for the borough developed through engagement with residents. By developing a “customer first” approach to its development, the council were able to engage with over 1600 residents, businesses and stakeholders through the “your Welwyn Hatfield” survey, social media and targeted communication to gather rich data from across communities to inform the corporate plan – all delivered throughout the pandemic. Seizing the opportunity of the annual Welwyn Hatfield Alliance (Local Strategic Partnership) the council worked with over 40 stakeholders and an experienced facilitator to develop a place narrative and vision for the borough which all partners have recognised and adopted. Through discussions with staff, peers recognised that further work is required to embed the new corporate plan, plan on a page and priorities internally. This has been difficult during the pandemic, with a dispersed workforce, but moving forward it is hoped the council will address this, in part, through the new internal communications strategy.

It was evident to peers that the council has a good understanding and knowledge of the borough, its wants, needs and future demands. Improved engagement and communication with residents, tenants and stakeholders have all contributed to and increased this understanding. Although not at the forefront of resident’s minds during the “your Welwyn Hatfield” consultation, the council has declared a climate emergency, produced an action plan and has an ambition to be zero carbon by 2030. Positive action is being taken on the action plan, particularly in relation to biodiversity, tree planting, business grants linked to ERDF funding, decarbonisation (£2.2m grants awarded for Hatfield Swim Centre, Campus East and Campus West) and by working with the Hertfordshire Climate Change and Sustainability partnership (HCCSP).

Decision makers are more aware of the community involvement in developing services, through amendments of the committee report template to include a section on community engagement. Service areas are also committed to delivering for

residents. Recognising strategic issues such as a shortage of housing; projects looking at site appropriation (conversion from D1 to housing), asset grading and right sizing are taking place with the aim of making best use of council homes and increasing the benefits to tenants both socially and financially. Peers did hear some concerns about the quality and speed of customer service in relation to general housing repairs and maintenance of the estates around council homes – including new builds. WHBC recognises it has resource issues in this service and that it must improve on tenant satisfaction. The peer team encourage the council to resolve the issues and provide the clear leadership required to achieve this.

The council has an impressive regeneration story to tell. The Hatfield Renewal Partnership (HRP), with its shared vision, Hatfield 2030+ is a model of partnership working the council should be proud of. Nominated for and successful in winning numerous awards including “best new housing development” - Lime Tree Court, “best woodland” - Sherrardspark Wood, “National Parking Awards - Special Projects” - Hatfield Multi Storey Car Park (MSCP) and “National Landscape Award” for the Splashlands wet play facility.

WHBC has good processes and IT solutions (Clearview) for performance management, with a quarterly “performance clinic” overseen by the leader and chief executive. Any remedial actions are reported by exception to the Cabinet. Regarding procedure, the risk assessments accompanying these reports, didn’t appear to reflect the severity of risk peers expected and further work to understand risk scoring may be required. For example, there were no risks in leisure, yet income/contract fees are difficult to predict but lower than usual. The ability of the council to maintain an economic development function also appeared higher risk than delivering a Local Plan and maintaining a five-year land supply (almost double the score).

Councillors have access to performance information via the “members hub” an IT platform containing corporate performance indicators and progress against them, which Overview and Scrutiny review quarterly to provide review and challenge. Peers saw great value in the member hub and were disappointed to learn it wasn’t well used. With better understanding of its use to drive performance and service improvement and timely information, peers believed this would be a valuable tool for the council. Performance overall is good when compared with statistical near neighbours (See [LG Inform Headline Report](#)). The areas where benchmarking shows

improvements could be made include housing delivery (Housing Delivery Test result 63% - position 18 in the country) and council tax collection (approx. 5% not collected compared to a peer average of 3.18%). Peers understand the council took the decision not to enforce council tax collection during the pandemic, but this was also an area of performance noted in the 2019 corporate peer challenge and many other better-performing councils took a similar approach during the pandemic.

An equality and diversity action plan has been adopted by the council, driven by the equality and diversity steering group. Whilst new measures have been introduced, including simplifying the approach to equality impact assessments and including EDI implications on committee reports, there appeared to be an inconsistent approach to integration across the council. Parts of the council were consistently using equalities and demographic data operationally but not strategically to inform policy, practice and service planning.

4.2. Organisational and place leadership

WHBC is well led by officers and councillors. Peers heard internally and externally of the commitment and dedication shown by its leadership to their staff, communities, partners and place. The early adoption of webcasting council meetings broadened public access and engagement and brought local decision making into the home. In November 2020 the Corporate Director (Resources, Environment and Cultural Services) was appointed as the interim Chief Executive and following an external recruitment exercise, was appointed permanently in July 2021. Much of her leadership has been focussed on leading the council through the pandemic and into recovery, supported by two Corporate Directors (the Resources Corporate Director was not backfilled) and nine heads of service. A broadened corporate management team (CMT+) was established during the pandemic and was highlighted by staff who welcomed the opportunity to be involved at a strategic level in planning and decision making.

The political position has changed from a two-seat conservative majority in 2019, to conservative led no overall control in 2020 and then an eight-seat conservative majority in 2021. Throughout this period the leader has been a constant figure, working hard to maintain cross party collaboration and drive the modernisation agenda. Of the 48 councillors, eight are also county councillors, with one cabinet

member also on the county council cabinet. Through these positions, the council has built upon its strong relationships with the county council. Both the leader and chief executive chair workstreams of the Hertfordshire Growth Board. There is an opportunity for the new chief executive to build on this position and develop more external relationships.

The council is a partner of choice, easy to do business with, works collaboratively and is not afraid to step up and lead when required. The leadership of the HRP and Hatfield 2030+ is viewed as exceptional and a model for further partnership working. The pace of delivery impressed peers, some of whom remember sites being allocated for development back in 2019, which have now been developed, opened and won awards – Hatfield Multi storey car park. Partners involved in this project, praised the council in stepping forward to lead this, involving many stakeholders and communities to develop a vision they could all be proud of. In order to continue working on this scale, peers questioned whether there were enough place building skills at a senior level to deliver the councils ambitions? They also picked up a perception from some parts of the community that improvements are town focussed rather than housing. A review of how projects and benefits are communicated may help to overcome this.

The Local Plan has been at the examination stage since May 2017. The planning inspector has said the plan can be made sound by allocating sites in the green belt to meet the full objectively assessed housing need (FOAHN) of 15,200 homes. Peers were sympathetic and recognised the difficulty councillors have in justifying development of the green belt but they also understand the implications of having an unsound plan. The council has already lost appeals due to the lack of a five-year housing land supply and its performance against the housing delivery test is currently at 63%. Without an adopted local plan, performance is likely to drop to below 45% and the council will be at risk of intervention. Not having a local plan will also impact on the council's ability to deliver its regeneration and housing ambitions, for example at Gosling Sports Park not to mention reputational damage with partners, developers and communities. Peers urge the council to adopt a local plan bearing in mind that longer term strategic planning across Hertfordshire will help deliver the required numbers in years to come.

WHBC works with many organisations through varying contractual arrangements. It

has several outsourced contracts with Sopra Steria, Urbaser, GLL, Mears and others. Shared services for internal audit, building control and waste and recycling. Other partners include the community safety partnership (CSP), Welwyn Garden City BID, Hertfordshire Growth Board, and Dementia Action Alliance. Throughout the discussions with peers, quotes such as “great partner to work with, responsive and helpful”, “need to blow their trumpet on work at Hatfield Town”, “small authority punching above its weight” and [CSP] “unparalleled in Herts” were echoed by all.

The development of a new community engagement strategy and action plan with a dedicated officer group to oversee implementation was seen as key to increasing engagement with borough residents. Work undertaken during the pandemic has increased the council’s awareness of underrepresented groups, especially around vaccine uptake and young people. Although the council recognises more work is needed in this area, peers heard good examples of where it had worked with partners to reduce inequality and deliver services to harder to reach parts of the community. The pathway for rough sleeping and complex needs (ReStart Project) is one example where the council adapted, developed and delivered a service in rapid time to support vulnerable people. Using government funding for “Everyone In” and “Next Steps Accommodation Programme (NSAP) a service has been created to support outreach, accommodation and case work/development. Partnership working with Resolve, the drug and alcohol charity ensured homeless clients had the shelter and support required during lockdown and beyond. The sustainability of this project is testament to the staff, partners and service users working together to gather real-time intelligence and data to assist those most in need. The strong foundations in community engagement at the operational level can assist the council in developing a more consistent corporate approach.

There is active leadership on climate change across a range of services and with partners, businesses and communities. Officers and Councillors meet bimonthly to progress the action plan and make decisions. Working with the HCCSP, the council has signed-up to working on county wide action plans across transport, water, biodiversity, low carbon and behaviour change. However, the volume of information and work coming from the county group, government initiatives, local campaigns and the forthcoming environment bill is becoming excessive for officers, who have this responsibility in addition to their day jobs. Peers reflected that there is an opportunity

to pause, take stock and refresh the action plan, prioritise projects that will help the council to meet its net zero target and consider the resources allocated to ensure WHBC can keep pace with the other Hertfordshire councils.

4.3. Governance and culture

It was immediately evident to peers that WHBC had progressed and delivered on the governance actions from the 2019 corporate peer challenge. The establishment of a cross party Constitution Review Group (CRG) to oversee significant changes paved the way for improvements across the governance spectrum such as a new petition scheme to enable better online engagement, meeting timetable changes to create greater flexibility and forward planning and a review of delegations particularly with regard the sealing arrangements which overnight saw document signing expedited to keep up with the agility of the organisation – e-signing and e-sealing will further enhance this when implemented.

A significant and coordinated approach to appraise the role and process of scrutiny began in the autumn of 2019. Engaging the expertise of external consultants, the council reviewed ways of working that had been in place since 2000. Outcomes showed the existing arrangements had become resource intensive, processes driven and officer led. The CRG led work to trial new arrangements, reducing the scrutiny committees from three to one, providing the ability to set up time limited task and finish groups, and putting in place a targeted development programme to help councillors understand the new methodology, protocols and establish a more councillor led approach. The “Members Hub” was created to provide political overview of performance for all councillors and act as a forum to coordinate questions and answers. This is a brilliant tool, but it is only as good as the information on it and peers recommend more regular updating of information, timely responses to questions and possibly a councillor/user survey to help improve the usage.

The CRG is aware that further developmental work is required and peers spoke to councillors and officers about the positive changes that have taken place. Embedding the new approach is important, along with continued councillor development to highlight best practice and changes in legislation. Scrutiny is still at an early stage and the workplan should be reviewed to ensure it is focussing on the most important

strategic issues of the council. Consideration should also be given to policy development function within scrutiny – there are many examples of this in other councils.

A good relationship exists between officers and councillors. Peers heard from officers who felt supported by councillors, that there was an improving open dialogue and trust and that good cross party working existed with meetings across the parties between leaders and deputies. Councillors welcomed the #OneTeam ethos being shared with them and were buying into this. Many staff talked about the #OneTeam and it was clear the culture of the council is changing but peers saw pockets within the organisation where it was not yet fully embedded and where the customer ethos was not always front and centre. More work is required to break down historic barriers particularly between the housing service and the council which is still seen and feels like an “outsider”. Peers felt that work needed to be done on both sides to improve the situation and there is a willingness from staff to do this.

Engagement with staff particularly during the pandemic was positive and reflected to peers through various conversations. The staff surveys and wellbeing checks were welcomed and staff felt supported. The council is due to roll out an internal communications strategy and peers believe this will help to bring clarity to those who are starting to question where the council is going and what it is wanting to achieve post pandemic. Consideration should be given to continuing the engagement with staff through virtual staff briefings. These along with the Corporate Leadership Network and CMT+ groups are valued by staff and help to ensure communication is both top down and bottom up.

WHBC engages well with internal and external audit. Peers heard that there is an open and honest dialogue with the council often bringing issues to them for review. Audit views the council as stable and low risk, which is an endorsement many councils can only dream of at this time. The only issue raised with peers was a risk around senior management capacity which the council is very aware of.

4.4. Financial planning and management

WHBC has delivered over £17m of efficiency savings since 2010, reduced the general fund budget by over £3m and demonstrated that it is able to make difficult decisions (e.g. to introduce charging for green waste). The council has also started to

develop new income streams through investment in property - the proposed crematorium and the setting up of a housing company “Now Housing” incorporated in December 2020. In addition, the population has grown rapidly increasing by 27% since 2001 and 13% since 2010 – around twice the national rate for England – a growth rate in the top 10 of shire districts. This has brought additional spending pressures but also resources such as New Homes Bonus and additional Council Tax income to the authority. Whilst Covid has continued to impact on finances, the council has been able to cover the lost income and costs so far through government support (£910k) and use of reserves (£665k). However, peers cautioned against complacency and advised the council to continue to monitor the impact of volatile income budgets closely, for example with parking, Campus West and commercial tenants where losses have been most significant (around £1.84m).

The council has addressed many of the recommendations from the 2019 peer challenge, along with other improvements including:

- Combined finance and governance policies within the MTFs to enhance the links between the documents.
- Introduced a cross party task and finish group to oversee preparation of the budget.
- Reported progress on efficiency savings quarterly to councillors with a RAG rating approach.
- Refreshed the council’s financial regulations, delegations and compliance with CIPFA codes.
- Undertaken numerous efficiency reviews to transform services and deliver savings.

A baseline budget reset was undertaken for the 2020/21 budget following a historic trend of underspends as recommended in the 2019 LGA corporate peer challenge. This involved reviewing the average spend for the previous three years, and resetting budgets based on need. The exercise generated a total of £0.800m of savings, which were included in the 2020/21 budget. Peers were pleased to see this review will form part of a rolling programme of budget reviews going forward but appreciate savings may not be of the same level in future.

A review of the revenue reserves was carried out as part of the 2020/21 budget setting process. Total reserves have been growing from £10.1m in 2015/16 to £16.3m in 2019/20 representing 1.15 times net revenue expenditure, but below the English Shire District average of 1.49. The Budget Priority and Transformation earmarked reserve was renamed the Modernisation reserve to support the delivery of the Modernisation programme in line with the 2019 corporate peer challenge recommendation that dedicated resources be set aside to assist the plans. The peer team advise the council to consider further modernisation programme investment to achieve the benefits, integration and efficiencies at pace.

WHBC is part way through a substantial capital programme focused on economic regeneration and affordable housing, partly funded through grants from Homes England (£10.6m) and the Hertfordshire LEP (£6m). During 2021, as cash balances have decreased, the council took its first loan of £20m against the general fund capital financing requirement. The capital financing requirement at 31 March 2021 was £38.930m, and the remainder funded through internal borrowing. Current forecasts show the Capital Programme as affordable but do highlight that General Fund capital balances will be significantly reduced by the end of the programme. This will need to be considered in the longer-term context and form part of the 2022/23 budget setting process. In addition, there appears to be one outstanding recommendation from 2019, which was to align the capital programme with the Council's narrative and vision for the Borough, so that new schemes reflect those priorities. Given the extensive work the council has undertaken to develop its narrative, peers saw this as an opportunity for the council to reflect on its capital programme and ensure its alignment with the vision and priorities.

The 2020/21 audit report qualified building services asset management as "limited" and peers learned that condition surveys had already been identified as a priority need to inform the developing asset strategy, and a growth item was included in the 2020/21 budget to fund these. Furthermore, the council owns an ageing stock of facilities, including, swimming pools, sports centres, community centres and Campus West. Options appraisals have been completed on individual facilities, but a full asset review remains to be completed. Peers recommend the condition surveys and asset management review are completed at pace. Investment will be required, over and above that agreed with the leisure provider and the council will need to plan for this in

capital programmes. There is a further need for WHBC to develop a vision and future strategy for these facilities.

The anticipated budget gap for 2022/23 is £1m and is forecast to be replicated over the three-year MTFs period, presenting a gap of £3m over the next three years. Whilst peers heard of proposals to address this, the detailed targets and timings of where the funds would be found are still to be formalised and communicated.

4.5. Capacity for Improvement

WHBC has a dedicated and supportive workforce who pulled together and worked differently during the pandemic. There was more cross departmental working and collaboration on corporate projects, teams were established to tackle specific issues and more staff were involved in the decision making at silver and bronze level. The council is aware of fatigue beginning to set in amongst staff on the frontline who are supporting the most vulnerable in the community. This needs to be addressed, the impacts recognised and staff shortages in priority areas focused on. Sickness absence in 2020/21 was 4.5 days (below average) and is currently at 1.9 days for Q1 2021/22 – a little over the council's target of 1.75 days. Staff turnover in 2020/21 was at 12% higher than the 9% national average (compared to 181 districts).

Training and development has recently been centralised within HR and a new post of learning and development adviser recruited to – with a new leadership programme being developed. The council is active in apprenticeships and sponsoring of staff with qualifications but is yet to take part in a graduate scheme. The refreshed workforce strategy is focused on transformation and agility post pandemic and is themed around what the council wants to deliver, how it does it, who it needs to do it and its commitment to employees. A staff recognition scheme is in place to reward staff for their service. An annual event used to take place before the pandemic to present awards and from 2022 the scheme is moving to quarterly awards linked to the council's values. Peers observed that most nominations are made by peers rather than managers or heads of service. Keep doing it

Recruitment was identified by the council as one of its key challenges. Given its location on radial routes out of London, it is highly accessible by rail and road. Posts are particularly difficult to fill in planning, legal, finance, estates and surveyors – similar issues are faced by councils across the East of England. WHBC has made

changes to its recruitment process, including accepting CVs, moving away from job descriptions and person specifications to more outcome focused job roles and implementing career grade roles. At present 74% of all vacancies are filled at the first attempt and 60% at the second attempt meaning one in six are still vacant after the second attempt. The council needs to continue reviewing its approach to recruitment and urgently decide on and implement proposals, including, new advertising across the borough in prominent positions further discussions around the opportunities with the education providers and universities and work with the other Hertfordshire councils to develop a coordinated approach. Peers saw Welwyn Hatfield as a great place to live and work - the council needs to develop and market its unique selling points to encourage others of the benefits (you still have a John Lewis in town).

In concurrence with the auditors, peers viewed the council's biggest risk, the lack of capacity at senior officer level, however it is known that the Chief Executive is currently reviewing the senior management structure. The chief executive is performing multiple roles and trying to be strategic whilst having to make operational decisions on a daily basis. There are soon to be two vacancies at Director level and two of nine heads of service roles are vacant. It is testament to her strength and that of other senior staff, that delivery against the corporate priorities is continuing. Clarity around the future structure is needed to give confidence that capacity will be addressed at CMT level and heads of service involved in how they can contribute to decision making for their areas of work and more corporately. Temporary roles have been put in place in areas such as Housing Property Service and Planning. The council is also using consultants to advise on leisure and cultural services. However, the senior management restructure should be delivered as soon as possible with consideration given to temporary strategic capacity as required. Peers heard from across the council that some staff are concerned and want to know more about when the structure will change, and what the implications for them will be – communication is key to embedding the new approach.

The council has done a lot of work to modernise governance, but peers heard there are some internal officer processes that also need to be reviewed. Examples were given around the time taken to approve advertising vacancies which sometimes took up to four/five weeks to wind through the machinery of HR, Finance, Legal and CMT. Peers recommend the council takes a look at its internal decision making and

delegation processes to ensure it maximises its agility and doesn't add further issues to an already difficult recruitment position.

4.6. Modernisation Programme

Following the corporate peer challenge in 2019, the council embarked on a whole organisation modernisation programme #OurFuture. Governance arrangements were very collegiate, providing all three corporate directors leadership roles within its programme structure – review steering group, delivery steering group and modernisation board. The leader provides political oversight of the programme as it falls within his portfolio. When launched, the leader wrote to all staff to communicate the aims and objectives of the programme – we heard from many staff that this was appreciated.

To date the programme has delivered organisational change, more efficient alignment of services through numerous service reviews and around £600K in savings. Successful delivery projects include:

- Centralised procurement – this has delivered £100k savings so far with more expected as service reviews complete. A new commercial adviser post was created which aims to achieve future efficiencies.
- Agile working and roll out of technology – this was accelerated due to the pandemic but is now formalised and the new hybrid working model is being trialled by some services ahead of full roll before the end of the year.
- Garage management review – this optimisation of resources brought together garages which had been managed across different departments, under one service, with one management system. This also improved income recovery and reduced voids.
- Virtual business unit and operating systems for community facilities – this review brought together a virtual business team to deliver the review recommendations. So far, the virtual team have rationalised the IT systems being used across Campus West, museum services and the Hive. They now share the same booking, sales, marketing and stock management systems as well as a planned loyalty scheme across all three sites.
- Creation of new posts – Service reviews led to the implementation of new

posts for learning and development, community outreach and business engagement – much welcomed resources.

It was obvious to the peer team that a huge amount of hard work, time and effort had gone into the programme over the past 18 months and the council should take credit for this. However, peers heard from numerous sources that the programme aims and objectives had become confused and the pace of delivery had slowed. There also needs to be wider communication regarding the council's intention for IT and customer services – specifically whether some services were being brought in house.

The corporate peer challenge provided an opportunity for the programme to be reset and relaunched with new energy and leadership. Listening to the feedback from staff and councillors, the relaunch should include a refreshed communications strategy to clarify the programmes ambition and expected outcomes – to tell and sell the Welwyn Hatfield modernisation story.

The modernisation programme has started the journey to improvement. Numerous service reviews have increased efficiencies, recommended additional capacity and removed duplication of effort. Some staff told peers they struggled to find time to deliver on the programme whilst undertaking their day job. Further communication that the modernisation programme is part of the day job is recommended to help staff understand its purpose and objectives and to support prioritisation of work.

In order to increase the pace of delivery, peers identified the need for investment in a larger internal delivery team. In particular skills in technical support, coding, systems integration and business process reengineering. In addition to and alongside this expanded internal team, peers heard that there was a need for the (contract) IT service itself to have increased capacity to support modernisation projects; at present the same individuals deal with 'business as usual' IT service requests and IT development requests related to modernisation – this inevitably causes delays. Consideration should also be given to development of an IT strategy which documents the councils vision for the future, and direction of travel – to help guide and steer decision making around how technology should be used to meet IT and business goals. This would provide more guidance to the modernisation programme on the types of technology and software it should be implementing.

Given the changes at senior management level, it would be appropriate to review the

programmes governance, taking the opportunity to combine the steering groups and increase political oversight at board level whilst also streamlining decision making, which peers had heard often held up delivery. In order to be fully transparent and continue to improve and develop the programme, peers suggested scrutiny might like to review the programme in 12 months.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in meeting. This will be a short, facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Rachel Litherland, Principal Adviser for the East of England, is the main contact between your authority and the Local Government Association. Rachel is available to discuss any further support the council requires.

Rachel.litherland@local.gov.uk 07795 076834

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2022 Corporate Peer Challenge action plan

Key recommendations by Peer Team	WHBC actions
<p>Recommendation 1 Identify senior strategic capacity, clarify future structure and communicate widely Some staff are concerned and want to know more about when the structure will change, and what the implications for them will be – communication is key to embedding the new approach.</p>	<ul style="list-style-type: none"> • Engage with Heads of Service and team managers seeking their views on the current senior management structure. • As an interim solution to support senior capacity, all Heads of Service and HR Manager to join Corporate Management Team meetings. • Set out a clear timetable on the senior management restructure and communicate to all staff. • Implement a new permanent senior management restructure. <p>Lead officer(s): Chief Executive</p>
<p>Recommendation 2 Reset, resource and refocus the modernisation programme with a refreshed communications strategy Building on the feedback from staff and Councillors, relaunch the modernisation programme and clarify its ambition, resources and expected outcomes.</p>	<ul style="list-style-type: none"> • Review the purpose of the modernisation programme and its governance structure • Review the modernisation resource at the council to ensure there is sufficient capacity to deliver the new vision • Relaunch the Modernisation programme and setting a clear communications strategy to clarify ambitions to staff and members. <p>Lead officer(s): Modernisation Board</p>

<p>Recommendation 3 Address recruitment and retention Review the approach to recruitment and implement new advertising across the borough in prominent positions, discuss opportunities with the education providers and universities. Work with the other Hertfordshire councils as appropriate to develop a coordinated approach to resourcing particular skills and roles. The council needs to develop and market its unique selling points.</p>	<ul style="list-style-type: none"> • Develop a brand for Welwyn Hatfield capturing the unique selling points and benefits for working at the council • Develop a new approach to recruitment to enable the council to become an employer of choice. • Review the recruitment processes to maximise agility. • Investigate sharing of specialist resources with other councils as appropriate • Work with Oaklands College and University of Hertfordshire to discuss placement opportunities and consider developing a longer-term strategy to target graduates to fill hard to recruit areas <p>Lead officer(s): Head of Law and Administration, HR Manager, Corporate Strategy and Engagement Manager</p>
<p>Recommendation 4 Adopt a Local Plan Without this, performance will drop, it will impact on the council’s ability to deliver its regeneration and housing ambitions, and the council will be at risk of speculative development that lacks quality.</p>	<ul style="list-style-type: none"> • Adopt the Local Plan. <p>Lead officer(s): Head of Planning and Planning Policy and Implementation Manager</p>
<p>Recommendation 5 Develop an income and savings plan for the MTFS period Whilst key plans and direction is set out in the councils MTFS, there wasn’t a clear structured savings and income strategy detailing the financial targets for these and when funds would be found to address the budget gap.</p>	<ul style="list-style-type: none"> • Develop detailed savings and income generation proposals to address the budget gap <p>Lead officer(s): Head of Resources and Service Manager (Financial Services)</p>

Recommendation 6

Continued focus on housing compliance

Continue to work with the regulator, implement the improvement plan and address resource issues in this service.

- Implement the housing compliance improvement plan.
- Achieve full compliance in line with the timescale set out with the Regulator
- Provide interim senior management support to the Housing Property Service team.

Lead officer(s): Chief Executive and Compliance Manager

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WELWYN HATFIELD BOROUGH COUNCIL CABINET – 1 FEBRUARY 2022

Recommendation from the Overview and Scrutiny Committee on 6 January 2022-

Recommended revision of the Council's Window Repairs and Replacement Policy

1. Executive Summary

- 1.1. The Overview and Scrutiny Committee agreed several recommendations at their meeting on Thursday 6 January 2022, one of which was to amend the current Window Repairs and Replacement Policy. This report provides the Cabinet with an opportunity to consider this recommendation and appropriate next steps.

2. Recommendations

- 2.1. That Cabinet agree the proposed amendments to the Window Repairs and Replacement Policy recommended by OSC (as set out in Appendix A)
- 2.2. That once agreed, the proposed amendments are circulated to the Cabinet Housing Panel for their review
- 2.3. Should the Cabinet Housing Panel agree the amendments, that the policy be revised via an Executive Member Decision Notice

3. Explanation

- 3.1. The Overview and Scrutiny Committee established a Task and Finish Panel to review the Council's performance in housing maintenance and repairs. This Panel reported its finding to OSC on Thursday 6 January 2022.

<https://democracy.welhat.gov.uk/ieListDocuments.aspx?CId=290&MId=1326>

- 3.2. One of the recommendations of the Panel, which was unanimously agreed by OSC, was to amend the Window Repairs and Replacement Policy. Currently the policy advises that in instances where there is a pool of water or misting between the panes of glass, the council would consider replacement of the glazed sealed unit, but only in the lounge, kitchen or dining room as these rooms were considered priority for viewing. The Task and Finish Panel, and OSC agreed, that the glazed seals unit should be replaced regardless of what room had been affected.
- 3.3. The suggested amendment to the policy (Appendix A) was agreed unanimously by OSC Member at their meeting on Thursday 6 January 2022.

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Property Services (Housing) Window Repairs and Replacement

1. **Date of Guidelines:** August 2020
2. **Review Date:** December 2021 next review December 2024 ~~August 2023~~
3. **Responsibility:** Commercial Manager
4. **Purpose of Guidelines:**

The purpose of these guidelines is to outline the Council's responsibility for repair and replacement of windows within properties owned by the Council.

5. Aims of the Guidelines:

The aims of these guidelines are as follows:

- To ensure a consistent approach to repairs
- Contribute to the efficient maintenance of the housing stock
- Contribute to the effective management of the repairs budget, ensuring value for money

6. Guideline Details

6.1 Overall statement

- The Council will carry out general repairs as a result of normal wear and tear, such as ease and adjust windows.
- The Council will carry out 'make safe' repairs to any windows deemed unsafe that it is responsible for i.e. boarding up of broken windows, this includes garages and sheds.
- Any tenant damage will be recharged back to the resident. The Rechargeable Repairs Guideline and Rates sets out how the council deal with recharges, available on our website, www.welhat.gov.uk
- The Council will take into account the age of the windows including whether they are still under guarantee in determining if repair works are to be carried out.
- Leaseholders will need to refer to the Leaseholders Handbook available from the Home Ownership Team on 01707 357000 or by emailing homeownershipaccounts@welhat.gov.uk which explains in detail what parts of the property are their responsibility and what the Council is responsible for.

6.2 Procedure

Before raising any repair the Council will check to see if the windows are still under warranty or due for replacement in the near future. Where the repair item is still under warranty, this work will be carried out under that warranty.

Where the windows are due to be replaced within the next 12-18 months, the Council will only carry out minor repairs unless there are exceptional reasons for major repairs or replacement. The Council will make reference to the Housing, Health and Safety Rating System, available at www.GOV.UK and consider replacement where this determines that there is significant hazard(s) caused by defective windows(s).

- ❖ Risk of falling out and cannot be refixed
- ❖ They do not protect from the elements
- ❖ Scaffolding is already erected and a replacement is deemed necessary



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7. Information for tenants

- Double glazed sealed units

Where there is a pool of water or misting between the panes of glass the council will;

- ❖ ~~Replace~~ Consider replacement of the glazed sealed unit (not the complete window) ~~but only in the lounge, kitchen or dining room. (These rooms are considered as priority for viewing).~~
- ❖ If a tenant requires other windows to be replaced this can be arranged at their own cost and undertaken privately. Before any work is undertaken you will need to complete a Home Improvements and Alterations Application form, available on our website, www.welhat.gov.uk

The replacement of the double glazed sealed unit will only be considered as below:

- ❖ Where the window is not under guarantee or due for replacement within the next 18 months.
 - ❖ Where windows are due for replacement a decision will be made on whether the severity requires it to be repaired before replacement. You will be informed of this decision within 14 working days, the works will then be raised in line with our current repair targets.
- Cracked glazed unit
 - ❖ The Council, depending on the severity of the crack, will make safe, within 24 hours, i.e. board up/apply safety film until the glazed unit can be replaced. Please refer to sub-heading “*Damage*”.
 - Single glazed window
 - ❖ The Council depending on the severity of the crack will make safe, within 24 hours, i.e. board up/apply safety film until glazing can be replaced. Please refer to sub-heading “*Damage*”.
 - Non-standard windows
 - ❖ If windows are non-standard, any repair or replacement may not be able to match the original design or style of the council’s materials used. If you live in a conservation area they should be repaired wherever possible or replaced with ones that match the originals as closely as possible. Please refer to sub-heading “*Conservation Areas*”.
 - Damage
 - ❖ Repairs that are needed because of damage or neglect to the window by tenants, a member of their household or any visitor to the property, or pets, will be recharged unless a crime reference number that identifies you have been a victim of a crime is provided.
 - Loss of window keys
 - ❖ If window keys are lost, and you require a replacement, this will be recharged in line with the Rechargeable Repairs Guideline and Rates.

8. Information for Leaseholders

- ❖ Works under warranty will be carried out free of charge by the council however on expiry of any guarantee / warranty the repair will be the responsibility of the leaseholder.



- ❖ The Council is only responsible for window frames/sashes within the property and glass in the windows of communal areas.
- ❖ We may give permission for you to carry out works such as window replacements; however **this does not remove your responsibility under the terms of your lease to contribute towards block charges** should we undertake a programme of improvements to your block.
- ❖ Before any work is undertaken you will need to complete a Home Improvements and Alterations Application form, also known as a Licence to Alter, available on our website, www.welhat.gov.uk or upon reasonable request from the Home Ownership Team. Certain restrictions may apply.

9. Conservation Areas

Conservation Areas means that planning policies are in place to preserve and enhance the character of an area and to resist poor quality development proposals that would harm its character.

The success of conservation areas often depends on the care which owners take with the maintenance and repair of their properties.

Even small changes can detract from the special character of an area. For example original doors and windows should be repaired wherever possible or replaced with ones that match the originals as closely as possible.

Nationally permitted development rights do not exist in a conservation area. Those wishing to make changes to the external appearance of their property, need planning permission. You must be mindful of even the smallest changes which might detract from the special character of the area.

The Council ranks breaches of planning control as a higher priority in conservation areas and is more likely to take enforcement action against such breaches.

Please contact planning@welhat.gov.uk if you have any queries.

10. Partners

The Council's contractors who deliver our repairs and maintenance services will carry out these repairs.

11. Health and Safety

If the Council is made aware of any Health and Safety breach, action will be taken to make safe and, where appropriate, recharge for any works undertaken.

12. Data Protection

When you make a complaint, we will log information about your complaint and your name and contact details. Information will only be collected and stored for the purposes of dealing with your complaint and improving our services. Your complaint and details will be treated confidentially.

All complaints are treated confidentially. Notwithstanding the Freedom of Information Act 2000.

Please refer to the council Data Protection guidelines: <http://www.welhat.gov.uk/Data-Protection>

13. Equality Act 2010

The Equality Act ensures that an individual should not be discriminated against on any of the following grounds: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.



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For more information on this policy, please visit: <http://www.welhat.gov.uk/equality>

14. Value for Money

The Council will look to achieve value for money taking into consideration the medium/longer term rather than the short term.

15. Consultation

We will consult with the Welwyn Hatfield Tenant and Leaseholder Scrutiny Panel over any changes to these guidelines.

16. Key related documents

Excluded Licence Agreement
Tenancy Agreement
Rechargeable Repairs Guidelines and Rates
Home Improvements and Alterations Application form (also known as a Licence to Alter)

Most documents are available on our website, www.welhat.gov.uk or upon reasonable request.

17. Review

This guideline will be subject to review every three years, with interim revisions to be made on an exceptional basis in light of any legislative or regulatory changes, or in line with best practice.



Part I
Item No: 0
Main Author: Helen O’Keeffe
Executive Member: Cllr Duncan Bell
All Wards

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 1 FEBRUARY 2022
REPORT OF THE CHIEF EXECUTIVE

QUARTER 3 CAPITAL BUDGET MONITORING REPORT

1 Executive Summary

- 1.1** This report presents the capital expenditure and associated capital funding as at the end of Quarter 3 (December 2021). The report and appendices detail the changes to the original capital programme and funding plans, as a result of programme commitments and project delivery.
- 1.2** The current approved capital budget is £98.825m (which includes the approved re-phasing of budgets from 2020/21) and the forecast outturn is £64.086m. A summary of forecast variances and re-phasing are shown in **Table 1** and detailed explanations for key variances in **section 3.5**.
- 1.3** A summary of progress against key projects is detailed within **section 3.6**.
- 1.4** A forecast of the resources available to fund the capital programme and variances of the current forecast against the available resources budgeted are set out in **section 4** of this report.

2 Recommendations

- 2.1** That Cabinet note the capital forecast outturn position as shown in **Table 1**.
- 2.2** That Cabinet note the forecast position as at 31 December 2021 for funding of the capital programme and reserve balances as reflected in **Table 2**.

3 Capital Programme – Expenditure Forecasts

Capital Budgets

- 3.1** The following table tracks approved changes to the original budget during the year, which impact on reserves.

Original Budget – Capital	£53.007m
Re-phasing from 2020/21	£39.876m
Supplementary Budget – 1 to 9 Town Centre	£3.383m
Supplementary Budget – Public Buildings Decarbonisation Scheme	£2.559m
Current Budget – Use of Reserves (General and Earmarked)	£98.825m

- 3.2** The capital expenditure position is summarised in **Table 1** below and a detailed breakdown by capital scheme can be found in **Appendix A**.

Table 1: Capital Outturn 2021/22 by Fund and Head of Service

	Budget 2021/22	Outturn 2021/22	Variance to Budget	Re- phasing of Capital Schemes	(Under)/ Over Outturn
	£'000	£'000	£'000	£'000	£'000
General Fund					
Planning	1,031	31	(1,000)	1,000	0
Public Health and Protection	52	52	0	0	0
Public Protection, Planning and Governance	1,083	83	(1,000)	1,000	0
Resources	12,417	11,557	(860)	860	0
Environment	19,425	12,804	(6,621)	6,621	0
Policy and Culture	150	150	0	0	0
Resources, Environment & Cultural Services	31,992	24,511	(7,481)	7,481	0
Community & Housing Strategy	1,688	396	(1,292)	1,292	0
Housing and Communities	1,688	396	(1,292)	1,292	0
General Fund Total	34,763	24,990	(9,773)	9,773	0
Now Housing	11,548	0	(11,548)	11,548	0
Housing Revenue Account					
Housing Property Services	16,483	13,100	(3,383)	1,000	(2,383)
Housing Operations	933	245	(688)	688	0
Community & Housing Strategy	35,098	25,751	(9,347)	9,162	(185)
Housing and Communities	52,514	39,096	(13,418)	10,850	(2,568)
Housing Revenue Account Total	52,514	39,096	(13,418)	10,850	(2,568)
Grand TOTAL	98,825	64,086	(34,739)	32,171	(2,568)

3.3 There is currently a requirement to re-phase £32.171m split between funds as follows:

GRF £9.773m – re-phase budget into 2022-23

Now Housing £11.548m – re-phase budget into 2022-23

HRA £10.850m – re-phase budget into 2022-23

Total net re-phasing – £32.171m

- 3.4 Key changes from the Quarter 2 outturn are as follows, explanations of key variances are detailed in section 3.5.

	£m
Quarter 2 forecast variance	(4.860)
Tewin Road depot re-phasing	(3.281)
Household waste and recycling centre re-phasing	(3.340)
Disabled Facilities Grant re-phasing	(1.292)
Now Housing re-phasing	(11.548)
Minster House re-phasing/variance	(0.825)
Affordable Housing Budget re-phasing/variance	(6.322)
Housing Property Services variances	(2.583)
Community Buses & Digital Improvements re-phasing	(0.688)
Quarter 3 forecast variance	(34.739)

3.5 Key forecast variances are outlined below:

General Fund:

3.5.1 Re-phasing of £1.000m – Planning

£1.000m – Angerland Football and Rugby Improvements in Hatfield (App A ref. no 3 & 4)

The Angerland £1.000m is from a S106 planning agreement, and is held by the Council, to be distributed to sports bodies in Hatfield. A Board was set up to receive nominations and award funding. In September 2019 the board agreed to review the criteria associated with the fund. The review has been concluded and in September 2020 it was confirmed that the funding remains available to deliver the two large projects for football and rugby through the capital programme and smaller community sport projects funded via a bid process from the remaining funding held in revenue. There are no large projects progressing through the planning system at present, so it is likely that the money will continue to be held by the Council for the foreseeable future until such time as a project is progressed.

3.5.2 Re-phasing of £0.860m - Resources

£0.860m – High View Development (App A ref. no 6)

This budget is for retail development fees. It is a phased development with fees to be expended throughout the life of the project. The project is still in its initial phases with the majority of work being done in 2022/23, therefore it is advisable that £0.860m is re-phased into next year when the majority of works are to take place.

3.5.3 Re-phasing of £6.621m - Environment

£6.621m – Tewin Road Depot and Household Waste and Recycling Centre (App A ref. no 41, 42)

Updated cash flows due to the impact of the pandemic on the supply chain indicate that some re-phasing is required into 22/23, however the project is progressing well. The contract has been awarded to RG Carter. Work has commenced and there is no major impact on key deadlines to date.

3.5.4 Re-phasing of £1.292m – Community and Housing Strategy

£1.292m – Disabled Facilities Grants (App A ref. no 53)

Disabled Facilities Grants are expected to spend in line with previous years with the remainder rolled forward to meet future needs.

3.5.5 Re-phasing of £11.548m – Now Housing

£11.548m – Capital Loans to Now Housing (App A ref. no 56)

Capital loans to Now Housing not expected to be required until next year as acquisitions have been delayed due to planning and contractor issues.

Housing Revenue Account:

3.5.6 Forecast variance of £2.383m – Housing Property Services

£2.283m – Housing Property Services various schemes (App A ref. nos 57-58, 64-70)

A number of schemes are expecting slippage due to delays including tendering processes. These schemes are delivered through various contracts and are for improvements required to the housing stock including electrical, lift, sheltered refurbishment and conversion schemes.

3.5.7 Re-phasing/forecast variance of £9.347m – Community and Housing Strategy

£9.347m – Affordable Homes Programme (App A ref. nos 74 to 93)

Following delays to commencement of the project, and review of cash flows for a number of schemes including Minster House and Ludwick Way, re-phasing is anticipated. There is an anticipated re-phasing of £1.757m on 1-9 Town Centre, Hatfield.

The Minster House scheme (App A ref. no 79) started on site on 29th September 2020 and will deliver 91 units. Delays due to the pandemic have contributed to the requirement for re-phasing of spend, however demolition, site preparation and reduced level dig works are now complete and work on the structure is underway. The anticipated contract completion date is August 2022.

3.5.8 Re-phasing of £1.000m – Major Repairs (Other Contractors)

£1.000m – Major Repairs (Other Contractors) (App A ref. no 63)

This is a planned programme to upgrade the exterior of a Grade 2 listed building in Knightsfield, WGC. Owing to the nature of the building, the start date of the project was delayed. The work cannot be undertaken during the winter months and therefore work will start on site in spring 2022 with an expected completion date of March 2023. Re-phasing of £1.000m is anticipated.

3.5.9 Re-phasing of £0.688m – Housing Operations

£0.640m – Community Buses (App A ref. no 71)

£0.048m – Digital Improvements (App A ref. no 73)

The Community Bus service is under review. Replacement buses are not expected to be required until next financial year.

Digital Improvements are expected to continue into the next financial year.

3.6 Progress of key capital scheme expenditure:

This section provides members with additional information on the progress of high value projects (over £2.0m) for which no variance or re-phasing has been reported, and highlights any risks identified which may cause a variance or re-phasing to the project to be reported at a later date.

General Fund:

3.6.1 Redevelopment of 1 and 3-9 Town Centre Hatfield £2.344m (App A ref. no 11):

This scheme progresses well. Following the demolition of the remaining block, enabling works including hoarding and utilities diversions have commenced with active works being undertaken on site. The deadline for spending the Homes England grant has been extended from March 2021 to March 2022.

3.6.2 Welwyn Garden City Town Centre North £3.961m (App A ref. no 12):

The application for the upper deck to Campus West Car Park received planning permission in December 2021. The tender for the residential developer at Campus East car park has concluded, with Bellway being appointed.

3.6.3 Bereavement Services £7.176m (App A ref. no 36):

Bids have been received for a contractor to undertake the construction of the new facility at Southway cemetery in Hatfield. These are currently being evaluated and a recommendation made to the procurement board overseeing the development. The planning approval for changes was obtained in October, and completion is estimated to be winter 2022.

4 Capital Programme – Financing Forecasts

4.1 The financing of the capital programme and cumulative borrowing position (internal and external loans) is shown in Table 2 below:

Table 2 - Capital Financing Summary	Current Budget 2021/22 £'000	Forecast Outturn 2021/22 £'000	Forecast Variance £'000
GENERAL FUND			
Total Expenditure	34,763	24,990	(9,773)
Capital Receipts and Reserves	(4,318)	(3,372)	946
Capital Grants and Contributions	(16,132)	(11,446)	4,686
Revenue Contribution to Capital	(196)	(196)	0
Borrowing Requirement for Before MRP and Loans	14,117	9,976	(4,141)
Minimum Revenue Provision	(771)	(820)	(49)

Net Change in Borrowing Requirement for Year (inc Loans)	13,346	9,156	(4,190)
Cumulative Borrowing Requirement at year end	52,278	36,540	(15,738)
Capital Reserves and Grants Balance at year end	9,289	14,921	5,632
Borrowing for Now Housing	11,548	0	(11,548)
Cumulative Borrowing Requirement including Now Housing	63,826	36,540	(27,286)
HOUSING REVENUE ACCOUNT			
Total Expenditure	52,514	39,096	(13,418)
Loan Repayment	21,400	21,400	0
Capital Receipts and Reserves	(16,548)	(16,500)	48
Restricted 141 Capital Receipts	(14,185)	(10,366)	3,819
Revenue Contribution to Capital	(6,840)	(3,761)	3,079
Capital Grants and Contributions	0	0	0
Borrowing Requirement for Year	36,341	29,869	(6,472)
Cumulative Borrowing Requirement at year end	262,158	254,056	(8,102)
Capital Reserves and Grants Balance at year end	533	4,409	3,876

4.2 Key Variances to the General Fund & HRA Financing are as follows:

General Fund:

The expenditure forecast outturn has reduced owing to re-phasing of capital schemes into 2022/23.

Capital grants financing has been reduced to reflect the re-phasing of schemes into 2022/23. The borrowing requirement has reduced owing to the re-phasing of the High View redevelopment scheme into 2022/23. Forecast year end reserves have increased to reflect the re-phasing.

Housing Revenue Account:

The expenditure forecast outturn has been reduced owing to re-phasing of capital schemes into 2022/23.

The borrowing requirement in year has been reduced to reflect the reduced forecast outturn and the year-end reserves forecast has been increased to reflect the decreased use of capital receipts and changes in the revenue contribution to capital. There is a reduction in the revenue contribution to capital of £3.079m owing to the increased cost of repairs to date and forecast costs for the remainder of the year.

Implications

5 Legal Implication(s)

5.1 There are no direct legal implications arising from this report. However, the individual projects will require legal input into procurement and contractual documentation.

6 Financial Implication(s)

6.1 Financial implications are set out in the body of the report where relevant.

7 Risk Management Implication(s)

7.1 There are none arising directly from this report.

8 Security & Terrorism Implication(s)

8.1 There are none arising directly from this report.

9 Procurement Implication(s)

9.1 There are none arising directly from this report.

10 Climate Change Implication(s)

10.1 There are none arising directly from this report.

11 Health and Wellbeing Implications(s)

11.1 There are none arising directly from this report.

12 Link to Corporate Priorities

12.1 The subject of this report is linked to the delivery of all of the Councils Corporate Priorities.

13 Communications Plan

13.1 There are none arising directly from this report.

14 Equality and Diversity

14.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report as there is no impact on services directly as a result of the recommendations.

15 Human Resources Implications

15.1 There are none arising directly from this report.

Name of author	Helen O’Keeffe
Title	Service Manager (Financial Services)
Date	6 January 2022

Appendix A - Capital Expenditure Monitoring by Scheme

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Capital Monitoring Quarter 3 2021/22

Ref	Project description	Current Budget £'000	Actual (inc. Goods Rec'd) £'000	Forecast Outturn £'000	Forecast Variance £'000	Re-phasing £'000	(Under) / Over Forecast £'000	Report Ref
GENERAL FUND								
1	Community Infrastructure Levy software	26	0	26	0	0	0	
2	Replacement of Fast Planning	5	0	5	0	0	0	
3	Angerland Football Improvement schemes	800	0	0	(800)	800	0	3.5.1
4	Angerland Rugby Improvement schemes	200	0	0	(200)	200	0	3.5.1
	Total Head of Planning	1,031	0	31	(1,000)	1,000	0	
5	Northgate case management system - replace and enhance	52	(1)	52	0	0	0	
	Total Head of Public Health and Protection	52	(1)	52	0	0	0	
	Total Corporate Director - Public Protection, Planning and Governance	1,083	(0)	83	(1,000)	1,000	0	
6	Highview Shops	1,360	154	500	(860)	860	0	3.5.2
7	Hatfield Town Centre Public Realm	91	13	91	0	0	0	
8	Splashlands Development	0	40	0	0	0	0	
9	Hatfield Town Centre fees for redevelopment	0	4	0	0	0	0	
10	Flat Refurbishments Hatfield Town Centre	18	0	18	0	0	0	
11	Redevelopment of 1 and 3-9 Town Centre Hatfield	2,344	2,114	2,344	0	0	0	3.6.1
12	Welwyn Garden City Town Centre North	3,961	368	3,961	0	0	0	3.6.2
13	Huntersbridge car park concrete waterproofing	10	0	10	0	0	0	
14	Campus East Fire compartmentalisation	22	0	22	0	0	0	
15	Littlridge Industrial Area resurfacing	22	3	22	0	0	0	
16	Hatfield Town Centre Multi Storey Car Park	323	335	323	0	0	0	
17	Garage Renovations	232	59	232	0	0	0	
18	Garage Forecourt Resurfacing	103	45	103	0	0	0	
19	Link Drive Redevelopment	43	125	43	0	0	0	
20	Hatfield pop up market stalls	26	0	26	0	0	0	
21	Mill Green Museum Window Replacement	49	5	49	0	0	0	
22	Commercial property-Energy efficiency	84	4	84	0	0	0	

Ref	Project description	Current Budget	Actual (inc. Goods Rec'd)	Forecast Outturn	Forecast Variance	Re-phasing	(Under) / Over Forecast	Report Ref
		£'000	£'000	£'000	£'000	£'000	£'000	
23	SQL Server Upgrade	35	0	35	0	0	0	
24	Hatfield Town Centre Market Place	367	16	367	0	0	0	
25	Campus West drainage	56	151	56	0	0	0	
26	Hatfield Swim Centre Cathodic protection	66	62	66	0	0	0	
27	Rollercity Lighting (Foyer)upgrade	12	5	12	0	0	0	
28	Cloud based email and active directory	19	39	19	0	0	0	
29	Multi Functional Devices-Replacement programme	17	0	17	0	0	0	
30	ICT Rolling Program/Refresh	498	398	498	0	0	0	
31	Lift Replacements/Refurbs	100	0	100	0	0	0	
32	Public Sector De-carbonisation Scheme Hatfield	930	305	930	0	0	0	
33	Public Sector De-carbonisation Scheme Campus	999	67	999	0	0	0	
34	Public Sector De-carbonisation Scheme Campus	630	43	630	0	0	0	
	Total Head of Resources	12,417	4,357	11,557	(860)	860	0	
35	PLAN Off Street Parking	371	37	371	0	0	0	
36	Bereavement Services	7,176	275	7,176	0	0	0	3.6.3
37	Play Area Replacement Scheme	168	0	168	0	0	0	
38	Litter and dog bin replacement programme	6	0	6	0	0	0	
39	Construction of memorial plynths	14	(0)	14	0	0	0	
40	Car park management system	15	0	15	0	0	0	
41	Tewin Road Depot Upgrade	5,581	1,466	2,300	(3,281)	3,281	0	3.5.3
42	Household Waste and Recycling Centre	5,940	323	2,600	(3,340)	3,340	0	3.5.3
43	Food Caddies-Weekly food waste collections	49	0	49	0	0	0	
44	Refuse Recycling and Litter_Dog bin replacements	40	26	40	0	0	0	
45	Play Area Replacement Scheme	50	0	50	0	0	0	
46	Replacement of sports equipment	15	0	15	0	0	0	
	Total Head of Environment	19,425	2,127	12,804	(6,621)	6,621	0	
47	Replacement of the Council's Intranet	37	(7)	37	0	0	0	
48	Leisure Capital Programme	0	20	0	0	0	0	
49	Mill Green Museum Brickwork and Masonery	40	0	40	0	0	0	
50	Museum Service - Refit of Pumping Station	48	0	48	0	0	0	

Ref	Project description	Current Budget £'000	Actual (inc. Goods Rec'd) £'000	Forecast Outturn £'000	Forecast Variance £'000	Re-phasing £'000	(Under) / Over Forecast £'000	Report Ref
51	Museum Service-Refit and stabilisation of the stable block at Mill Green	25	20	25	0	0	0	
	Total Head of Policy and Culture	150	32	150	0	0	0	
	Total Corporate Director - Resources,	31,992	6,516	24,511	(7,481)	7,481	0	
52	CCTV upgrades (Welwyn Garden City, Urban and	24	0	24	0	0	0	
53	Disabled Facilities Grant	1,592	130	300	(1,292)	1,292	0	3.5.4
54	Decent Homes Private Sector GF	48	21	48	0	0	0	
55	PRG Community Inclusion	24	4	24	0	0	0	
	Total Head of Community & Housing Strategy	1,688	155	396	(1,292)	1,292	0	
	Total Corporate Director - Housing and Communities (Gen Fund)	1,688	155	396	(1,292)	1,292	0	
	TOTAL General Fund	34,763	6,670	24,990	(9,773)	9,773	0	
NOW HOUSING								
56	Now Housing	11,548	0	0	(11,548)	11,548	0	3.5.5
HOUSING REVENUE ACCOUNT								
57	Major Repairs (Mears)	8,545	5,509	8,775	230	0	230	3.5.6
58	Aids and Adaptations	1,364	771	1,194	(170)	0	(170)	3.5.6
59	Insulation Improvements	56	14	56	0	0	0	
60	Smoke & Carbon Monoxide Alarms	120	37	120	0	0	0	
61	Gas Central Heating Replacement Program	1,803	1,501	1,803	0	0	0	
62	Fire Related Works (including Queensway House)	221	31	221	0	0	0	
63	Major Repairs (other contractors)	1,017	7	17	(1,000)	1,000	0	3.5.8
64	Door entry systems	945	149	315	(630)	0	(630)	3.5.6
65	Electricity mains	219	22	79	(140)	0	(140)	3.5.6
66	Lift replacement	174	4	24	(150)	0	(150)	3.5.6
67	Sheltered Refurbishment	717	334	367	(350)	0	(350)	3.5.6

Ref	Project description	Current Budget	Actual (inc. Goods Rec'd)	Forecast Outturn	Forecast Variance	Re-phasing	(Under) / Over Forecast	Report Ref
		£'000	£'000	£'000	£'000	£'000	£'000	
68	Disabled Facilities Grant additional scheme	13	0	13	0	0	0	
69	Better Care Fund- Sheltered Housing Modernisation	633	0	0	(633)	0	(633)	3.5.6
70	Communal aerials	656	40	116	(540)	0	(540)	3.5.6
	Total Head of Housing Property Services	16,483	8,418	13,100	(3,383)	1,000	(2,383)	
71	Community Buses replacement programme	640	0	0	(640)	640	0	
72	Emergency Alarms replacement programme	185	136	185	0	0	0	
73	Digital Improvements	108	7	60	(48)	48	0	
	Total Head of Housing Operations	933	143	245	(688)	688	0	3.5.9
74	AHP - General	1,668	145	534	(1,134)	500	(634)	
75	AHP - Little Mead	0	8	0	0	0	0	
76	AHP - Northdown Road	0	3	0	0	0	0	
77	AHP - Open Market Purchases	4,800	4,899	5,062	262	0	262	
78	AHP - Howlands House Redevelopment and Additional Units	1,855	325	1,855	0	0	0	
79	AHP - Minster House Redevelopment and Additional Units	14,276	5,950	13,451	(825)	820	(5)	
80	AHP - The Commons	947	16	297	(650)	650	0	
81	AHP - Ludwick Way	1,456	10	200	(1,256)	1,256	0	
82	AHP - Burfield	262	210	262	0	0	0	
83	AHP - Chequersfield	0	(30)	0	0	0	0	
84	AHP - Haymeads	0	4	0	0	0	0	
85	AHP - Hazel Grove	711	7	111	(600)	600	0	
86	AHP - Haseldine Meadows	1,440	13	100	(1,340)	1,340	0	
87	AHP - Lockley Crescent	1,202	6	100	(1,102)	1,102	0	
88	AHP - Ludwick Green	1,387	51	250	(1,137)	1,137	0	
89	AHP - New Park Street	0	6	0	0	0	0	
90	AHP - Queensway House	0	192	192	192	0	192	
91	AHP - High View	750	750	750	0	0	0	
92	AHP - Swallowfields	961	364	961	0	0	0	

Ref	Project description	Current Budget	Actual (inc. Goods Rec'd)	Forecast Outturn	Forecast Variance	Re-phasing	(Under) / Over Forecast	Report Ref
		£'000	£'000	£'000	£'000	£'000	£'000	
93	AHP 1-9 Town Centre Hatfield	3,383	0	1,626	(1,757)	1,757	0	
	Total Head of Community & Housing Strategy (HRA)	35,098	12,928	25,751	(9,347)	9,162	(185)	3.5.7
	Total Corporate Director - Housing and Communities (HRA)	52,514	21,489	39,096	(13,418)	10,850	(2,568)	
	TOTAL Housing Revenue Account	52,514	21,489	39,096	(13,418)	10,850	(2,568)	
	TOTAL	98,825	28,159	64,086	(34,739)	32,171	(2,568)	

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Part I

Item No:

Main author: Helen O'Keeffe

Executive Member: Cllr Duncan Bell

All Wards

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 1 FEBRUARY 2022
REPORT OF THE CHIEF EXECUTIVE

QUARTER 3 REVENUE BUDGET MONITORING REPORT 2021-22

1 Executive Summary

- 1.1 This report presents the forecast revenue outturn position as at 31 December 2021 for the financial year 2021-22 and outlines the main variances from the original budget for both the General Fund (GF) and Housing Revenue Account (HRA).
- 1.2 There is a forecast adverse variance on the General Fund net cost of services of £2.300m (see section 3 for further detail). A summary showing the General Fund position is contained in **Appendix A1**. Of the cost of service variances forecast:
 - £2.619m relates to variances directly attributable to the impact of the COVID-19 pandemic.
 - (£0.319m) relates to other variances.
- 1.3 After additional earmarked reserve drawdowns of £2.273m (see **Appendix A2**) and other variances of £0.301m, this leaves a net drawdown from the General Fund Reserve of £0.617m.
- 1.4 The £0.617m drawdown from general reserves includes the net pandemic impact position, which is £1.223m (£2.619m of pandemic related service variances, partially offset by Sales, Fees and Charges (SFC) losses compensation scheme income of £0.301m and additional drawdowns from earmarked reserves of £1.035m).
- 1.5 These variances exclude any potential council tax or business rates losses, as these will lead to a collection fund deficit which would impact on future year's budget setting. An update to the funding of the current years budgeted deficit is set out in this report (see 3.3.2).
- 1.6 The forecast closing balance on the Housing Revenue Account is £2.626m, which is an adverse movement of £0.096m from the Current Budget (see Section 4 for further detail).
- 1.7 Outstanding debts as at 31 December total £1.835m, with rolling debtor days at 39.43 (refer to section 5).

2 Recommendation(s)

- 2.1 That Cabinet note the revenue forecast outturn position as at Quarter 3 (31 December 2021).
- 2.2 That Cabinet note the position on debts set out in section 5 of this report.

3 General Fund Monitoring

3.1 General Fund Budgets

3.1.1 Since the original budget was set there are no additional approved drawdowns from general balances. A summary of General Fund reserves are shown in **Appendix A2**.

3.2 General Fund Cost of Service Variances:

3.2.1 The table below summarises the year to date variances and forecast variances by Head of Service. The year to date variances shown in the "Other" column represents the risks and opportunities within the monitoring report, where a year to date variance has been identified for which no year-end forecast has been made. (Each variance listed in Appendices B1 to B8 are marked a, b or c for cross referencing to the table below).

Service	Year to Date				Forecast
	(a) Forecast provided £'000	(b) Profiling / Grants £'000	(c) Other £'000	Total £'000	Total £'000
Resources	408	297	217	922	963
Environment	214	(1,280)	(46)	(1,112)	560
Policy and Culture	414	0	132	546	1,241
Law and Administration	126	(88)	1	39	19
Planning	(94)	87	(8)	(15)	(45)
Public Health and Protection	(60)	95	(7)	28	(131)
Community and Housing Strategy	0	(376)	(91)	(467)	(107)
Corporate Management Team	0	0	(131)	(131)	(125)
Total	1,009	(1,265)	67	(190)	2,375

3.2.2 Explanations for all key year to date variances and forecast variances are included in the Head of Service breakdowns **Appendices B1 to B8**. Key variances to highlight since the Quarter 2 monitoring are summarised below:

	£'000
Quarter 2 net controllable income and expenditure forecast variance	2,686
Pandemic related – costs of housing homeless linked to Inspira House not being available for use	30
Waste and recycling income	(87)
Voluntary registration scheme costs	39
Net figure for parking costs and income	84
Pandemic related – Covid safe polling station and elections, to be funded from external grants	97
Covid related grants received, forecast to be transferred to reserves at year end	(196)
Grant income received	(60)
Members audio visual kit	61

Stock condition surveys for Private Sector housing	(50)
Staffing related variances	(299)
HCC contributions for Grounds Maintenance programme	(129)
Increase in temporary accommodation costs	122
Other smaller changes from Q2	77
Net controllable income and expenditure forecast variance as at end of Q3	2,375

3.2.3 **Appendix F** contains a savings tracker to measure agreed budgeted savings against forecasts. Most of the savings are currently anticipated to be delivered, but there are five key items to note:

- Long stay car parking (Red) – this additional income is unlikely to be achieved during 2021/22 due to the impact of the pandemic but will remain in the base budget position for future years.
- Reduction in GLL management fee (Amber) – it is anticipated there may be a need to provide additional support for leisure provision. It is not known at this stage whether the grant received from the government will be sufficient to cover the additional costs, which may impact on the ability to deliver the saving this year, but the saving will remain in the baseline budget.
- Procurement (Amber) – it is anticipated that £30k of the savings planned for 2021/22 will be delivered in 2022/23.
- Campus West fees and charges (Red) – this additional income is unlikely to be achieved during 2021/22 due to the impact of the pandemic but will remain in the base budget position for future years.
- Garage Income (Red) – this additional income was planned from increasing garage occupancy rates, but is unlikely to be achieved during 2021/22 due to the impact of the pandemic. It will remain in the base budget position for future years.

3.3 Other General Fund Variances

3.3.1 In response to COVID-19, the Government provided four tranches of funding to local authorities during 2020/21. The council agreed to add an additional £610k to an earmarked reserve during 2021/22 to be used to support ongoing COVID-19 related costs and lost income. The council has submitted a final claim under the SFC Losses compensation scheme for the period April – June 2021 for an estimated £301k towards income losses for the first quarter of the financial year.

3.3.2 The forecast includes a drawdown of £1.035m from the COVID-19 pandemic reserve which was set up in 2019/20 to support the council to meet the demands of the pandemic in 2020/21 and beyond. A drawdown of £348k from the Modernisation reserve is included for approved modernisation projects such as revenues and benefits transformation and software solutions.

3.3.3 There are likely to be variances on interest income and borrowing interest, relating to changes in the Councils cashflow, arising from the COVID-19 pandemic. The cashflows are being closely monitored, and the council borrowed £20m against the General Fund capital financing requirement in July. The loan was taken at a very low interest rate of 1.57%.

- 3.3.4 The COVID-19 pandemic is expected to continue to impact on collection rates, council tax support and business rates reliefs provided during 2021/22. These will all impact on the collection fund surplus or deficit, but due to regulations and accounting practice, any impact in the current financial year will be reversed out from the General Fund and will instead impact in future years.
- 3.3.5 The 2021/22 budget included a drawdown from general balances to support the collection fund deficit forecast of £670k. Due to the impact being slightly less than anticipated, and additional government grant being received to support these specific losses, as part of the closedown for 2020/21, enough funds were set aside in the Business Rates Retention Reserve to fund this deficit. The Quarter 3 monitoring includes the adjustment to drawdown from the earmarked reserve rather than general balances.

4 Housing Revenue Account

4.1 Housing Revenue Account Balances

- 4.1.1 Since the original budget was set there are no additional approved drawdowns from balances.

4.2 Virements

- 4.2.1 There have been no officer approved virements between Head of Service areas since the approved budget, and no recommended virements for Cabinet to consider for the Housing Revenue Account.

4.3 Housing Revenue Account Variances:

- 4.3.1 The forecast closing balance on the Housing Revenue Account is £2.626m, which is an adverse movement of £96k from the Current Budget. **Appendix C1** provides the HRA Income and Expenditure Statement with forecast variances. **Appendix C2** provides the same information, but in Head of Service format, along with forecast balances for the Housing Revenue Account.
- 4.3.2 Explanation for all key year to date variances and forecast variances are included in the Head of Service breakdowns **Appendices D1 to D4**.
- 4.3.3 The table below summarises the year to date variances and forecast variances by Head of Service/Corporate Director. The year to date variances shown in the "Other" column represents the risks and opportunities within the monitoring report, where a year to date variance has been identified for which no year-end forecast has been made. (Each variance listed in Appendices D1 to D4 are marked a, b or c for cross referencing to the table below).

Service	Year to Date				Forecast
	(a) Forecast provided £'000	(b) Profiling / Grants £'000	(c) Other £'000	Total £'000	Total £'000
Community and Housing Strategy	198	0	3	201	280
Housing Operations	(314)	(305)	(143)	(762)	(42)
Property Services (Housing)	1,453	0	45	1,498	3,582
Corporate Director	45	(1,849)	(98)	(1,902)	(645)
Total	1,382	(2,154)	(193)	(965)	3,174

4.4 Other Housing Revenue Account Variances

4.4.1 There is a forecasted decrease of £3.078m in the Revenue Contribution to Capital. This has been adjusted due to the service variances identified to ensure the HRA maintains a minimum balance of 5% of total income, as set out in in the Medium-Term Financial Strategy.

5 Outstanding Debts on Debtors System

5.1 At the end of December 2021, debts outstanding totalled £1.835m. This is a decrease of £0.444m on the September 2021 position of £2.279m.

5.2 Performance is measured using a rolling debtor day ratio. The current target is 50 days and at the end of December 2021 the rolling debtor days totalled 39.43 days. This is a decrease on the 45.03 days reported at the end of September 2021.

5.3 The outstanding debts that range between 91-365 days old have decreased from £507k as at the end of September to £457k at the end of December. The debt in this category includes £3k which is in dispute and two debts totalling £14k for which an instalment plan has been agreed.

5.4 One of the largest areas of debtors relates to commercial property. For the majority of tenants which have not been able to pay, deferments and payment plans have been agreed and are being closely monitored. Additional legislation was brought in by the Government during 2020/21 which prevented some usual recovery action being taken, and this has been extended for 2021/22.

5.5 There has been a marked improvement in the payment of commercial rental income since restrictions have lifted, as demonstrated by the general reduction in debtor days each month.

5.6 The debtors system does not include debts for housing rents, council tax and business rates. **Appendix E** analyses the outstanding debt by age and across services.

5.7 Detailed information on outstanding debts is sent to Directors and Heads of Services for action where appropriate and discussed at the regular budget

monitoring meetings with the service accountants. A pro-active approach is taken in managing debts by finance, legal and services.

Implications

6 Legal Implication(s)

6.1 There are no legal implications arising as a result of this report.

7 Financial Implication(s)

7.1 The financial implications are set out within this report.

8 Risk Management Implications

8.1 The risks related to this proposal are set out within the report where appropriate.

9 Security and Terrorism Implication(s)

9.1 There are no security and terrorism implications arising as a result of this report.

10 Procurement Implication(s)

10.1 There are no procurement implications arising as a result of this report.

11 Climate Change Implication(s)

11.1 There are no climate change implications arising as a result of this report.

12 Link to Corporate Priorities

12.1 The subject of this report is linked to the Council's Corporate Priority "Engage with our communities and provide value for money", and specifically to the achievement of "Demonstrate Value for Money".

13 Equality and Diversity

13.1 An EqIA was not completed because this report does not propose changes to existing service-related policies or the development of new service-related policies.

14 Health and Wellbeing

14.1 There are no direct implications in relation to health and wellbeing arising from this report.

15 Human Resources Implications

15.1 There are no direct human resources implications arising from this report.

16 Communication and Engagement

16.1 There are no direct requirements for communication and engagement arising from this report.

Name of author *Helen O'Keeffe*
Title *Service Manager (Financial Services)*

Date

6 January 2022

Appendices:

A1	General Fund Revenue Budget Summary
A2	General Fund Reserves Summary
A3	General Fund – Virement summary by Head of Service
B1-8	Variance analysis by Head of Service / CMT
<i>B1</i>	<i>Head of Resources</i>
<i>B2</i>	<i>Head of Environment</i>
<i>B3</i>	<i>Head of Policy & Culture</i>
<i>B4</i>	<i>Head of Law and Administration</i>
<i>B5</i>	<i>Head of Planning</i>
<i>B6</i>	<i>Head of Public Health & Protection</i>
<i>B7</i>	<i>Head of Housing & Community</i>
<i>B8</i>	<i>Corporate Management Team</i>
C1	HRA Budget Summary
C2	HRA Budget Summary by Head of Service and Reserves
D1-4	Variance analysis by Head of Service / Corporate Director
<i>D1</i>	<i>Head of Community and Housing Strategy</i>
<i>D2</i>	<i>Head of Housing Operations</i>
<i>D3</i>	<i>Head of Property Services (Housing)</i>
<i>D4</i>	<i>Corporate Director (Housing and Communities)</i>
E	Aged Debt for debts outstanding at the end of December 2021
F	Savings Tracker

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Description	YTD Budget	YTD Actual	YTD	Current	Forecast	Variance to
	2021/22	(inc Cmmt)	Variance	Budget	Outturn	Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Head of Resources	294	1,216	922	1,347	2,310	963
Head of Environment	5,079	3,967	(1,112)	7,092	7,652	560
Head of Policy and Culture	1,011	1,556	545	1,349	2,590	1,241
Resources, Environment and Cultural Services	6,384	6,739	355	9,788	12,552	2,764
Head of Law and Administration	1,671	1,710	39	2,263	2,282	19
Head of Planning	833	819	(14)	1,050	1,005	(45)
Head of Public Health and Protection	934	962	28	1,276	1,145	(131)
Public Protection, Planning and Governance	3,438	3,491	53	4,589	4,432	(157)
Head of Community and Housing Strategy	1,671	1,205	(466)	2,228	2,121	(107)
Housing and Communities	1,671	1,205	(466)	2,228	2,121	(107)
Corporate Management Team Budgets	1,183	1,052	(131)	1,577	1,452	(125)
Net Controllable Income and Expenditure	12,676	12,487	(189)	18,182	20,557	2,375
Net Recharge to the Housing Revenue Account	(3,824)	(813)	3,011	(5,101)	(5,176)	(75)
Net Cost of Services	8,852	11,674	2,822	13,081	15,381	2,300
Income from Council Tax				(11,312)	(11,312)	0
Business Rates Income				(3,812)	(3,812)	0
Plus/Less collection fund deficit/(surplus)				670	670	0
Lower Tier Services/Other Government Grants				(124)	(425)	(301)
New Homes Grant				(609)	(609)	0
Covid Support Grant				(610)	(609)	1
Less Interest & Investment Income (incl. interest from NH)				(70)	(70)	0
Capital Financing Costs				949	949	0
Borrowing Interest				420	420	0
Revenue Contribution to Capital				0	0	0
Parish Precepts				1,787	1,787	0
Net Total before movements in reserves				370	2,370	2,000
Use of General Fund Balances for Collection Fund				(670)	0	670
Contribution (from) / to Earmarked Reserves				520	(1,753)	(2,273)
Contribution (from) / to GF balances				(220)	(617)	(397)

Key of variance column = (Decrease in expenditure/increase in income), Increase in expenditure/reduction in income

General Fund Reserves Summary Period 9 2021/22

Appendix A2

Reserve	Balance at 1 April 2021 £'000	Budgeted Movement £'000	Approved Changes £'000	Forecast Changes £'000	Forecast Balance 31 March 2022 £'000
Earmarked Reserves					
Strategic Initiatives Reserve	1,564	(75)	0	(290)	1,199
Business Rates Retention Reserve	9,784	0	0	(670)	9,114
Pensions Reserve	1,201	0	0	0	1,201
Modernisation Reserve	1,380	0	0	(348)	1,032
Commitment Reserves	12	0	0	0	12
Grants and Contributions Reserve	4,372	0	0	68	4,440
Local Plan Reserve (Other reserves)	300	0	0	0	300
COVID-19 Pandemic Reserve (Other reserves)	425	610	0	(1,035)	0
Climate Change Reserve (Other reserves)	150	0	0	2	152
Youth Provision Reserve (Other reserves)	21	0	0	0	21
CE Accommodation reserve (Other reserves)	500	0	0	0	500
Other Reserves	51	(15)	0	0	36
Total Earmarked Reserves	19,760	520	0	(2,273)	18,007
General Fund Working Balance	6,902	(890)	0	273	6,285
Total Reserves	26,662	(370)	0	(2,000)	24,292

Summary of virements between services - Quarter 3 2021/22

Appendix A3

Service	Virement Detail	Virement Total
Head of Resources	(£1k) Centralisation of budgets for lone working devices (£30k) Redistribution of planned maintenance budgets £17k Realignment of service responsibility (Facilities Management) £38k Centralisation of printing budgets	24
Head of Environment	£721k Realignment of service responsibility (Landscape and Ecology) (£222k) Realignment of service responsibility (Street Wardens and Dog Control) (£22k) Centralisation of printing budgets (£3k) Centralisation of budgets for lone working devices £43 Centralisation of customer services contract costs £55k Redistribution of planned maintenance budgets	637
Head of Policy and Culture	(£25k) Redistribution of planned maintenance budgets £22k Centralisation of printing budgets	(3)
Head of Law and Administration	(£17k) Realignment of service responsibility (Facilities Management) (£1k) Centralisation of printing budgets	(18)
Head of Planning	(£722k) Realignment of service responsibility (Landscape and Ecology) (£1k) Centralisation of budgets for lone working devices (£2k) Centralisation of printing budgets (£43) Centralisation of customer services contract costs (£50k) New Planning Structure £50k Realignment of service responsibility (Energy Efficiency)	(768)
Head of Public Health and Protection	£222k Realignment of service responsibility (Street Wardens and Dog Control) £8k Centralisation of budgets for lone working devices (£15k) tidy up street warden budgets (£2k) Centralisation of printing budgets (£50k) Realignment of service responsibility (Energy Efficiency)	163
Head of Community and Housing Strategy	(£1k) Centralisation of budgets for lone working devices (£8k) Centralisation of printing budgets £20k Funding for positive pathways scheme	11
Corporate Management Team	(£1k) Centralisation of printing budgets (£20k) Funding for positive pathways scheme	(21)
Net Recharge to HRA	(£26k) Centralisation of printing budgets	(26)
Total Increase/(Decrease) to Net Cost of Service Budgets		0

Head of Resources

Description	YTD Budget 2021/22 £ '000	YTD Actual (inc) £ '000	YTD Variance £ '000	Current Budget 2021/22 £ '000	Forecast Outturn 2021/22 £ '000	Variance to Current £ '000
Employees	2,676	2,497	(178)	3,284	3,267	(18)
Premises Related	1,396	1,631	235	1,780	1,822	42
Transport Related	36	13	(23)	38	19	(19)
Supplies and Services	892	1,436	545	1,185	1,868	683
Third Party Payments	3,710	16,802	13,092	4,947	5,128	182
Transfer Payments	21,242	18,850	(2,392)	28,323	28,323	0
Income	(29,659)	(40,015)	(10,355)	(38,210)	(38,117)	94
Controllable Costs	294	1,216	922	1,347	2,310	963

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) Although COVID-19 has not resulted in a drop in occupancy at WelTech, the refurbishment and opening of HatTech has been delayed by six months. COVID has also resulted in a reduced ability to fill the units at HatTech. This means that the Council has not been able to generate income from the centre but still needs to meet overheads such as Business Rates.	190	233
a) Additional cleaning costs incurred as a result of the pandemic following the reopening of the Hive Centre. These costs will be recharged as part of the operating overheads.	5	16
c) The 2020/21 budget included a one off item for conditions surveys. These surveys were commissioned at the end of 2020/21, and costs will be incurred during 2021/22. The funds for this work are held in the Strategic Initiatives Reserve, and a drawdown has been included in Appendix A2.	92	88
c) The budget included an increase in garage income associated with driving occupancy levels up. However, the ongoing impact of the pandemic has meant that this is unlikely to be achieved to the levels expected in the current year.	54	48
a) Spend on Digital Modernisation incurred as part of the modernisation review. This will be funded by contributions of £91k from the HRA (shown in Appendix A1 on net recharge to the HRA) and £348k from the Modernisation Earmarked Reserves (shown in Appendix A2).	397	439
c) Due to the pandemic, the Council has not been issuing Council Tax and Business Rates court summons. Due to the closure of the courts, this income loss is expected to continue in the short term but it is currently expected to recover by the end of the year.	277	0

b) Additional grant income has been received in relation to council tax support and the impacts on the collection fund. This was highlighted at budget setting and at this stage we would expect this to be utilised against costs and losses, so a net nil position has been forecast.	(398)	0
b) Computer contracts are typically paid annually in advance. This results in timing differences vs budget.	258	39
b) Due to the pandemic there is currently a deficit due to the subsidy grant for housing the homeless not covering the cost for benefits provided. It is anticipated that these will reduce once Inspira House becomes available for use from mid-January 2022.	(1,337)	130
b) There is always a difference between the benefits paid and subsidy recovered during the year. This is due to the Government paying subsidy during the year based on an estimate, which is reconciled at the end of the year when an additional subsidy payment is made in line with any increases in benefits.	1,730	0
a) While there is a current underspend against Estates staff costs this will be used to fund additional agency staff and external professional support to cover vacancies while recruitment is ongoing.	(184)	0
b) Business Rates bills for the year have been paid, but the budget is evenly profiled over the year. This is a timing matter and the budgets have now been reprofiled.	70	0
b) Contract payments, project expenditure and maintenance works including costs relating to interauthority working (Broxbourne Agreement) are paid in arrears causing a timing difference in year. This is rectified by the year end.	(27)	0
c) Other small variances.	(207)	(30)
TOTAL	922	963

Head of Environment

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	951	769	(182)	1,268	1,173	(96)
Premises Related	486	610	124	648	678	30
Transport Related	13	7	(6)	17	15	(3)
Supplies and Services	291	266	(25)	388	383	(5)
Third Party Payments	6,611	5,227	(1,384)	8,852	8,902	50
Transfer Payments	0	0	0	0	0	0
Income	(3,274)	(2,913)	361	(4,082)	(3,499)	583
Controllable Costs	5,079	3,966	(1,112)	7,092	7,652	560

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) Loss of parking income due to the pandemic. There is still uncertainty on the level of expected use of car parks. The council will be able to receive some government support against reduced income for the first quarter of the year only.	522	769
b) Increased income from Permit Schemes relating to on street parking.	(263)	(146)
a) Vacancies within the Environment service - currently being recruited.	(166)	(122)
a) Herts County Council contributions to the Grounds Maintenance Programme	(142)	0
b) Contract payments, project expenditure and maintenance works are paid in arrears causing a timing difference in year. This is rectified by the year end.	(1,562)	(141)
b) Business rates costs, due to changes in the rateable value of the properties.	226	8
b) Loss of AFM income from Herts CC. This is associated with increases in household waste.	155	207
b) Increased income from garden waste bin subscriptions, primarily second bin subscriptions.	(39)	(36)
b) Net impact of reducing income from newspaper recycling but increases in mixed domestic recycling. The year to date figure is skewed due to delays in receiving this income meaning that there are large year end accruals for income due.	203	(51)
c) Other small variances.	(46)	73
TOTAL	(1,112)	560

Head of Policy and Culture

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	1,257	1,166	(91)	1,676	1,691	15
Premises Related	719	581	(138)	958	960	2
Transport Related	2	0	(1)	2	2	(0)
Supplies and Services	960	581	(379)	1,280	749	(531)
Third Party Payments	95	328	233	127	275	148
Transfer Payments	0	0	0	0	0	0
Income	(2,021)	(1,100)	921	(2,694)	(1,087)	1,608
Controllable Costs	1,011	1,556	546	1,349	2,590	1,241

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) This is the net effect, due to the closure of Campus West during the pandemic. There is a significant reduction of income expected, while property and other costs have continued to be incurred. Whilst cinemas have now been allowed to open, the footfall has been nowhere near pre-pandemic levels, which is having a knock-on impact on revenue. Revenue has currently been estimated at 30% of pre-pandemic levels of income. The council will be able to receive some government support against reduced income for the first quarter of the year.	440	1,145
a) This is the net effect due to the pandemic. Income from other sites including Mill Green Museum, Moneyhole Lane Pavilion and the Roman Bath House are also expected to be below budget for the year. The forecasts include costs for bringing these attractions back into use.	(26)	72
c) Due to the closure of sports facilities, in line with Government Guidance, the Council provided financial support to GLL in 2020/21 as they have seen a significant reduction to income. This is being managed on an open book basis and is being monitored closely. Details of how much is due for 2021/22 has not been made available as yet, but is likely to cause a pressure - which would be partially mitigated by grant funding.	74	0
c) Other small variances.	58	24
TOTAL	546	1,241

Head of Law and Administration

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	1,308	1,415	107	1,807	1,936	128
Premises Related	2	15	13	3	16	13
Transport Related	16	5	(11)	21	21	0
Supplies and Services	557	577	20	716	762	46
Third Party Payments	(38)	73	112	(34)	11	45
Transfer Payments	0	0	0	0	0	0
Income	(173)	(374)	(201)	(251)	(464)	(213)
Controllable Costs	1,671	1,710	39	2,263	2,282	19

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) There is an overspend on salaries due to cost of elections. This will be funded by additional income generated from contributions from Herts County Council and Herts Police. There are also other staffing related overspends.	77	71
a) Staff and project costs for Voluntary Registration scheme. This project was agreed in a previous year to undertake voluntary registration of the council's unregistered land. Funds were set aside in the Strategic Earmarked reserve. This project continues, and costs associated for 2021/22 will be drawn down from the reserve, included in Appendix A2.	49	87
b) Supplies & Services includes payments for mobile kit which is funded from grant income. Contract payments for Members Admin Fade to Black AV & Webcasting are showing an increased cost owing to increase in use. There is a £30k reduced generation of procurement savings forecasted in year which will be picked up in 2022/23.	113	61
b) Election income received for the May 2021 County Council, and Police and Crime Commissioner Elections. £30k grant to fund mobile kit.	(124)	(126)
b) Local Land charges grant income for Land charges transfer of functions received. This is towards costs incurred by other teams such as planning.	(77)	(87)
c) Other small variances.	1	13
TOTAL	39	19

Head of Planning

Description	YTD Budget 2021/22 £ '000	YTD Actual (inc) £ '000	YTD Variance £ '000	Current Budget 2021/22 £ '000	Forecast Outturn 2021/22 £ '000	Variance to Current £ '000
Employees	1,241	1,147	(94)	1,655	1,552	(103)
Premises Related	1	0	(1)	1	1	0
Transport Related	6	2	(4)	8	8	0
Supplies and Services	215	310	95	259	384	126
Third Party Payments	10	7	(3)	13	0	(13)
Transfer Payments	0	0	0	0	0	0
Income	(639)	(647)	(8)	(885)	(940)	(55)
Controllable Costs	833	819	(15)	1,050	1,005	(45)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) There are a number of vacancies within the service, which has led to a year to date underspend, despite the use of agency staff. This underspend will continue until year end.	(94)	(103)
b) Development Management costs for professional fees dealing with estates management and planning applications plus postage and legal fees. These additional costs are to be funded from additional income received from planning fees and charges (shown on the line below).	95	126
b) Additional income expected to be raised from Development Management fees and charges by end of the year.	(8)	(55)
c) Other small variances.	(8)	(13)
TOTAL	(15)	(45)

Head of Public Health and Protection

Description	YTD Budget 2021/22 £ '000	YTD Actual (inc) £ '000	YTD Variance £ '000	Original Budget 2021/22 £ '000	Current Budget 2021/22 £ '000	Forecast Outturn 2021/22 £ '000	Variance to Current £ '000
Employees	1,015	955	(60)	1,214	1,353	1,480	127
Premises Related	2	1	(1)	2	3	3	0
Transport Related	17	10	(7)	16	23	20	(3)
Supplies and Services	86	110	24	112	119	254	135
Third Party Payments	60	90	30	81	93	131	37
Transfer Payments	0	0	0	0	0	0	0
Income	(246)	(204)	42	(312)	(316)	(743)	(427)
Controllable Costs	934	962	28	1,114	1,276	1,145	(132)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) There are a number of vacancies within the service, which has led to a year to date underspend. However, the year end forecast shows an overspend due to the increased costs for agency staff needed to carry out Covid EHO work and vaccine uptake work. This will be funded from external grants received in year and reserves. (Included in App A2)	(60)	127
b) Covid related expenditure (Covid safe polling stations and elections) funded from external grants received and reserves. (Included in App A2)	24	127
b) Payback of Covid enforcement grant which is offset by grant income below.	30	37
b) Income includes Covid grants received in year to be transferred from reserves at year end.	41	(427)
c) Other small variances.	(7)	4
TOTAL	28	(132)

Head of Community & Housing Strategy (GF)

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	1,343	1,246	(96)	1,790	1,723	(67)
Premises Related	13	4	(9)	18	18	0
Transport Related	9	2	(6)	12	12	0
Supplies and Services	239	969	730	318	1,509	1,191
Third Party Payments	350	327	(23)	434	434	0
Transfer Payments	0	0	0	0	0	0
Income	(283)	(1,345)	(1,062)	(343)	(1,574)	(1,231)
Controllable Costs	1,671	1,205	(467)	2,228	2,121	(107)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
b) There is increased expenditure due to several new homelessness prevention projects that are ongoing, these projects are working with other partner organisations such as the YMCA and Resolve. These projects are being funded by grants that we have been proactive in bidding for and receiving from central government.	715	1,241
b) Additional grants and contributions received to date, associated with housing and homelessness. These offset costs outlined above, and include grant income of £905k, Private Sector Rent of £50k and Housing Benefit of £175k.	(1,040)	(1,169)
c) A year to date variance on HMO licence income is shown, this is due to the accounting treatment where the income is spread over a 5 year period. The variance will be rectified by year end.	(60)	0
b) There has been additional expenditure within the town centre management. This will be funded from the Welcome Back Funding that the council will receive once claims have been submitted.	77	0
b) There have been several vacancies in the Housing Development team so far this year, these posts have now been recruited to.	(36)	(29)
b) There have been several vacancies within the Private Sector Housing team this year. One post has been deleted as part of the Modernisation Review and other posts are being recruited to.	(60)	(58)
b) This is for stock condition surveys for Private Sector Housing. Due to the pandemic, this project has been delayed until 2022/23. This was to be funded from a drawdown in reserves which will also be moved to 2022/23.	(39)	(50)

b) The Community Partnerships team has gone through a Modernisation Review and a change in structure has been implemented. As a result, there are new posts which are in the process of being recruited to. Further to this, the service has had numerous other vacancies throughout the year.	(92)	(55)
b) This year we have given out grants to organisations that have been impacted by COVID. The grants were awarded in December and the money will be claimed before the end of March.	100	0
c) Other small variances.	(31)	13
TOTAL	(467)	(107)

**Budgets managed by the Corporate Management Team
31 March 2022 variances**

Appendix B8

Corporate Management Team (GF)

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	1,037	923	(113)	1,382	1,257	(125)
Premises Related	0	0	0	0	0	0
Transport Related	4	1	(4)	6	6	0
Supplies and Services	142	122	(20)	189	189	0
Third Party Payments	0	6	6	0	0	0
Transfer Payments	0	0	0	0	0	0
Income	0	(0)	(0)	0	0	0
Controllable Costs	1,183	1,052	(131)	1,577	1,452	(125)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
c) Savings relating to vacancies in the senior leadership team, the saving will reduce slightly by year end due to use of some of the savings in vacant posts being used to support key projects.	(113)	(125)
c) A central budget is held for project related expenditure. This budget is released through the year as in year projects are identified and approved. At this stage no variance is anticipated.	(28)	0
c) Other small variances.	10	0
TOTAL	(131)	(125)

Description	YTD Budget 2021/22 £'000	YTD Actual (inc Cmmt) £ '000	FYE Variance £'000	Current Budget 2021/22 £ '000	Forecast Outturn 2021/22 £ '000	Variance to Current £ '000
Dwelling rents	(37,331)	(37,311)	20	(49,775)	(49,642)	133
Non-dwelling rents	(286)	(281)	5	(381)	(378)	3
Tenants' charges for services and facilities	(1,389)	(1,208)	181	(1,779)	(1,558)	221
Leaseholders' charges for services and facilities	(708)	(616)	92	(711)	(642)	69
Contributions towards expenditure	(128)	(134)	(6)	(298)	(298)	-
De minimis receipts	-	(8)	(8)	-	-	-
Total Income	(39,843)	(39,558)	285	(52,944)	(52,518)	426
Repairs and maintenance	5,909	7,413	1,504	8,853	12,151	3,298
Supervision and management	4,206	4,455	250	9,499	9,658	159
Special services	2,376	1,961	(415)	3,168	3,016	(152)
Rents, rates, taxes and other charges	423	434	11	878	966	88
Impairment allowance for doubtful debts	367	316	(52)	490	490	-
Depreciation	11,674	-	(11,674)	15,565	15,565	-
Debt management costs	-	2	2	29	29	-
Sums directed by Secretary of State	38	-	(38)	50	50	-
Total Expenditure	24,992	14,581	(10,411)	38,532	41,925	3,393
HRA share of Corporate and Democratic Core	-	45	45	702	702	-
Net Cost of Services	(14,850)	(24,931)	(10,081)	(13,710)	(9,891)	3,819
Less Interest and Non-Statutory Items:						
Interest payable and similar charges	5,071	3,222	(1,849)	6,761	6,061	(700)
HRA financing and investment income	(45)	-	45	(60)	(5)	55
Revenue Contribution to Capital	5,129	16,000	10,871	6,839	3,761	(3,078)
Total Adjustments	10,155	19,222	9,067	13,540	9,817	(3,723)
(Surplus) / Deficit on the HRA	(4,695)	(5,709)	(1,014)	(170)	(74)	96

HRA By Service Area

Description	YTD Budget 2021/22	YTD Actual (inc Cmmt)	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000
Community and Housing	(336)	(135)	201	(448)	(168)	280
Housing Operations	(33,659)	(34,421)	(762)	(44,780)	(44,823)	(42)
Property Services	6,937	8,435	1,498	10,224	13,806	3,582
Corporate Director	5,553	3,651	(1,902)	7,276	6,631	(645)
Corporate items	16,809	16,806	(3)	27,559	24,480	(3,078)
(Surplus) / Deficit on the HRA	(4,695)	(5,664)	(969)	(170)	(74)	96

HRA Reserves

	Current Budget 2021/22	Forecast Outturn 2021/22	Forecast Variance
	£'000	£'000	£'000
Opening HRA Balance	(2,552)	(2,552)	-
In-year (Surplus) / Deficit	(170)	(74)	96
Closing HRA Balance	(2,722)	(2,626)	96

Head of Community & Housing Strategy (HRA)

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	81	50	(31)	108	81	(27)
Premises Related	150	204	54	200	314	115
Transport Related	0	2	2	1	1	0
Supplies and Services	5	0	(4)	6	6	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Income	(572)	(391)	180	(762)	(570)	192
Controllable Costs	(336)	(135)	201	(448)	(168)	280

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) Additional Council Tax costs at Howlands House due to Covid restrictions on occupancy and voids at Inspira House due to essential repairs.	27	88
a) Reduced rent and service charge income. This is again due to Covid-19 restrictions on tenancies and Inspira House availability.	126	133
a) Decreased service charge income at hostels due to Inspira House being unoccupied.	56	59
a) There have been vacancies within the service, which has led to a year to date underspend.	(31)	(27)
a) Due to staff vacancies there is an increased cleaning cost due to using contract cleaners as opposed to staff.	20	27
c) Other minor variances.	3	0
TOTAL	201	280

Head of Housing Operations

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	3,142	2,833	(309)	4,189	3,999	(190)
Premises Related	612	419	(193)	770	806	36
Transport Related	111	71	(41)	149	95	(53)
Supplies and Services	1,514	1,278	(236)	1,984	1,941	(44)
Third Party Payments	195	135	(59)	260	234	(25)
Transfer Payments	38	0	(38)	50	50	0
Income	(39,270)	(39,158)	113	(52,181)	(51,947)	234
Controllable Costs	(33,659)	(34,421)	(762)	(44,780)	(44,823)	(42)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
c) Service Charge for Major Works for Leaseholders - due to delays in work programmes and therefore the recharging of works.	93	69
a) Decrease in income from rentals, lunch club, children's activities and Freddie's Den at The Hive due to the pandemic. There is also a decrease in income from the community buses as well as Independent Living Alarm Monitoring income reductions due to fewer users than budgeted.	108	138
a) Car allowance for Independent Living and Neighbourhoods as well as fuel, tyres and batteries for Community Buses are forecast to underspend due to lower activity during the pandemic.	(36)	(53)
c) Legal and consultancy budgets within Housing Operations, these are reactive budgets and will be spent as required.	(73)	(10)
a) There are a number of vacancies within the service including in the Business Excellence, Income and Homeownership team, and Control Centre and Neighbourhoods Team. Subject to the Modernisation Review, these posts will/are being recruited to.	(300)	(190)
c) Year to date variance on dwelling rent, no significant variance forecast for the year end.	(106)	0
b) Year to date variance on provision for bad debts will reduce due to the bad debt provision being processed at year end.	(80)	0
b) Year to date variance on payments to contractors to address fly tipping, grounds maintenance and ad hoc cleaning relates to timing differences between works being completed and invoices being paid. Contract cleaning is expected to overspend by £6k based on expenditure to date.	(213)	6

a) There is a year to date underspend on legal fees and insurance costs for rent recovery due to the pandemic causing legal action to be on-hold. However, as legal action is on-hold, budgeted income from collecting rent arrears is not expected to be achieved. This will result in an overspend which will be partly offset by the corresponding underspend on legal costs.	(46)	17
a) Year to date variance is a result of timing of insurance payments. Forecast underspend results from reduced tenant involvement activities due to the pandemic, as well as reduced materials used at the Hive linked to lower income during pandemic.	(70)	(42)
b) There is a year to date variance on software licensing and equipment purchasing within the Business Excellence service. This is due to the timing of the payment.	26	0
a) Temporary accommodation costs in excess of budget are being incurred due to the need to decant tenants and the lack of suitable properties.	31	30
b) Intercom system maintenance expenditure is expected to be incurred later in the year.	(38)	(12)
c) Other minor variances.	(58)	5
TOTAL	(762)	(42)

Head of Housing Property Services

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	1,000	1,009	8	1,334	1,617	284
Premises Related	0	40	40	0	50	50
Transport Related	17	3	(14)	23	23	0
Supplies and Services	72	214	141	97	207	110
Third Party Payments	5,847	7,180	1,333	8,771	11,909	3,138
Transfer Payments	0	0	0	0	0	0
Income	0	(11)	(11)	0	0	0
Controllable Costs	6,937	8,435	1,498	10,224	13,806	3,582

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) There is an increase in agency costs due to covering the vacant posts within the team as well as the cost of the fire watch at Queensway House. The total spend so far this year on the fire watch is £216k, whilst the other £168k has been spent on agency staff.	384	584
a) There are a number of vacant posts within the Property Services team, which are in the process of being recruited to, pending the outcome of the Modernisation Review. These savings will be offset by agency staffing costs whilst the recruitment processes take place.	(413)	(300)
a) So far this year there has been a higher number of repairs than in previous years, which has been slightly impacted by the pandemic. Additionally, higher material prices are currently affecting the market. So far this year 18,634 jobs have been completed against a target of 14,607. This is a trend that is being seen across other local authorities. The forecast position represents the current trend, however there may be savings on this figure if the rate of repairs decreases.	1,333	3,138
a) Higher number of legal disrepair cases this year, meaning a higher legal fees expenditure than budgeted.	149	160
c) Other minor variances	45	0
TOTAL	1,498	3,582

Corporate Management Team (HRA)

Description	YTD Budget 2021/22	YTD Actual (inc	YTD Variance	Current Budget 2021/22	Forecast Outturn 2021/22	Variance to Current
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
Employees	385	385	0	385	385	0
Premises Related	0	0	0	0	0	0
Transport Related	0	0	0	0	0	0
Supplies and Services	5,214	3,276	(1,938)	6,952	6,252	(700)
Third Party Payments	0	(1)	(1)	0	0	0
Transfer Payments	0	0	0	0	0	0
Income	(46)	(9)	37	(61)	(6)	55
Controllable Costs	5,553	3,651	(1,902)	7,276	6,631	(645)

Controllable Variance Analysis	Year to Date Variance	Forecast Variance
a) Investment interest rates are lower than forecast, which has decreased the amount of income expected.	45	55
b) Interest paid for the rest of the financial year is expected to be lower than budget as the level of borrowing is anticipated to be lower than the budget assumption. The year to date variance is due to the timing of the payments.	(1,849)	(700)
c) Other minor variances.	(98)	0
TOTAL	(1,902)	(645)

Arrears by service at 31st December 2021

Appendix E

	1-30 Days Overdue	31-60 Days Overdue	61-90 Days Overdue	91-365 Days Overdue	365 Days Overdue	Total Outstanding
Public Protection, Planning & Governance						
Law & Administration	1,132.78	0.00	0.00	180.00	1,648.00	2,960.78
Planning	11.54	29.18	8,270.00	-141.45	11,666.44	19,835.71
Public Health & Protection	3,132.96	350.00	0.00	-733.00	2,332.82	5,082.78
	4,277.28	379.18	8,270.00	-694.45	15,647.26	27,879.27
Housing and Communities						
Housing Operations	31,823.28	1,656.77	0.00	-2,417.84	5,610.78	36,672.99
Housing Property Services	0.00	0.00	0.00	10,885.00	0.00	10,885.00
Community & Housing Strategy ¹	1,650.00	23,369.58	8,094.46	80,525.58	84,510.84	198,150.46
	33,473.28	25,026.35	8,094.46	88,992.74	90,121.62	245,708.45
Resources, Environment & Cultural Services						
Policy & Culture	1,542.80	567.10	280.00	12,750.00	472.00	15,611.90
Environment - Cemeteries	7,293.00	18,420.00	939.00	9,867.00	1,818.48	38,337.48
Environment - Street Cleaning	0.00	0.00	0.00	0.00	1,886.00	1,886.00
Environment - Other	-140,419.31	0.00	681.46	3,583.21	19,963.19	-116,191.45
Resources - Shopping Centres	253,248.96	8,898.34	-35.70	99,423.77	116,283.31	477,818.68
Resources - Hatfield Town Centre ⁸	120,516.73	0.00	118,800.00	58,125.34	34,257.42	331,699.49
Resources - Ground rent	11,866.25	-51,768.65	15.20	17,494.37	4,661.32	-17,731.51
Resources - Garages	36,791.50	23,255.39	20,441.54	138,996.39	205,722.46	425,207.28
Resources - Other Corporate Property	90,371.65	27,985.83	2,439.39	14,669.62	3,734.79	139,201.28
Resources - Broxbourne contract	128,839.38	0.00	0.00	-30.00	0.00	128,809.38
Resources - Other	70,723.81	849.00	2,550.32	13,794.75	48,601.30	136,519.18
	580,774.77	28,207.01	146,111.21	368,674.45	437,400.27	1,561,167.71
TOTAL	618,525.33	53,612.54	162,475.67	456,972.74	543,169.15	1,834,755.43

	Breakdown below:	Breakdown below:
Rental Deposit scheme ¹	57,280.70	48,766.52
Referred to legal ²	2,780.00	122,274.14
Payment plan ³	14,360.19	33,160.86
Chasing Estates customers	235,376.76	100,900.55
Chasing - other LAs and partner orgs ⁴	6,156.00	11,810.09
Chasing - other orgs & individuals ⁴	49,634.57	26,292.35
Garages - current tenants ⁵	140,273.46	74,825.74
Garages - former tenants ⁵	-1,277.07	130,896.72
Balances of less than £50 ⁶	1,563.82	2,946.20
Unallocated credits ⁷	-49,175.69	-8,704.02

Analysis and actions being taken re debt over 90 days

1. Rental Deposit Scheme - these are deposits provided to residents to enable them to rent a property and are to be repaid when they leave and make up the majority of Community & Housing Strategy debts over 365 days. The more recent debts have instalment plans in place.
2. Referred to legal - the debt is now in the hands of the Council's legal team who will first issue a Letter Before Action and if appropriate seek a County Court Judgement.
3. Payment plan - these customers are paying their debt in instalments, as a result of an agreement with officers or terms set by a court.
4. Chasing - these debts are being actively pursued directly with the customer by the department who provided the service or by Finance. This is the step before considering referring the debt for legal action or when legal action is inappropriate e.g. another local authority or partner organisation.
5. Garages - these debts are being pursued by the Garages Team using direct customer contact and legal action where appropriate. Annual income from garage rents is around £2.3m across over 4,000 garages.
6. Balances of less than £50 - many of these debts are ground rent and an exercise is underway to chase up the non payment of these charges.
7. Unallocated credits - these arise when customers pay a different amount than the invoice issued or where a customer pays in advance of an invoice being raised.
8. Hatfield Town Centre - the total annual rental income from commercial tenants is £544k.

Budget Efficiency Savings 2021 - 2022

Appendix F

Head of Service	Title of the Proposal	2021/22 (Budget) £'000	2021/22 (Forecast) £'000	On Track
Resources	Process Review	(15)	(15)	Green
Resources	Garage Income	(50)	(2)	Red
Resources	Insurance Premiums	(40)	(40)	Green
Resources	Property Maintenance	(35)	(35)	Green
Resources	Reduced Printing Costs	(30)	(30)	Green
Resources	Rental Income - General	(200)	(200)	Green
Resources	Repayment of Borrowing	(230)	(230)	Green
Environment	Garden Waste	(100)	(100)	Green
Environment	Long Stay Parking	(25)	0	Red
Environment	Service Review	(26)	(26)	Green
Policy and Culture	GLL Management Fee	(72)	0	Yellow
Policy and Culture	Campus West Efficiencies	(90)	(90)	Green
Policy and Culture	Campus West Fees and Charges	(50)	0	Red
Law and Administration	Procurement	(45)	(15)	Yellow
Law and Administration	Refreshments	(15)	(15)	Green
Law and Administration	Training and Development	(61)	(61)	Green
Planning	Service Review	(35)	(35)	Green
Planning	Pre Planning Fees	(20)	(20)	Green
Public Health and Protection	Refocus Operation Reprise	(20)	(20)	Green
Community and Housing Strategy	General Efficiencies	(10)	(10)	Green
Community and Housing Strategy	Shop Mobility	(22)	(22)	Green
TOTAL		(1,190)	(966)	

On track for delivery of saving	Green
Risk identified to delivery of saving	Yellow
Saving will not be delivered	Red

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