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Democratic Services:
democracy@welhat.gov.uk

24 May 2024

You are requested to attend a meeting of the WELWYN HATFIELD BOROUGH COUNCIL CABINET to be held on Tuesday 4 June 2024 at 6.30 pm in the Council Chamber, Council Offices, The Campus, Welwyn Garden City, Herts, AL8 6AE.

AGENDA
PART 1

1. MINUTES

To confirm as a correct record the Minutes of the meeting held on 5th March 2024 (previously circulated).

2. APOLOGIES

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 - 8)

Report of the Executive Director (Finance and Transformation) the status of actions agreed at the last Cabinet meeting.

5. NOTIFICATION OF URGENT BUSINESS TO BE CONSIDERED UNDER ITEM 14

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) FP2056 Capital Outturn 2023/24 (Pages 9 - 20)

Report of the Executive Director (Finance & Transformation)

- (b) FP2055 Revenue Outturn 2023/24 (Pages 21 - 58)

Report of the Executive Director (Finance & Transformation)

- (c) FP2054 PARENT COMPANY GUARANTEE – WASTE MANAGEMENT CONTRACT (Pages 59 - 60)

To receive a report of the Executive Director (Resident Services and Climate Change).

8. PERFORMANCE EXCEPTION REPORT - QUARTER 4 (Pages 61 - 68)

To receive a report of the Executive Director (Finance and Transformation).

9. RISK MANAGEMENT - QUARTER 4 RISK REGISTERS (Pages 69 - 114)

Report of the Executive Director (Finance & Transformation)

10. TREASURY MANAGEMENT AND INVESTMENT STRATEGY ANNUAL REPORT 2023/24 (Pages 115 - 128)

Report of the Executive Director (Finance & Transformation)

11. APPOINTMENT OF CABINET PANELS, COMMITTEES AND BOARDS 2024/25 (Pages 129 - 132)

To appoint Cabinet Panels, Committees and Boards for 2024/25.

12. APPOINTMENT OF REPRESENTATIVES ON EXECUTIVE OUTSIDE BODIES 2024/25 (Pages 133 - 134)

To appoint representatives to executive outside bodies for 2024/25.

13. COUNCIL ACHIEVEMENT LIST (JANUARY TO MARCH 2024) (Pages 135 - 140)

Report of the Executive Director (Finance & Transformation)

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

15. 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 Item 16 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

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

<u>Circulation:</u>	Councillors	S.Bonfante	R.Grewal
		J.Broach	G.Moore
		M.Holloway	K.Thorpe
		J.Quinton	

Senior Leadership Team
Press and Public (except Part II Items)

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

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Agenda Item 4

Part I

Main author: Clare Cade

Executive Member: Cllr James Broach

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 5 MARCH 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

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 5 March 2024:

Minute	Action	Status/ Date Completed
228.1	FP2026 Council Tax Second Homes and Empty Homes Premiums	<p>a) Recommended to Council that the current council tax 100% empty homes premium is applied after 12 months of a property being empty, instead of 24 months, effective from 1 April 2025. This will not be applied to the exempt categories of empty properties listed in the report.</p> <p>b) Recommended to Council that 1 year's notice is provided to apply a 100% second homes premium, from 1 April 2025. This will not be applied to the exempt categories of second homes listed in the report.</p> <p>c) Recommended to Council for delegated authority to be given to the Executive Director (Finance and Transformation) in consultation with the Executive Member for Resources to make any changes to the Empty Homes and Second Homes Premiums, following regulations being laid.</p>
229.1	FP2028 Service Level Agreement - CCTV Monitoring and Maintenance	<p>a) Gave approval for the Council to enter into a 5 year agreement (with a possible two year extension) with St Albans City and District Council (SADC) for the provision of CCTV services subject to the price quoted by SADC remaining competitive against any price quotation which may be received from another provider.</p> <p>b) Subject to a), delegated authority is given to the Executive Director (Resident Services and Climate Change) in consultation with the Executive Director (Finance and Transformation) and the Legal Services Manager to agree the SLA with St Albans City</p>

		and District Council for the provision of the CCTV services.
229.2	FP2032 Sale of Newspaper Contract	Agreed that the contract for both Lot 1 (recovered newspapers and magazines) and Lot 2 (recovered mixed paper including tetra pak) are awarded to Edwards Recycling Limited for an initial period of 2 years (with an optional extension of up to a further two years), commencing on 1st June 2024.
229.3	FP2003 Empty Homes Policy	Considered and noted the responses to the public consultation and b) Approved the Empty Homes policy set out at Appendix A of the report.
229.4	FP2004 Food Safety Plan 2024/25	Approved the Food Safety Service Plan for 2024/25 in Appendix A and Food Sampling Plan for 2024/25 in Appendix B of the report.
231	FP2044 Welwyn Conservation Area Appraisal and Management Plan	Recommended to Council that the Welwyn Village Character Appraisal and Management Plan be adopted and the boundary of the Welwyn Village Character Appraisal and Management Plan be revised.
232	FP2043 Approach to Masterplanning, Planning Guidance	Endorsed the approach to Masterplanning Guidance and delegated authority to the Assistant Director (Planning) in consultation with the Executive Director for Planning to make minor updates to the guidance if required.
233	Introduction of 2024-2026 Parking Services Works Programme	Approved the Parking Services Works Programme for 2024-2026 and delegated authority to the Assistant Director of Regeneration and Economic Development in consultation with the Executive Member for Environment to make minor modifications to the Works Programme, including adding new small scale schemes and reprioritising projects, to assist with the delivery of Council's corporate projects and management of resources as and when required.

During the period since the last Cabinet meeting, 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	Status / Date Completed
2024-03	Award of contract for block management	February 2024
2024-04	Brownfield land Register Update	February 2024
2024-05	Local Plan - Annual monitoring report 2022/23	February 2024
2025-06	Reponse to Government consultation on "reforms to social Housing Allocations"	March 2024
2024-07	Business Rate Write Off	March 2024

2024-08	Net Zero Homes Letter to Secretary of State	March 2024
2024-09	Codicote Neighbourhood Plan Regulation 14 Consultation Response	March 2024
2024-10	Brownfield Development Consultation	March 2024
2024-11	Permitted Development Consultation	March 2024
2024-12	Hertfordshire Development Quality Charter	March 2024
2024-13	Business Rate Write Off	March 2024
2024-14	Commencement of procurement for Arboriculture Services	April 2024
2024-15	Award of contract for extensions to four properties to facilitate independent living	May 2024

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Part I

Item No: 0

Main Author: Helen O’Keeffe

Executive Member: Cllr James Broach

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

CAPITAL BUDGET OUTTURN REPORT

1 Executive Summary

- 1.1 This report presents the capital expenditure and associated capital funding as at the end of March 2024. 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 £95.304m (which includes the approved re-phasing of budgets from 2022/23) and the outturn position (including proposed re-phasing of budgets into 2024/25) is £29.519m. A summary of variances to budget and re-phasing is shown in **Table 1** and detailed explanations for key variances in **Section 3.4**.
- 1.3 A financing outturn table showing how the capital programme has been funded is set out in **Section 4** of this report.

2 Recommendations

- 2.1 That Cabinet note the overall capital outturn position and financing for 2023/24.
- 2.2 That Cabinet approve the re-phasing of budgets into 2024/25 as detailed in Appendix A.

3 Capital Programme – Outturn Position

Capital Budgets

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

	£
Original Budget	£41.327m
Re-phasing from 2022/23	£53.977m
Current Budget	£95.304m

- 3.2 The capital outturn position is summarised in **Table 1** below and a detailed breakdown by capital scheme can be found in **Appendix A**. Table 1 uses rounded figures so there may be slight addition discrepancies.

Table 1: Capital Outturn 2023/24 By Fund and Directorate

	Budget 2023/24	Outturn 2023/24	Variance to Budget	Re- phasing of Capital Schemes	(Under)/ Over Budget
	£'000	£'000	£'000	£'000	£'000
General Fund					
Executive Director (Finance and Transformation)	3,256	2,936	(319)	408	89
Executive Director (Place)	7,593	1,379	(6,215)	5,862	(352)
Service Director (Property Maintenance and Climate Change)	1,988	370	(1,619)	424	(1,195)
Service Director (Resident and Neighbourhood)	2,277	1,911	(366)	95	(271)
General Fund Total	15,115	6,596	(8,518)	6,789	(1,730)
Housing Revenue Account					
Executive Director (Finance and Transformation)	69	34	(35)	35	0
Executive Director (Place)	34,088	7,223	(26,866)	25,039	(1,827)
Service Director (Property Maintenance and Climate Change)	45,907	15,437	(30,470)	16,871	(13,599)
Service Director (Resident and Neighbourhood)	125	230	105	(21)	84
Housing Revenue Account Total	80,190	22,922	(57,267)	41,925	(15,342)
Grand TOTAL	95,304	29,519	(65,785)	48,714	(17,072)

3.3 There is re-phasing of £48.714m into 2024/25, split between funds as follows:

HRA £41.925m – re-phase budget into 2024/25

General Fund £6.789m – re-phase budget into 2024/25

Total net re-phasing - £48.714m

3.4 Key outturn variances (over £1m) are outlined below:

GENERAL FUND REPHASING £6.789m

Executive Director (Place) rephasing £5.862m

3.4.1 £1.000m rephasing – Angerland Football and Rugby Schemes (App A ref. nos 19 and 20)

This is Section 106 funding earmarked for football and rugby improvement schemes. £0.800m of this funding is earmarked for football improvement schemes. It has been agreed that this money will be awarded to Hatfield Town Council to develop the new 3G football pitch including flood lights at Birchwood Leisure Centre. A funding agreement is being drawn up between Hatfield Town Centre and the Council. Although the funds are now committed, planning permission is still awaited for the lighting and it is therefore proposed that the budget is rephased into 2024/25.

Since the production of this report, Hatfield Town Council have voted to cancel this project. Schemes which can use this money will continue to be looked for.

£0.200m of this Section 106 funding is earmarked for rugby improvement schemes. As there are no schemes currently planned, it is proposed that £0.200m is rephased into 2024/25. Schemes which can use this money will continue to be looked for.

£2.955m rephasing – Peartree Lane (YMCA) Land Purchase (App A ref. no 30)

A deposit for this land purchase has been paid and contracts have been exchanged. There are two remaining payments in relation to the purchase of the site as per the development agreement. The first payment will be the completion of the purchase (£2.225m). The final payment of £0.430m is subject to achieving planning permission or selling of the site. Both remaining payment milestones have not been achieved in 2023/24 and therefore it is proposed that the budget is rephased into 2024/25.

**Service Director (Property Maintenance and Climate Change) underspend
£1.619m**

3.4.2 £1.070m underspend – Decarbonisation (App A ref. no 44)

The decarbonisation budget of £1.070m is proposed as a saving as these works will not be taken forward. The small amounts of decarbonisation spend that were incurred on The Hive, Panshanger Community Centre, and Hatfield Leisure Centre throughout the year have been moved to revenue.

HOUSING REVENUE ACCOUNT rephasing £42.873m

Executive Director (Place) rephasing £25.039m

3.4.3 £25.039m rephasing – Affordable Housing Programme (App A ref. nos 56 to 70)

£11.425m rephasing – AHP Howlands House Redevelopment and Additional Units (App A ref. no 58)

Due to significant additional costs being identified for the Howlands House project, a Cabinet report is being prepared which will detail options to fund the increased costs. The

project is on hold while funding is finalised, and therefore, it is proposed that £11.425m is rephased into 2024/25.

£2.401 overspend – AHP Minster House Redevelopment and Additional Units (App A ref. no 59)

There is an overspend of £2.401m on this project. This is partly due to delays in agreeing the installation of a substation resulting in additional costs being incurred from the use of a temporary power supply. Several additional design changes have also been implemented which have increased costs. The project has now completed leaving only retention payments to be made. A Cabinet report is being prepared detailing options to fund the overspend.

£5.720m rephasing – AHP Burfield (App A ref. no 62)

Work on the Burfield site will not start until after the completion of Howlands House. Due to the delays in this project (see above) it is proposed that the budget for Burfield is rephased for use in future years.

£1.373m rephasing – AHP Haseldine Meadows (App A ref. no 64)

Works on this garage site are preparing to be mobilised as part of the Affordable Housing Programme and will be going to Cabinet for approval post elections. It is therefore proposed that the budget is rephased into 2024/25.

£1.759m rephasing – AHP Lockley Crescent (App A ref. no 65)

Works on this garage site are preparing to be mobilised as part of the Affordable Housing Programme and will be going to Cabinet for approval post elections. It is therefore proposed that the budget is rephased into 2024/25.

£3.656m rephasing – AHP Ludwick Green (App A ref. no 66)

This project has needed some redesign work which has resulted in delays, and therefore, £3.656m is proposed to be rephased into 2024/25. Redesign and planning for this project is ongoing.

**Service Director (Property Maintenance and Climate Change) rephasing
£17.819m**

3.4.4 £8.000m rephasing and £8.858m underspend – Major Repairs (App A ref. no 71)

This project involves carrying out replacements or upgrades to the housing stock bathrooms and kitchens. Due to the Council's kitchen supplier leaving the market mid-way through the financial year, there have been delays to major repairs works while re-procurement processes are carried out. Other suppliers to deliver the increased capital works required have been procured but mobilisation has taken longer than expected, and therefore, there will be re-phasing of £8.000m into 2024/25.

£3.489m underspend – Heating Replacement Programme (App A ref. no 75)

There is an underspend on the Heating Replacement Programme of £3.489m. This is due to the long lead time in ordering and receiving boilers leading to fewer boilers being

installed than originally expected. The service is still on track to deliver all required heating upgrades and will be able to do this using 2024/25 budgets without the need for rephasing.

£1.257m rephasing – Door Entry Systems (App A ref. no 77)

A new contractor was mobilised during 2023/24 causing some delays to works during the mobilisation period. Works have been ongoing throughout the year, but due to the mobilisation period delays, and consultations with leaseholders being required before works commence, the budget has not been spent in full. It is therefore proposed that £1.257m is rephased into 2024/25.

£0.500m rephasing and £1.282m underspend - Fire Doors (App A ref. no 84)

A saving of £1.282m has been identified on the Fire Doors programme. This is due to lower uptake from leaseholders than expected, resulting in lower numbers of fire doors to be installed. Some installations are still required, and it is therefore proposed that £0.500m is rephased into 2024/25 to cover these.

£4.566m rephasing – Howard House (App A ref. no 85)

There are continuing delays to this project due to ongoing consultations with landlords and residents, and tender exercises have not yet been completed. Works will not start on site until next financial year, and therefore, an additional £2.566m is proposed to be rephased, adding to the £2.000m that had already been identified as rephasing. Future years budgets have also been rephased through the 2024/25 budget setting process to accommodate the delays to this project.

4 Capital Programme – Financing Outturn

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 2023/24	Outturn 2023/24	Variance
	£'000	£'000	£'000
GENERAL FUND			
General Expenditure	15,115	6,596	-8,518
Loan Repayment	14,401	14,406	5
Capital Receipts and Reserves	-6,782	-1,422	5,360
Capital Grants and Contributions	-2,637	-1,740	897
Revenue Contribution to Capital	0	-5	0
Borrowing Requirement for Before MRP	20,097	17,836	-2,261
Minimum Revenue Provision	-827	-827	0
Net Change in Borrowing Requirement for Year	19,270	17,008	-2,261
Cumulative Borrowing Requirement at year end - General	55,297	53,037	-2,260
Capital Reserves Balance at year end	3,933	5,293	1,360
Capital Grants and Contributions Balance at year end	4,786	5,231	445
HOUSING REVENUE ACCOUNT			

Total Expenditure	80,190	22,922	-57,267
Loan Repayment	34,200	34,200	0
Capital Receipts and Reserves	-19,401	-15,895	3,506
Restricted 141 Capital Receipts	-12,295	-2,334	9,961
Capital Grants and Contributions	0	-947	-947
Revenue Contribution to Capital	-4,769	-5,958	-1,189
Borrowing Requirement for Year	77,924	31,989	-45,935
Cumulative Borrowing Requirement at year end	290,720	244,784	-45,935
Capital Reserves and Grants Balance at year end	3,763	14,266	10,503

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

General Fund:

The expenditure outturn is lower than was forecasted owing to rephasing of capital schemes into 2024/25.

Capital grants financing has been reduced to reflect the rephasing of the Angerland Football and Rugby schemes, and the EV Charging Points project into 2024/25.

The borrowing requirement has reduced owing to rephasing of other capital projects into 2024/25. Year end reserves and grant balances have increased to reflect the rephasing.

Housing Revenue Account:

The expenditure outturn position is lower than was forecasted owing to rephasing of capital schemes into 2024/25.

The borrowing requirement in year has been reduced to reflect the reduced outturn position and the year-end reserves and grants balances have increased to reflect the decreased use of capital receipts and changes in the revenue contribution to capital.

The revenue contribution to capital is higher than was budgeted for due to interest payments being lower than budgeted for. The revenue contribution to capital is the balancing figure on the HRA and therefore is affected by changes in income and expenditure within the HRA.

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	Assistant Director (Finance and Transformation)
Date	22 May 2024

Appendix A - Capital Expenditure Monitoring by Scheme

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CAPITAL OUTTURN 2023/24

Project #	Capital Project	Project Description	Current Budget £'000	Outturn £'000	Variance £'000	Re-phasing £'000	(Under) / Over Spend to Budget £'000	Report Ref
1	C0761	Bereavement Services	1,800	1,928	129	0	129	
2	C0863	Construction of memorial plinths	5	0	(5)	5	0	
3	C0864	Replacement of the Council's Intranet	37	0	(37)	0	(37)	
4	C0903	Multi Functional Devices-Replacement programme	36	33	(3)	0	(3)	
5	C0904	ICT Rolling Programme/Refresh	318	147	(171)	171	0	
6	C0937	Revs and Bens Transformation	852	685	(167)	167	0	
7	C0938	Blade Server Replacement	138	104	(34)	34	0	
8	C0944	Chatbot	70	39	(31)	31	0	
		ED - Finance & Transformation	3,256	2,936	(319)	408	89	
9	C0259	Parking Improvements (including Woodhall)	807	0	(807)	140	(667)	
10	C0270	Highview Shops	682	303	(379)	379	0	
11	C0499	Hatfield Town Centre Public Realm	73	0	(73)	73	0	
12	C0516	Community Infrastructure Levy software	26	0	(26)	26	0	
13	C0542	Splashlands Development	0	10	10	0	10	
14	C0599	Replacement of Fast Planning	0	2	2	0	2	
15	C0751	Redevelopment of 1 and 3-9 Town Centre Hatfield	144	166	23	0	23	
16	C0785	PRG Community Inclusion	13	5	(8)	8	0	
17	C0791	Welwyn Garden City Town Centre North	188	282	94	0	94	
18	C0820	Play Area Replacement Scheme	308	0	(308)	308	0	
19	C0827	Angerland Football Improvement schemes	800	0	(800)	800	0	3.4.1
20	C0828	Angerland Rugby Improvement schemes	200	0	(200)	200	0	3.4.1
21	C0841	Link Drive Redevelopment	0	76	76	0	76	
22	C0845	Mill Green Museum Window Replacement	0	1	1	0	1	
23	C0871	Hatfield Town Centre Market Place	351	0	(351)	351	0	
24	C0874	Gosling	183	0	(183)	183	0	
25	C0886	Mill Green Museum Brickwork and Masonry	40	0	(40)	40	0	
26	C0888	Museum Service - Refit of Pumping Station	48	0	(48)	48	0	
27	C0913	EV Charging Points	135	0	(135)	135	0	
28	C0918	ANPR Vehicles	220	25	(196)	196	0	
29	C0919	Mill Green Museum Purchase of Marquees	11	0	(11)	11	0	
30	C0927	Peartree Lane (YMCA) Land Purchase	3,250	295	(2,955)	2,955	0	3.4.1
31	C0929	UKSPF - CW Digital Information Screens	0	12	12	0	12	
32	C0930	UKSPF - Market Place HTC	0	39	39	0	39	
33	C0931	UKSFP - Mill Green Museum Refit of Pumping Station	0	30	30	0	30	
34	C0934	HatTech Additional Office Space	100	127	27	0	27	
35	C0945	Replacement of Sport Equipment	15	6	(10)	10	0	
		ED - Place	7,593	1,379	(6,215)	5,862	(352)	
36	C0743	Flat Refurbishments Hatfield Town Centre	18	0	(18)	18	0	

Classification: Unrestricted

37	C0802	Campus East Fire compartmentalisation	22	0	(22)	0	(22)	
38	C0805	Littleridge Industrial Area resurfacing	17	0	(17)	0	(17)	
39	C0839	Garage Renovations	200	177	(23)	0	(23)	
40	C0840	Garage Forecourt Resurfacing	120	73	(47)	15	(32)	
41	C0850	Commercial property-Energy efficiency	80	0	(80)	80	0	
42	C0905	Lift Replacements/Refurbs	9	0	(9)	0	(9)	
43	C0910	Public Sector De-carbonisation Scheme Hatfield Swim Centre	22	0	(22)	0	(22)	
44	C0928	Decarbonisation	1,070	0	(1,070)	0	(1,070)	3.4.2
45	C0936	HatTech Lift	100	0	(100)	100	0	
46	C0939	Asset Condition Works	330	119	(211)	211	0	
ED - Property Maintenance and Climate Change			1,988	370	(1,619)	424	(1,195)	
47	C0571	CCTV upgrades (Welwyn Garden City, Urban and Hatfield)	64	12	(52)	52	0	
48	C0620	Better Care Fund and Disabled Facilities Grant	592	625	33	0	33	
49	C0700	Decent Homes Private Sector GF	15	0	(15)	15	0	
50	C0867	Assure Software	52	2	(50)	29	(21)	
51	C0889	Tewin Road Depot Upgrade	1,174	491	(683)	0	(683)	
52	C0894	Household Waste and Recycling Centre	335	726	391	0	391	
53	C0906	Streetscene Bins, Furniture and Equipment	45	55	10	0	10	
SD - Resident and Neighbourhood			2,277	1,911	(366)	95	(271)	
TOTAL - General Fund			15,115	6,596	(8,518)	6,789	(1,730)	

CAPITAL OUTTURN 2023/24

Project #	Capital Project	Current Budget £'000	Outturn £'000	Variance £'000	Re-phasing £'000	(Under) / Over Spend to Budget £'000	Report Ref	
54	C0901	Digital Improvements	69	34	(35)	35	0	
ED - Finance & Transformation		69	34	(35)	35	0		
55	C0921	Disabled Toilet Refurbishment (The Hive)	20	16	(4)	0	(4)	
56	C9001	AHP - General	4,255	106	(4,149)	0	(4,149)	
57	C9006	AHP - Open Market Purchases	620	606	(14)	0	(14)	
58	C9008	AHP - Howlands House Redevelopment and Additional Units	11,462	37	(11,425)	11,425	0	3.4.3
59	C9009	AHP - Minster House Redevelopment and Additional Units	0	2,401	2,401	0	2,401	3.4.3
60	C9016	AHP - The Commons	0	63	63	0	63	
61	C9017	AHP - Ludwick Way	0	98	98	0	98	
62	C9018	AHP - Burfield	5,720	0	(5,720)	5,720	0	3.4.3
63	C9025	AHP - Hazel Grove	809	8	(800)	800	0	
64	C9026	AHP - Haseldine Meadows	1,380	7	(1,373)	1,373	0	3.4.3
65	C9027	AHP - Lockley Crescent	1,767	7	(1,759)	1,759	0	3.4.3
66	C9028	AHP - Ludwick Green	3,721	65	(3,656)	3,656	0	3.4.3
67	C9030	AHP - Queensway House	350	283	(67)	0	(67)	

Classification: Unrestricted

68	C9035	AHP - Swallowfields	3,156	2,523	(633)	50	(583)	
69	C9036	AHP - Birchwood House	255	0	(255)	255	0	
70	C9037	AHP 1-9 Town Centre Hatfield	575	1,003	428	0	428	
		ED - Place	34,088	7,223	(26,866)	25,039	(1,827)	
71	C0294	Major Repairs	20,110	3,252	(16,858)	8,000	(8,858)	3.4.4
72	C0295	Aids and Adaptations	1,680	1,339	(341)	341	0	
73	C0299	Insulation Improvements	360	28	(332)	332	0	
74	C0300	Smoke & Carbon Monoxide Alarms	100	171	71	0	71	
75	C0301	Heating Replacement Programme	5,935	2,446	(3,489)	0	(3,489)	3.4.4
76	C0408	Major Repairs (other contractors)	1,476	1,229	(247)	247	0	
77	C0704	Door entry systems	2,074	817	(1,257)	1,257	0	3.4.4
78	C0705	Electricity mains	388	57	(331)	331	0	
79	C0707	Lift replacement	544	204	(340)	340	0	
80	C0778	Sheltered Refurbishment	2,004	1,207	(797)	797	0	
81	C0909	Communal aerials	164	0	(164)	0	(164)	
82	C0922	Conversions	337	176	(161)	161	0	
83	C0923	Asbestos	249	0	(249)	0	(249)	
84	C0924	Fire Doors	4,228	2,446	(1,782)	500	(1,282)	3.4.4
85	C0925	Howard House	4,658	92	(4,566)	4,566	0	3.4.4
86	C0940	Decarbonisation HRA	1,600	1,972	372	0	372	
		ED - Property Maintenance and Climate Change	45,907	15,437	(30,470)	16,871	(13,599)	
87	C0899	Emergency Alarms replacement programme	125	230	105	(21)	84	
		SD - Resident and Neighbourhood	125	230	105	(21)	84	
		TOTAL - Housing Revenue Account	80,190	22,922	(57,267)	41,925	(15,342)	
		GRAND TOTAL	95,304	29,519	(65,785)	48,714	(17,072)	

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Part I

Item No:

Main author: Helen O’Keeffe

Executive Member: Cllr James Broach

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

REVENUE OUTTURN REPORT 2023-24

1 Executive Summary

- 1.1 This report presents the revenue outturn position for the financial year 2023-24 and outlines the main variances from the original budget for both the General Fund (GF) and Housing Revenue Account (HRA).
- 1.2 There was a favourable variance on the General Fund net cost of services of £0.778m (see **Section 3** for further detail). A summary showing the General Fund position is contained in **Appendix A1**.
- 1.3 After additional earmarked reserve movements of £4.810m (see Appendix A2) and other variances of £4.634, this leaves a net favourable change of £0.601m in the General Fund Reserve.
- 1.4 The closing balance on the Housing Revenue Account is £2.952m, which is an adverse movement of £0.054m from the Current Budget (see **Section 4** for further detail).
- 1.5 Outstanding debts as at 31 March 2024 total £2.124m, with rolling debtor days at 56.84 (refer to **Section 5**).

2 Recommendation(s)

- 2.1 That Cabinet note the revenue outturn position for 2023/24.
- 2.2 That Cabinet approve the movements on earmarked reserves as detailed in section 3.4 of the report.
- 2.3 That delegated authority be given to the Section 151 Officer to adjust the 2024/25 budget for items of income and expenditure rolled forward through earmarked reserves.
- 2.4 The 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 is shown in **Appendix A2**. A summary of General Fund virements is shown in **Appendix A3**.

3.2 General Fund Cost of Service Variances:

3.2.1 The table below summarises the outturn variances by Executive Director/Service Director, and the variance in each area against budget.

Outturn Position by Service 23/24			
Service	Budget 23/24 £'000	Outturn 23/24 £'000	Variance to Budget £'000
Finance and Transformation – Customer Service and Transformation	1,463	1,628	165
Finance and Transformation – Finance	5,674	5,049	(626)
Finance and Transformation – ICT and Digital	1,927	1,791	(136)
Finance and Transformation – Legal and Governance	2,829	2,735	(94)
Place – Regeneration and Economic Development	(3,050)	(3,366)	(316)
Place - Planning	784	1,496	712
Place – Leisure, Community and Cultural Services	3,014	2,990	(24)
Resident and Neighbourhood	8,903	8,545	(359)
Property Maintenance and Climate Change	(961)	(1,198)	(236)
Senior Leadership Team	433	404	(29)
Total	21,017	20,074	(943)

3.2.2 Explanations for all key outturn variances are included in the Executive Director/Service Director breakdowns **Appendices B1 to B10**. Key variances to highlight since the Quarter 3 monitoring are summarised below.

	£'000
Quarter 3 net controllable income and expenditure forecast variance	1,537
Net change in forecasts for vacancies and agency staff	(263)
Shortfall in income from Hackney Carriages	46
Income from postage higher than expected	(90)
Reduced income from crematorium due to lower demand than expected	(35)
Increased external audit costs due to increased testing on 20/21 housing benefit audits	129
ICT modernisation projects spend partly funded from reserves	62
Reduction in elections forecasted overspend due to grant applied	(25)
Training underspend; £40k to be moved to reserves	(44)
Increased parking income than predicted at Q3	(107)
Rental income pressures	100
Decrease in forecast overspend for planning legal and consultancy appeals	(31)
Reduction in planning fees and charges shortfall	(110)
Leisure contract management fee not budgeted for (corrected for 24/25)	(64)
Shortfall in Private landlord income due to landlords leaving the sector	(63)
Underspends on central budgets	(465)

Increase in forecast underspend on utilities due to reductions in energy costs	(466)
Savings on IT contract	(104)
UKSPF grant net expenditure, unspent grant to be rolled-forward into 24/25	(60)
Herts Economic Growth Fund Income to be released in this financial year	(105)
Increase in Campus West net income shortfall	78
Temporary Accommodation overspend, to be funded from reserve	134
Net income and expenditure from recycling	144
Tewin Road Depot NNDR bill lower than budgeted	(29)
Underspend for Stock Condition Survey	(39)
Property maintenance overspend due to increased one-off works required	66
Underspend on contract cleaning due to inflation changes	(21)
Grants to be moved to reserves	(1,200)
Other smaller changes	83
Net controllable income and expenditure outturn variance	(943)

3.2.3 **Appendix F** contains a savings tracker to measure agreed budgeted savings against forecasts. Most of the savings have been delivered, but there are three key items to note (please note that the savings/income stated relates to the budgeted additional savings/income, not the total annual budget):

- a) Crematorium (Red) – the budgeted saving of £25k has not been achieved due to delays in the crematorium opening caused by issues with utility access.
- b) Estates (Red) – only £39k out of the budgeted saving of £165k has been achieved. This is due to a number of different factors including increased interest rates, backlog of rent reviews from COVID, as well as some units being surrendered earlier than anticipated resulting in a short period of loss of rental income while the redevelopment takes place.
- c) Campus West (Red) – a review of budgets and fees and charges has been undertaken which have identified £40k of savings; however, only £14k of the budgeted saving has been achieved. A three-stage plan is in development for the short-term and long-term options around Campus West. The first stage due for implementation in 24/25 will be the review of opening hours and other aspects to mitigate the adverse variances being seen during 23/24.

3.3 Other General Fund Variances

3.3.1 Increases in costs of living have continued to impact on collection rates, council tax support and business rates reliefs provided during 2023/24. These do impact on the collection fund surplus or deficit, but due to regulations and accounting practice, the impact in the current financial year will be reversed out from the General Fund and will instead impact in future years.

3.3.2 Employer pension contributions rates have increased from 18.3% to 19.3%. This caused an additional pressure on budgets across all service areas, due to the change of apportionment between current and past service costs. A virement to reflect this has been processed during the year.

- 3.3.3 The council has undertaken less borrowing than expected due to the phasing of capital, and therefore interest payments linked to borrowing have been lower than anticipated. This has been closely monitored throughout the year due to the volatility of interest rates in the current financial and economic climate. Higher investment income has also been received due to higher interest rates than were expected, as well as a reduction in borrowing required resulting in the council having more cash available to invest.
- 3.3.4 Lower utilities costs than expected has resulted in a significant saving on utilities budgets; however there is ongoing uncertainty around utilities costs going forward.
- 3.3.5 A bad debts provision was processed in line with accounting standards; an increase in the provision of £618k was required. This is largely due to two unusually large civil penalty fine invoices totalling £550k raised by the Private Housing Team. Should debt be able to be recovered, this will be released back to revenue in future years.
- 3.4 Earmarked Reserves
- 3.4.1 A summary of General Fund reserves, including the proposed movements below, are shown in **Appendix A2**.
- 3.4.2 The following reserve movements / adjustments to movements are recommended, based upon actual expenditure incurred or income received. These are shown in **Appendix A2** as “Proposed Movements (a)”:
- 3.4.3 Strategic Initiatives Reserve – £55k will be drawn down from this reserve to fund spend on previously approved projects.
- 3.4.4 Business Rates Retention Reserve – The recommendation for this reserve is that it is matched to the surplus or deficit that has arisen on the collection fund, associated with business rates collection. The closing balance on this reserve on 31 March 2024 is £5.154m which will cover the councils share of the actual surplus or deficit on the business rates collection fund.
- 3.4.5 Pensions Reserve – The budgeted amount of £400k will be drawn down from this reserve to cover the pension increases transition, in line with the approved budget.
- 3.4.6 Transformation Reserve – Several different projects have been funded from this reserve during 2023/24, including costs associated with insourcing of ICT and moving systems to the cloud.
- 3.4.7 Grants and Contributions Reserve – The Council received a number of ringfenced grants during the year, which have not all yet been fully utilised. Those not used will be rolled forward into 2024/25. The Section 151 Officer has delegated responsibility to adjust budgets and ensure government guidance is adhered to when these budgets are spent.
- 3.4.8 Climate Change Reserve – Drawdowns totalling £42k will be undertaken for projects approved by the Climate Change member group, including grants for businesses to improve carbon reductions.
- 3.4.9 The following reserve movements / adjustments to movements are recommended, based upon the outturn position and available balances. These are shown in Appendix A2 as “Proposed Movements (b)”:

- 3.4.10 Transformation Reserve – It is recommended that the Transformation Reserve be topped up by £350k to support invest to save initiatives which are likely to be required when setting future budgets.
- 3.4.11 Commitments Reserve – It is recommended that the Commitments Reserve be topped up by £59k to fund future corporate projects, and by £40k to fund the new learning and development framework.
- 3.4.12 Local Plan Reserve – It is recommended that the Local Plan Reserve be topped up by £150k as there will be additional costs related to the local plan review.
- 3.4.13 Climate Change Reserve – It is recommended that the Climate Change Reserve be topped up by £50k. This reserve has been partly utilised and a top up is recommended.
- 3.4.14 Civic Buildings Reserve – It is recommended that the Civic Buildings Reserve be topped up by £60k. Funds were utilised from this contingency reserve for unforeseen property costs in 2022/23. The favourable variance this year provides the opportunity to top this reserve back up.

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 A summary of HRA virements is shown in Appendix D5.

4.3 Housing Revenue Account Variances:

- 4.3.1 The closing balance on the Housing Revenue Account is £2.952m, which is an adverse movement of £0.054m from the Current Budget. **Appendix C1** provides the HRA Income and Expenditure Statement with outturn variances. **Appendix C2** provides the same information, but in Executive Director/Service Director format, along with outturn balances for the Housing Revenue Account.
- 4.3.2 Explanations for all key outturn variances are included in the Executive Director/Service Director breakdowns **Appendices D1 to D4**.
- 4.3.3 The table below summarises the outturn variances by Executive Director/Service Director, and the variance in each area against the budget.

Outturn Position by Service 23/24			
Service	Budget 23/24 £'000	Outturn 23/24 £'000	Variance to Budget £'000
Executive Director – Finance and Transformation	(45,762)	(46,734)	(972)
Executive Director – Place	(5)	339	344
Service Director (Resident and Neighbourhood)	4,076	3,618	(458)

Service Director (Property Maintenance and Climate Change)	13,755	14,062	308
Corporate Items	27,694	28,526	831
Total	(242)	(188)	54

4.4 Other Housing Revenue Account Variances

4.4.1 There is an increase of £0.821m on the Revenue Contribution to Capital since Quarter 3. This has been adjusted due to the variances outlined in Appendix C, and to ensure the HRA maintains a minimum balance of around 5% of total income, as set out in in the Medium-Term Financial Strategy.

4.4.2 A new provision for housing disrepair cases has been processed of £0.264m. This is needed due to a large number of disrepair cases from previous years still being outstanding. The provision will be looked at on a quarterly basis and updated as necessary.

4.5 Earmarked Reserves

4.5.1 It is recommended that a new HRA earmarked reserve is set up. An initial top-up of £1,269k for the Stock Condition Survey and £183k for the HRA White Paper and other consultancy projects is proposed.

5 Outstanding Debts on Debtors System

5.1 At the end of March 2024, debts outstanding totalled £2.124m. This is a decrease of £175k on the December 2023 position of £2.299m

5.2 Most garages debt has now been moved from the Business World system to the Orchard system. This debt is therefore no longer included within this report and will be reported on separately.

5.3 Performance is measured using a rolling debtor day ratio. The current target is 40 days and at the end of March 2024 the rolling debtor days totalled 56.84 days. This is an increase on the 54.82 days reported at the end of December 2023.

5.4 The outstanding debts that range between 91-365 days old have increased from £632k as at the end of December to £672k at the end of March.

5.5 One of the largest areas of debtors relates to commercial property. For the majority of tenants which have not been able to pay, deferrals and payment plans have been agreed and are being closely monitored.

5.6 The debtor system does not include debts for housing rents, garages, 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 Executive Directors and Service Directors for action where appropriate and discussed at regular budget monitoring meetings. 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 & Terrorism Implication(s)

9.1 There are no security & 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 resource 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	Assistant Director (Finance and Transformation)
Date	24 May 2024

Appendices:

A1	General Fund Revenue Budget Summary
A2	General Fund Reserves Summary
A3	General Fund – Virements
B1-10	Variance analysis by Executive Director/Service Director
<i>B1</i>	<i>Executive Director (Finance and Transformation) – Customer Service and Transformation</i>
<i>B2</i>	<i>Executive Director (Finance and Transformation) – Finance</i>
<i>B3</i>	<i>Executive Director (Finance and Transformation) – ICT and Digital</i>
<i>B4</i>	<i>Executive Director (Finance and Transformation) – Legal and Governance</i>
<i>B5</i>	<i>Executive Director (Place) – Regeneration and Economic Development</i>
<i>B6</i>	<i>Executive Director (Place) – Planning</i>
<i>B7</i>	<i>Executive Director (Place) – Leisure, Community and Cultural Services</i>
<i>B8</i>	<i>Service Director (Resident and Neighbourhood)</i>
<i>B9</i>	<i>Service Director (Property Maintenance and Climate Change)</i>
<i>B10</i>	<i>Senior Leadership Team</i>
C1	HRA Budget Summary
C2	HRA Budget Summary by Executive Director/Service Director and Reserves
D1-4	Variance analysis by Executive Director/Service Director
<i>D1</i>	<i>Executive Director (Finance and Transformation)</i>
<i>D2</i>	<i>Executive Director (Place)</i>
<i>D3</i>	<i>Executive Director (Resident and Neighbourhood)</i>
<i>D4</i>	<i>Executive Director (Property Maintenance and Climate Change)</i>
D5	HRA Virements
E	Aged Debt for debts outstanding at the end of March 2024
F	Savings Tracker

Welwyn Hatfield Borough Council - Budget Monitoring - General Fund Summary - 31 March 2024

Appendix A1

Description	Budget 2023/24 £ '000	Outturn 2023/24 £ '000	Variance £ '000
Customer Service and Transformation	1,463	1,628	165
Finance	5,674	5,049	(626)
ICT and Digital	1,927	1,791	(136)
Legal and Governance	2,829	2,735	(94)
Executive Director (Finance and Transformation)	11,893	11,203	(691)
Leisure, Community and Cultural Services	3,014	2,990	(24)
Planning	784	1,496	712
Regeneration and Economic Development	(3,050)	(3,366)	(316)
Executive Director (Place)	748	1,120	372
Service Director (Property Maintenance and Climate Change)	(961)	(1,198)	(236)
Service Director (Resident and Neighbourhood)	8,903	8,545	(359)
Senior Leadership Team	433	404	(29)
Net Controllable Income and Expenditure	21,017	20,074	(943)
Net Recharge to the Housing Revenue Account	(6,210)	(6,045)	165
Net Cost of Services	14,807	14,029	(778)
Income from Council Tax	(12,152)	(12,152)	0
Plus/Less Council Tax collection fund deficit/(surplus)	342	342	0
Business Rates Income	(3,950)	(2,266)	1,684
Plus/Less Rates collection fund deficit/(surplus)	2,237	(2,092)	(4,329)
New Homes Grant	(288)	(288)	0
Services Grant and Other Government Grants	(870)	(943)	(73)
New Burdens Grants	(18)	(157)	(139)
Interest & Investment Income	(200)	(1,807)	(1,607)
Capital Financing Costs	1,369	1,055	(314)
Borrowing Interest Costs	780	924	144
Parish Precepts	2,031	2,031	0
Net Total before movements in reserves	4,087	(1,324)	(5,412)
Contribution (from) / to Earmarked Reserves	(892)	942	1,834
Contribution (from) / to Earmarked Reserves - Collection Fund	(2,579)	397	2,976
Contribution (from) / to GF balances	(616)	(15)	601

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

General Fund Reserves Summary - 31 March 2024

Appendix A2

Reserve	Balance at 1 April 2023	Budgeted Movement	Grants and Approved Changes	Forecast Changes	Balance at 31 March 2024
	£'000	£'000	£'000	£'000	£'000
Earmarked Reserves					
Strategic Initiatives Reserve	1,432	(50)	(5)		1,377
Business Rates Retention Reserve	4,757	(2,579)	2,976		5,154
Pensions Reserve	1,201	(400)			801
Transformation Reserve	750	(196)	84	350	988
Commitment Reserves	217		(15)	99	301
Grants and Contributions Reserve	2,087	(249)	1,135		2,973
Local Plan Reserve (Other reserves)	300		3	150	453
Climate Change Reserve (Other reserves)	116		(42)	50	124
Civic Buildings Reserve (Other reserves)	241			60	301
Disability Access Reserve	82				82
Other Reserves	97		(32)		65
Total Earmarked Reserves	11,279	(3,474)	4,104	709	12,619
General Fund Working Balance	6,783	(616)	0	601	6,768
Total Reserves	18,062	(4,090)	4,104	1,310	19,387

Summary of virements between services

Appendix A3

Service	Virement Detail	Virement Total
Customer Service and Transformation	Virement to reflect increased pension contribution rate £9k	(53)
	Transfer of Jadu software contract costs to ICT (62k)	
Finance	Virement to reflect increased pension contribution rate (£115k)	(80)
	Drawdown from Modernisation Reserve for Payroll transformation project £35k	
ICT and Digital	Virement to reflect increased pension contribution rate £1k	101
	Transfer of Jadu software contract costs to ICT 62k	
	Telephone centralisation £38k	
Legal and Governance	Virement to reflect increased pension contribution rate £16k	32
	Telephone centralisation (£2k)	
	Grant drawdown of the funding for Voter ID £18k	
Leisure, Community and Cultural Services	Virement to reflect increased pension contribution rate £25k	92
	Realignment of functions following the restructure in 22/23 and further team reviews £57k	
	Telephone centralisation (£7k)	
	Transfer of Grant from Regeneration and Economic Development £17k	
Planning	Virement to reflect increased pension contribution rate £17k	(5)
	NEC Strategic Planning 20k	
	Realignment of functions following the restructure in 22/23 and further team reviews (£42k)	
	Telephone centralisation (£1k)	
Regeneration and Economic Development	Virement to reflect increased pension contribution rate £14k	(40)
	Realignment of functions following the restructure in 22/23 and further team reviews (£26k)	
	Telephone centralisation (£17k)	
	Economic Development - Better Business for All (BBfA) membership £6k	
	Transfer of Grant to Leisure, Community and Cultural Services (£17k)	
Service Director (Property Maintenance and Climate Change)	Virement to reflect increased pension contribution rate £5k	(33)
	Telephone centralisation (£4k)	
	Realignment of functions following the restructure in 22/23 and further team reviews (£34k)	
Service Director (Resident and Neighbourhood)	Virement to reflect increased pension contribution rate £25k	61
	Realignment of functions following the restructure in 22/23 and further team reviews £23k	
	Telephone centralisation (£7k)	
	Positive Pathways £20k	
Senior Leadership Team	Virement to reflect increased pension contribution rate £3k	(72)
	Positive Pathways (£20k)	
	NEC Strategic Planning (£20k)	
	Realignment of functions following the restructure in 22/23 and further team reviews (£12k)	
	Engraving machine (£15k)	
	Telephone centralisation (£1k)	
	Economic Development - Better Business for All (BBfA) membership (£6k)	
Total Increase/(Decrease) to Net Cost of Service Budgets		3

Customer Service and Transformation

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	1,630	1,373	(257)
Premises Related	339	173	(166)
Transport Related	0	5	5
Supplies and Services	250	275	25
Third Party Payments	306	242	(64)
Transfer Payments	0	0	0
Income	(1,062)	(440)	622
Controllable Costs	1,463	1,628	165

Controllable Variance Analysis	Variance
d) Due to issues with utility access the opening of the crematorium was delayed and opened in September. The income received reflected the fact that it was only operational for half of the financial year; this has been offset with savings from reduction in utilities usage and contractor payments in relation to monthly landscaping works.	387
d) There have been several vacancies within the service. Agency cover has been found for some of these posts where needed.	(257)
d) Efficiencies from the purchase of new software. The total cost for 2023/24 was £26.5k which resulted in a £12k saving. There will be an ongoing efficiency of c.£10k each year which has been reflected in the 24/25 budget setting process.	(12)
d) Demand for burials has been below level budgeted and previous financial year. This has been monitored throughout the year by weekly reports from the bereavement team.	32
d) Other small variances.	16
TOTAL	165

Finance

Description	Budget 2023/24	Actual 2023/24	Variance
	£ '000	£ '000	£ '000
Employees	2,871	2,888	17
Premises Related	297	308	11
Transport Related	15	4	(11)
Supplies and Services	444	418	(26)
Third Party Payments	2,463	3,521	1,058
Transfer Payments	27,607	27,605	(1)
Income	(28,023)	(29,696)	(1,673)
Controllable Costs	5,674	5,049	(626)

Controllable Variance Analysis	Variance
d) The main audit fees for the financial statements were £30k lower than budgeted for and this has been taken forward as a saving as part of the 24/25 budget setting process. However, an overspend has been incurred in 23/24 due to increased audit testing required on housing benefit audits from previous years.	175
b) Grant payments received in relation to government support schemes for businesses and residents during and post covid. These will be moved to the Grants and Contributions earmarked reserve.	(1,179)
d) A slight underspend on contractor payments due to differing rates of inflation applied than budgeted for.	(24)
d) Overspend on housing benefit payments made. There are various factors that feed into the overspend including rental prices versus the subsidy that we are allowed to claim for them. There are currently around 25 cases of homelessness for which private sector leased accommodation outside the borough is being used, and there is a significant difference between the costs of these and the subsidy claimed.	670
d) Underspend on insurance payments after adjusting for payments in advance for insurance products; these products relate to the period June 2023 to June 2024 and as such need adjusting.	(48)
d) A central provision was created for potential income losses following Covid (£400k) and for the pay award. Both of these items have been baselined in the 2024/25 budget in service areas. The £400k has been utilised to offset income losses at campus west.	(467)

d) Postage costs relating to new contractor. Under the new contract, we can be reimbursed for postage costs incurred by the contractor. This additional income will be offset against postage costs shown within governance services.	(90)
d) This relates to the Council Tax Subsidy grant, which this year was consolidated into the Revenue Support Grant for the first time. The budget has been corrected for 2024/25.	117
d) Additional expenditure incurred in relation to empty homes review and rateable values work. Longer term, this will increase income through council tax and business rates over a three year period.	22
d) Other small variances.	196
TOTAL	(626)

ICT and Digital

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	160	465	305
Premises Related	0	0	0
Transport Related	0	4	4
Supplies and Services	758	1,039	281
Third Party Payments	1,009	287	(721)
Transfer Payments	0	0	0
Income	0	(4)	(4)
Controllable Costs	1,927	1,791	(136)

Controllable Variance Analysis	Variance
d) A saving has been achieved from bringing the IT Support contract back in house. In addition there were underspends due to vacancies in the new in-house team while these posts were being recruited to.	(353)
d) One off transition costs have been incurred as we centralise IT contracts for the Council website and CRM software.	112
d) Telephone costs have been centralised this year to facilitate a review of how these are procured.	43
a) This amount relates to the ongoing ICT transformation projects. £18k of the variance will be funded from earmarked reserves.	62
TOTAL	(136)

Legal and Governance

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	2,062	1,813	(250)
Premises Related	2	15	13
Transport Related	9	11	1
Supplies and Services	746	866	121
Third Party Payments	140	139	(1)
Transfer Payments	0	0	0
Income	(130)	(109)	21
Controllable Costs	2,829	2,735	(94)

Controllable Variance Analysis	Variance
d) There was an overspend on local elections due to voter ID requirements and the print costs of informing the public of this change. Some of the overspend has been offset by additional government grant specifically for the costs of these new burdens.	6
d) There was an underspend on salaries in 2023/24 due to vacancies. This was partially offset by agency staffing costs.	(183)
d) Income from search fees has fallen due to transfer of income generating functions to HM Land Registry.	62
d) There was an underspend on training as the new learning and development framework is developed. £40k will be moved into a reserve to be carried forward for future use towards this new programme of training.	(84)
d) Software costs have risen across the service.	9
d) Inflation on postage has resulted in a pressure on this budget, along with printing for revenues and benefits which receives additional income shown in finance.	39
d) Other small variances.	61
TOTAL	(94)

Regeneration and Economic Development

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	1,148	963	(185)
Premises Related	1,352	1,352	(0)
Transport Related	2	4	2
Supplies and Services	411	751	340
Third Party Payments	591	763	172
Transfer Payments	0	0	0
Income	(6,554)	(7,199)	(645)
Controllable Costs	(3,050)	(3,366)	(316)

Controllable Variance Analysis	Variance
d) Overspend on utility costs across the area.	69
d) There were a number of vacancies within the team across the year, resulting in an year end variance.	(181)
d) Net income from off-street Parking fees and charges has seen a small downward trend compared to budget.	21
d) Net income from parking season tickets and parking permit schemes. This also includes ongoing work on waiting restriction schemes, across the borough, to manage parking for road users. Works are ongoing in the following wards: Peartree, Sherrards, Hatfield Central, Brookmans Park & Little Heath.	(48)
d) Net income from the Parking enforcement contract. This includes an overspend on Parking payments to contractors, where monthly payments (management fee, direct and indirect costs) vary in relation to the number of Penalty Charge Notices (PCN's) issued. The overspend is in line with the increased number of PCN's issued in this financial year and the corresponding increase in PCN income to the council.	(146)
d) Rent - the adverse variance is due to a number of different factors including increased interest rates, backlog of rent reviews from COVID, as well as some units being surrendered earlier than anticipated resulting in a short period of loss of rental income while the redevelopment takes place.	58
d) Underachievement on rental income against the budgeted target at business centres, due to current occupancy rates.	55

b) Net grant income and expenditure from the UKSPF Revenue grant 2023/24. We have received confirmation that unspent grant can be rolled forward into 2024/25 and will be set aside in the grants and contributions earmarked reserve.	(60)
d) Herts Economic Growth Fund Income. The variance reflects the amount to be released in this financial year for projects that have been completed. A small balance will be set aside in earmarked reserves for projects in 2024/25.	(109)
d) Other small variances.	25
TOTAL	(316)

Planning

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	1,655	1,663	8
Premises Related	2	1	(1)
Transport Related	2	3	2
Supplies and Services	254	657	403
Third Party Payments	53	36	(17)
Transfer Payments	0	0	0
Income	(1,181)	(865)	317
Controllable Costs	784	1,496	712

Controllable Variance Analysis	Variance
d) There is a shortfall in income from planning fees and charges, particularly from major planning applications. The number of minor planning applications has remained broadly level, but it is extremely difficult to predict future income as major planning applications which have the potential to generate large amounts of income are not linear and occur sporadically.	359
d) There are a number of workstreams which have required the use of external legal and consultancy advice due to the likelihood of further planning appeals, legal challenges related to specific sites, the Local Plan, and ongoing enforcement matters.	342
d) Postage costs incurred by the service whilst carrying out their statutory obligations, in relation to planning applications.	16
d) Other small variances.	(4)
TOTAL	712

Leisure, Community and Cultural Services

Description	Budget 2023/24	Actual 2023/24	Variance
	£ '000	£ '000	£ '000
Employees	2,753	2,608	(145)
Premises Related	1,723	1,147	(576)
Transport Related	2	4	1
Supplies and Services	1,272	3,092	1,820
Third Party Payments	362	312	(50)
Transfer Payments	0	0	0
Income	(3,098)	(4,173)	(1,075)
Controllable Costs	3,014	2,990	(24)

Controllable Variance Analysis	Variance
d) Underspend on Electricity bills (Leisure Contract and Campus West).	(164)
b) Expenditure on homelessness which will be funded from grant awarded by central government (both in year and previous receipts set aside in earmarked reserves).	956
b) Home Office Asylum Dispersal Grant to be moved to earmarked reserve.	(185)
b) Syrian and Afghan Refugee Government Grants to be moved to earmarked reserve.	(58)
b) Rough Sleeper Accommodation Project Government Grant to be moved to earmarked reserve.	(57)
b) Homelessness Prevention Grant to be used to offset additional homelessness projects, for which an adverse variance has been shown above.	(844)
d) There is an overspend relating to the management fee received, as part of the Leisure contract. This has been addressed in the 24/25 budget setting process.	64
d) Net underspends across Employee Costs. Underspends in Campus West caused by vacancies and reduced use of casual staff partially offset by overspends in other areas.	(138)
d) Net underspends across Campus West Supplies and Services Costs, particularly due to lower film and panto fees paid during 2023/24 than expected.	(105)

d) Income shortfall across most activity streams at Campus West. The biggest drivers of this are cinema ticket sales and food and beverage income. A reduced number of blockbuster movies has resulted in a decrease in income. This combined with the cost of living crisis has seen a continuation of lower than anticipated footfall. This has been partially offset by parties generating more income than expected, along with reductions in costs.	768
b) Overspend on Temporary Accommodation due to continued increases in those we have a duty to support, which will be funded from earmarked reserves.	134
d) Gas charges relating to Campus West, Leisure Contract, Community Centres & Mill Green Museum are significantly less than budgeted for due to inflationary reductions.	(430)
d) Other small variances.	34
TOTAL	(24)

Resident and Neighbourhood

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	2,663	2,442	(221)
Premises Related	296	323	27
Transport Related	15	23	8
Supplies and Services	276	448	172
Third Party Payments	8,654	8,209	(444)
Transfer Payments	0	0	0
Income	(3,001)	(2,901)	100
Controllable Costs	8,903	8,545	(359)

Controllable Variance Analysis	Variance
d) Saving on the main Recycling Contract. Inflation was high at the time this budget was set, however this reduced when the contract was indexed.	(698)
d) Recycling - Cost associated with the reduction of market value of recyclates, leading to a net cost where a net income was budgeted.	317
d) Recycling - This relates to payment of recycling credits from HCC. Tonnage for Q3 and Q4 higher than originally estimated resulting in more credits due to be paid.	(32)
d) Recycling - Reduction of income relating to Fees and Charges. This has been incorporated into the main Urbaser contract going forward.	36
c) Recycling - This relates to newspaper recycling credits from Palm Recycling, as well as Q3 and Q4 Newspaper Recycling Credits from HCC. Newspaper tonnage significantly lower than previously estimated.	83
d) A reduced market value of paper and plastic compared to when the budget was set has led to a net cost to the Council.	34
d) Grounds Maintenance - Increased expenditure required on planting/bedding and treatment of Japanese knotweed.	49
d) Grounds Maintenance/Tree Maintenance - Reimbursements from HCC were greater than originally budgeted for due to inflation basis.	(41)
d) Garden Waste subscriptions were down 1.1% compared to budget assumptions, driven by low take up on 2+ additional bin collection services. This could be driven by a number of factors including but not limited to; price increases and the cost of living crisis.	14

d) Tewin Road Depot - Savings due to prior year revenue costs associated with the development being higher than is now required.	(71)
d) Tewin Road Depot - Updated Business Rate received from Valuation Office Agency, final annual cost lower than estimated.	(29)
d) Landscaping - £30k WGC Centenary Grant received in prior year only not removed from budget causing a pressure in 2023/24. This has been corrected as part of the 2024/25 budget setting process.	29
e) Landscaping - Payment of S106 funding relating to Contractor works completed in prior year has resulted in a below budgeted net expenditure in the current year.	(22)
d) Allotments - This variance relates to the Allotments Savings target as agreed by Full Council in February 2023. No savings have been found to date.	27
d) Allotments - Following the increase in allotment prices, more tenants eligible to claim a discount have begun to do so, causing an income pressure.	10
d) Salaries - Underspend due to vacancies throughout the year, some of these have been incorporated into the 2024/25 base budget.	(252)
d) Hackney Carriages - Licence fee payments have seen a downfall in the number of renewing licence holders resulting in a pressure on the budget.	138
d) Hackney Carriages - Court Costs relating to ongoing dispute regarding accessible vehicles.	21
d) Environmental Health - Less income has been received for Permit Fees and Health and Safety Courses than has been budgeted for. Health and Safety courses have been reduced and therefore have not generated as much income as in previous years.	19
d) Private Sector Housing - There is an underspend relating to the Stock Condition Survey which began at the end of March. This was due to be funded from earmarked reserves. Due to the underspend the reserves will not be drawn down so the balance of works can be completed in 2024/25.	(39)
d) HMO licences - Variance is due to landlords leaving the private sector and delays in landlords applying for licences despite the team working to chase and in some cases apply for resource intensive legal action to access properties.	60
d) Private Sector Housing - The University of Hertfordshire has agreed to increase their contributions this year which is resulting in a favourable variance.	(16)
d) Other small variances.	(38)
TOTAL	(359)

Property Maintenance and Climate Change

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	487	477	(10)
Premises Related	1,414	1,242	(172)
Transport Related	1	1	0
Supplies and Services	61	73	12
Third Party Payments	0	30	30
Transfer Payments	0	0	0
Income	(2,925)	(3,022)	(97)
Controllable Costs	(961)	(1,198)	(236)

Controllable Variance Analysis	Variance
d) An underspend on utility bills, this is due to several factors including the use of air source heat pumps which have reduced spend. Energy prices have reduced throughout the year which has also significantly contributed to the overall underspend.	(138)
d) Maintenance budgets are overspent, this is due to different factors including the fact that there have been increased works which are one-off in nature this financial year which were not expected.	66
d) Underspend on contract cleaning due to lower levels of inflation being applied to the contract than assumed in the budget which was set at a time of high inflation.	(66)
d) There has been additional garage income received in 2023/24 due to lower level in occupancy reductions than anticipated.	(95)
d) Other small variances.	(3)
TOTAL	(236)

Chief Executive and PAs

Description	Budget 2023/24	Actual 2023/24	Variance
	£ '000	£ '000	£ '000
Employees	318	344	27
Premises Related	0	0	0
Transport Related	1	0	(0)
Supplies and Services	115	54	(61)
Third Party Payments	0	5	5
Transfer Payments	0	0	0
Income	0	1	1
Controllable Costs	433	404	(29)

Controllable Variance Analysis	Variance
e) Other small variances.	(29)
TOTAL	(29)

Welwyn Hatfield Borough Council Housing Revenue Account - FYE 2024

Appendix C1

Description	Budget 2023/24 £'000	Outturn 2023/24 £ '000	Variance £'000
Dwelling rents	(55,920)	(55,055)	865
Non-dwelling rents	(435)	(508)	(73)
Tenants' charges for services and facilities	(1,938)	(1,868)	70
Leaseholders' charges for services and facilities	(1,474)	(1,234)	239
Contributions towards expenditure	(302)	(236)	66
De minimis receipts	-	-	-
Non-specific grants, contributions and other capital	-	(1,139)	(1,139)
Total Income	(60,069)	(60,041)	29
Repairs and maintenance	11,844	12,175	331
Supervision and management	11,556	11,324	(231)
Special services	4,657	3,868	(789)
Rents, rates, taxes and other charges	872	1,722	850
Impairment allowance for doubtful debts	490	258	(232)
Depreciation	16,602	15,014	(1,587)
Debt management costs	18	67	49
Sums directed by Secretary of State	50	39	(11)
Total Expenditure	46,088	75,005	28,917
HRA share of Corporate and Democratic Core	928	795	(133)
Net Cost of Services	(13,053)	15,760	28,813

Less Interest and Non-Statutory Items:			
Interest payable and similar charges	8,120	6,101	(2,019)
HRA financing and investment income	(78)	(62)	16
Revenue Contribution to Capital	4,769	5,958	1,190
Reversal of revaluation loss	-	(29,125)	(29,125)
HRA other reserve movements	-	1,452	1,452
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	-	386	386
Capital grants reversed out		1,139	
Total Adjustments	12,811	(15,948)	(29,898)
(Surplus) / Deficit on the HRA	(242)	(188)	(1,085)

Welwyn Hatfield Borough Council Housing Revenue Account - FYE 2024

HRA By Service Area

Description	Budget 2023/24 £'000	Outturn 2023/24 £'000	Variance £'000
Finance & Transformation	(45,762)	(46,734)	(972)
Place	(5)	339	344
Resident and Neighbourhoods	4,076	3,618	(458)
Property Maintenance and Climate Change	13,755	14,062	308
Corporate items	27,694	28,526	831
(Surplus) / Deficit on the HRA	(242)	(188)	54

HRA Reserves

General HRA reserve	Current Budget 2023/24 £'000	Outturn 2023/24 £'000	Variance £'000
Opening HRA Balance	(2,764)	(2,764)	-
In-year (Surplus) / Deficit	(242)	(188)	54
Closing HRA Balance	(3,006)	(2,952)	54

Earmarked reserves HRA	Current Budget 2023/24 £'000	Outturn 2023/24 £'000	Variance £'000
Opening HRA Balance	-	-	-
In-year movements	-	(1,452)	(1,452)
Closing HRA Balance	-	(1,452)	(1,452)

Executive Director (Finance and Transformation)

Description	Budget 2023/24	Actual 2023/24	Variance
	£ '000	£ '000	£ '000
Employees	1,654	1,918	264
Premises Related	0	17	17
Transport Related	10	11	0
Supplies and Services	9,844	7,608	(2,235)
Third Party Payments	0	70	70
Transfer Payments	50	39	(11)
Income	(57,321)	(56,397)	924
Controllable Costs	(45,762)	(46,734)	(972)

Controllable Variance Analysis	Variance
d) There have been a number of vacant posts across the service which are in the process of being recruited to. One post has been removed from the budget for 2024/25.	(31)
d) The annual lump sum pension payment was higher than budgeted for. This has been included in the budget for 2024/25.	299
d) There have been delays with the delivery of Minster House and 1-9 Town Centre Hatfield. As such there is reduced rental income from these sites. Furthermore, current void times are not meeting the targets of 60 days for general voids and 72 days for major voids resulting in increased loss of income from void properties.	702
d) Interest payments on loans. The interest charged is looked at on a regular basis. This is heavily linked to the expected need for borrowing for the capital programme and due to rephasing of capital schemes, there is less borrowing required, and therefore there is a favourable year end variance.	(2,019)
d) Due to the large number of outstanding insurance claims in relation to the HRA, there was a larger than average increase in the provision for insurance claims. This will be reviewed quarterly going forward.	234

d) The service charge audit is near completion and a year end overspend is showing for the total income from leaseholder service charge bills. Due to the terms of the leases, and legislation, we can only charge leaseholders for expenditure that was paid by the 31st March 2023. As there were a number of invoices (£73k) that were accrued for at year end (but not yet paid) this is contributing to the year end overspend for the day to day service charge. A further £104k of the year end overspend relates to fewer leaseholders signing up for new fire doors than expected; this was budgeted for in the service charge income. The service will continue to encourage more sign up in this area.	235
c) This relates to the software budget for the HRA, the underspend is due to certain software/licences not being continued.	(45)
This relates to the provision for bad debts; despite the cost of living crisis the rental collection levels remain high, and as a result, based on the outstanding debts at year end and the length of time of the debts a reduction to the budgeted provision was achieved.	(232)
d) Other minor variances.	68
TOTAL	(972)

Housing Revenue Account
31 March 2024 variances

Appendix D2

Executive Director (Place)

Description	Budget 2023/24	Actual 2023/24	Variance
	£ '000	£ '000	£ '000
Employees	497	567	71
Premises Related	476	699	222
Transport Related	2	4	3
Supplies and Services	165	217	52
Third Party Payments	60	83	23
Transfer Payments	0	0	0
Income	(1,204)	(1,232)	(28)
Controllable Costs	(5)	339	344

Controllable Variance Analysis	Variance
d) Overspend due to a pressure against capital recharges for Housing Development (HRA). We are commencing a review of the capital recharges process.	127
d) Overspend on Hostels Water Bills (£12k) and Council Tax Charges (£33k).	46
d) Overspend on Hostels Gas (£45k) and Electricity (£88k) charges.	133
d) Other minor variances.	38
TOTAL	344

Service Director (Resident and Neighbourhood)

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	3,274	2,528	(746)
Premises Related	1,666	1,462	(205)
Transport Related	76	48	(28)
Supplies and Services	405	386	(19)
Third Party Payments	244	536	293
Transfer Payments	0	0	0
Income	(1,589)	(1,343)	246
Controllable Costs	4,076	3,618	(458)

Controllable Variance Analysis	Variance
d) Efficiency Savings from closing the Independent Living Control Centre. These savings are net of set up and transfer costs, and the reduced income generated from organisations.	(125)
d) Delays to capital projects such as Queensway, Minster and Howard House are causing an overspend on council tax as the Council is responsible for council tax costs while these properties are empty. Queensway makes up approximately 30% of this, Howard and Minster House approximately a further 10% each of this additional cost. Additionally there is some lost income from community facilities charges owing to this delay in occupancy.	403
d) Savings achieved from moving the Community Buses service to a third party provider.	(46)
d) Overspend on Temporary Accommodation, Assisted Transfers relating to hotel costs for decants due to a lack of affordable solutions.	13
d) Underspend on utility payments caused by a reduction in utility costs over the course of the year since budgets were set.	(512)
d) Underspend due to vacancies partially offset by agency staff costs.	(143)
d) Estates Management contractor payments overspend is a result of unexpected expedited works from contractor.	23
e) CCTV Contract based on estimated inflationary increase, which exceeded the final outturn.	(22)

d) Lower cost replacement furnishing for Independent Living accommodation purchased which did not compromise on quality.	(19)
d) Savings in contractor costs due to delays in bringing Minster House up to full occupation.	(27)
d) Other minor variances	(3)
TOTAL	(458)

Service Director (Property Maintenance and Climate Change)

Description	Budget 2023/24 £ '000	Actual 2023/24 £ '000	Variance £ '000
Employees	1,943	1,875	(68)
Premises Related	30	81	51
Transport Related	1	5	4
Supplies and Services	1,712	878	(834)
Third Party Payments	10,102	11,223	1,121
Transfer Payments	0	0	0
Income	(33)	0	33
Controllable Costs	13,755	14,062	308

Controllable Variance Analysis	Variance
D) The service has recently been restructured and a number of roles have been filled with agency staff whilst permanent recruitment has been taking place (see below).	(889)
D) Agency staffing costs. Due to vacancies whilst recruitment has been taking place, agency cover has been sought to ensure that service delivery is maintained which has cost over £500k. Further agency costs for the waking watch at Queensway house has cost over £300k.	814
d) There have been increased costs for voids and damp and mould cases during 2023/24 which has led to a significant overspend on the repairs budget. Void properties are now being completed to a higher specification which comes at a higher cost. Damp and Mould works are being carried out and properties are being given extra capital investment where this will help with the issues.	1,163
a) This relates to the HRA stock condition survey, the works for this are still ongoing and will continue in 2024/25. The funds for this will be put into a reserve so that it can be used for the project next year.	(1,321)
D) There are ongoing disrepair claims coming through which have incurred legal fees above what has been budgeted.	228
d) There has been a high number of disrepair cases in recent years and therefore a provision has been created in this financial year for cases that are still outstanding. This provision will be looked at on a quarterly basis and updated as needed.	264
e) Other minor variances.	49
TOTAL	308

Summary of virements between services

Appendix D5

Service	Virement Detail	Virement Total
Finance and Transformation	Virement to reflect increased pension contribution rate (£55k)	(155)
	Realignment of functions following the restructure in 2022/23 (£100k)	
Place	Virement to reflect increased pension contribution rate £6k	106
	Realignment of functions following the restructure in 2022/23 100k	
Service Director (Resident and Neighbourhood)	Virement to reflect increased pension contribution rate £30k	30
Service Director (Property Maintenance and Climate Change)	Virement to reflect increased pension contribution rate £18k	18
Total Increase/(Decrease) to Net Cost of Service Budgets		0

Arrears by service at 31 March 2024

Appendix E

	1-30 Days Overdue	31-60 Days Overdue	91-365 Days Overdue	365 Days Overdue	Total Outstanding
Executive Director - Place					
Economic Development	2,340	0	0	0	2,340
Commercial Property and Ground Rents	524,070	77,025	86,888	326,570	1,010,288
Parking and Playgrounds	2,285	0	135	0	2,420
Planning	9,101	0	11,490	4,510	19,100
Housing Options	265	415	7,507	93,597	102,104
Place other	8,714	-584	675	-234	21,571
	<u>546,775</u>	<u>76,856</u>	<u>106,695</u>	<u>424,443</u>	<u>1,157,824</u>
Executive Director - Finance & Transformation					
Cemeteries and Crematoriums	46,735	18,724	2,470	4,757	72,691
Finance	39,004	2,053	2,533	27,292	71,175
Finance and Transformation other	0	0	60	408	468
	<u>85,739</u>	<u>20,777</u>	<u>5,063</u>	<u>32,457</u>	<u>144,334</u>
Service Director - Property Maintenance & Climate Change					
Property Maintenance and Climate Change	168	0	0	5,555	5,723
	<u>168</u>	<u>0</u>	<u>0</u>	<u>5,555</u>	<u>5,723</u>
Service Director - Resident & Neighbourhood					
Community Safety	2,500	0	350	0	2,850
Environmental Services - waste/recycling	183,696	0	0	0	183,696
Independent Living	18,401	144	-396	-482	17,644
Private Sector Housing	11,669	1,150	559,050	29,587	602,741
Resident and Neighbourhood other	10,635	-2,049	1,294	-877	9,105
	<u>226,901</u>	<u>-755</u>	<u>560,298</u>	<u>28,229</u>	<u>816,036</u>
TOTAL	859,583	96,878	672,056	490,684	2,123,916

	Breakdown below:	Breakdown below:
Rental Deposit scheme ¹	7,507	93,382
Referred to legal ²	0	45,090
Payment plan ³	695	21,876
Chasing commercial tenants ⁴	88,314	307,838
Chasing - other LAs and partner orgs ⁵	350	0
Chasing - other orgs & individuals ⁶	10,238	10,501
Balances of less than £50 ⁷	834	1,146
Unallocated credits ⁸	-2,472	-9,671
Invoices in dispute ⁹	566,590	20,521

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. 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. Commercial tenant debts - these are debts of tenants who lease commercial premises and are managed by the Estates team.
5. Other LAs & partners - these are debts of other councils or partner organisations, so legal action is not usually required.
6. Other Chasing - these debts are being actively pursued directly with the customer by the department who provided the service or by Finance.
7. Balances of less than £50 - many of these debts are ground rent.
8. 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.

Budget Efficiency Savings 2023 - 2024

Appendix F

Service Manager	Title of the Proposal	2023/24 Saving to be made £'000	2023/24 Forecast £'000	On Track
Finance and Transformation	Customer Services	(120)	(120)	Green
Finance and Transformation	Crematorium	(25)	0	Red
Finance and Transformation	Cemeteries	(10)	0	Red
Finance and Transformation	Internal Audit	(7)	(7)	Green
Finance and Transformation	Fraud	(15)	(15)	Green
Finance and Transformation	General	(2)	0	Red
Finance and Transformation	Revenues and Benefits	(220)	(220)	Green
Finance and Transformation	General	(4)	0	Red
Finance and Transformation	Baseline reset	(167)	(167)	Green
Finance and Transformation	Service Reviews	(57)	(57)	Green
Place	HatTech	(41)	(33)	Yellow
Place	Estates	(165)	(39)	Yellow
Place	Parking	(139)	(139)	Green
Place	Parking	(58)	(58)	Green
Place	Service Review	(128)	(128)	Green
Place	Service Review	(117)	(100)	Yellow
Place	Estates Management Scheme Fees	(5)	(5)	Green
Place	Hertfordshire Building Control	(12)	(6)	Yellow
Place	Planning pre-application fees	(5)	0	Red
Place	Community Grants	(50)	(50)	Green
Place	Homelessness funding	(48)	(48)	Green
Place	Hilltop	(5)	0	Red
Place	Service Reviews	(73)	(73)	Green
Place	Housing allocations	(16)	(16)	Green

Place	Campus West	(40)	(14)	
Property Maintenance and Cli	Garages	(200)	(200)	
Property Maintenance and Cli	Office consolidation	(100)	(100)	
Property Maintenance and Cli	Service Review	(120)	(120)	
Resident and Neighbourhood	Garden Waste Subscription Fees	(216)	(216)	
Resident and Neighbourhood	Allotment Costs	(29)	0	
Resident and Neighbourhood	Service Reviews	(100)	(100)	
Corporate	PensionsRevaluation	(105)	(105)	
Corporate	Council Tax	(127)	(127)	
TOTAL		(2,526)	(2,263)	

Part I

Main author: Andrew Harper

Executive Member: Cllr Sandreni

Bonfante

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4th JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (RESIDENT SERVICES AND CLIMATE CHANGE)

PARENT COMPANY GUARANTEE – WASTE MANAGEMENT CONTRACT

1 Executive Summary

- 1.1 In March 2020 the council entered into a contract with Urbaser Limited for Waste Management Services. For security, the Council also entered into a Parent Company Guarantee with Urbaser's parent company, Urbaser S.A.U.
- 1.2 Ownership of Urbaser Limited is due to change from Urbaser S.A.U to FCC Environment (UK) Ltd. As a result a novation of the Parent Company Guarantee (PCG) is required.

2 Recommendation(s)

- 2.1 That Cabinet agree that a Deed of Novation is entered into that transfers the liabilities of Urbaser S.A.U., under the Parent Company Guarantee, to FCC Environment (UK) Ltd

3 Explanation

- 3.1 On 27th March 2020, the Council entered into a PCG with Urbaser S.A.U in relation to the waste and recycling contract with Urbaser Limited (The Contractor)
- 3.2 Urbaser S.A.U. were the parent company of Urbaser Limited, at the time and the PCG allows the Council to call upon the Contractor's parent to remedy any breach so that the Contractor's obligations under the contract are met.
- 3.3 The entire issued share capital of Urbaser Limited is being sold to FCC Environment(UK) Limited by Urbaser S.A.U , so a novation of the PCG is required to pass the liabilities of the outgoing Parent Company, under the PCG, to the incoming Parent Company.

Implications

4 Legal Implication(s)

The parties to the Deed of Novation will be: (1) Urbaser S.A.U; (2) FCC Environment (UK) Limited; and (3) WHBC. The Form of the Novation will be agreed by the Legal Services Manager and the agreed Novation will be executed as a deed under seal.

The Novation will take effect on the date that the ownership of Urbaser Limited transfers from Urbaser S.A.U to FCC Environment (UK) Limited.

5 Financial Implication(s)

Due diligence has been undertaken on FCC Environment (UK) Limited and they would have sufficient assets and wealth to meet their obligations under the PCG.

6 Risk Management Implications

There are considered to be little risk associated with this report

7 Security and Terrorism Implication(s)

None directly associated with this report.

8 Procurement Implication(s)

The contract for Waste and Recycling Services will remain with Urbaser Limited.

9 Climate Change Implication(s)

None directly associated with this report.

10 Human Resources Implication(s)

None directly associated with this report.

11 Health and Wellbeing Implication(s)

None directly associated with this report.

12 Communication and Engagement Implication(s)

None directly associated with this report.

13 Link to Corporate Priorities

13.1 The subject of this report is linked to the Council's Corporate Priority to run an effective council and specifically to be accountable and adopt a first-time right approach.

14 Equality and Diversity

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.

Name of author	Andrew Harper
Title	<i>Procurement Manager</i>
Date	16/4/2024

Part I

Item No: 0

Main author: Kirsten Roberts

Executive Member: Cllr Max Holloway

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

PERFORMANCE EXCEPTION REPORT – QUARTER 4 (2023-24)

1 Executive Summary

- 1.1 This report summarises the council's corporate performance data on an exception basis following the monitoring and review of performance reports by the Chief Executive, Directors, and Assistant Directors. This report covers the period 1 January 2024 to 31 March 2024 (Q4).
- 1.2 Any corporate projects and key performance indicators reported as 'target not met' are exception reported in the appendices to this report.

2 Recommendation

- 2.1 That Cabinet note the contents of this report and Appendix 1.

3. Explanation

- 3.1 A performance exception report is presented to the Cabinet on a quarterly basis as part of our current performance management framework.
- 3.2 By working with Directors and Assistant Directors in the production of this report, it ensures accountability for performance within the officer structure. This allows for a flow of detailed information to and from the council's leadership.

4. Legal Implications

- 4.1 There are no direct legal implications arising from the contents of this report.

5. Financial Implications

- 5.1 Failure to deliver corporate projects and key performance indicators may have a financial impact for the council. Where this is the case, it will be referenced in Appendix 1, as appropriate.

6. Risk Management Implications

- 6.1 A risk assessment of our performance management framework is reviewed quarterly on the council's strategic risk register.

7. Security and Terrorism Implications

- 7.1 There are no security and terrorism implications directly arising from the contents of this report.

8. Procurement Implications

8.1 There are no procurement implications directly arising from the contents of this report.

9. Climate Change Implications

9.1 There are no direct climate change implications directly arising from the contents of this report.

10. Health and Wellbeing Implications

10.1 There are no health and wellbeing implications directly arising from the contents of this report.

11. Communication and Engagement Implications

11.1 There are no communication and engagement implications directly arising from the contents of this report.

12. Human Resources Implications

12.1 There are no human resources implications directly arising from the contents of this report.

13. Link to Corporate Priorities

13.1 This report is linked to all the council’s corporate priorities as it shows the status of those corporate projects and performance targets associated within each priority.

14. Equality and Diversity

14.1 An Equality Impact Assessment has not been completed because this report does not propose changes to existing service-related policies or the development of new service-related policies.

Name of author **Kirsten Roberts**
Title **Assistant Director (Customer Service & Transformation)**

Date **May 2024**

Appendix 1 Performance Exception Report (Q4 2023-24)

Corporate Plan Projects – Q4 (2023-24)

Appendix One

Progress for all corporate projects under each of our five Corporate Priorities is summarised here. **98%** of our Corporate Plan projects are now completed or on schedule with no risks/risks.

Corporate Priority	Purple (completed)	Green (on schedule with no risks)	Amber (on schedule – with risks)	Red (not on schedule)	Grey (not started)	Totals
1. Attractive and accessible green spaces supporting the borough’s wellbeing	5 (98%)	1 (2%)	0 (0%)	0 (0%)	0 (0%)	6
2. Evolving, vibrant town centres and a growing economy	4 (84%)	0 (0%)	2 (16%)	0 (0%)	0 (0%)	6
3. Quality homes through managed growth	9 (53%)	2 (12%)	6 (35%)	0 (0%)	0 (0%)	17
4. A sense of community where people feel safe	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	6
5. A well run council which puts our customers first	23 (88%)	2 (8%)	0 (0%)	0 (0%)	1 (4%)	26
Totals	47 (77%)	5 (8%)	8 (13%)	0 (0%)	1 (2%)	61

Ref	Project Description	Sponsor	Target Date	Commentary	Status
5.13	Explore the feasibility (and establish business case if appropriate) for the expansion of the District's leisure card	Chris Barnes	23/12/2024	Paused at present due to prioritising commercial operations and business development	

Key Performance Indicators – Q4 (2023-24)

A summary of our Key Performance Indicators (KPIs) collected over **Q4** is shown here. **75%** of KPIs have been met, exceeded or are within tolerance.

Total Number of Key Performance Indicators	KPI's met / exceeded	KPI's not met	KPI's within tolerance	KPI's with no data reported
67 (100%)	43 (65%)	17 (25%)	7 (10%)	0 (0%)

25% of KPIs did not meet their targets in **Q4**. These exceptions are reported in the table below, along with notes to explain their performance and a comparison to the same period last year.

Brief description of indicator	Q4 2022-23 Performance		Q4 2023-24 Performance		Service Comments
	Target	Outturn	Target	Outturn	
BPI 59 - The percentage occupancy levels of garage units in the borough	81%	76%	81%	76%	Whilst there has been an increase in fees and charges for garages the occupancy rate is generally being maintained. The team are signing up new tenants from the waiting list with applications consistent at around 15-20 per week.
BPI 71 - The percentage occupancy rate for the Weltech Business Centre	90%	91%	90%	81%	The occupancy rate is still slightly higher than national averages but lower occupancy rate than HatTech. This reflects the comparative age and quality of the centres.
BPI 101 - Percentage of complaints to proceed to Stage 2	5%	11%	5%	8%	42 cases (just over 8%) were escalated and investigated as a Stage 2 complaint, with only 5 upheld. The number of cases escalated to Stage 2 has remained relatively constant, between 7%-8% throughout 23-24 and has reduced compared the same period in 22-23. The team are currently reviewing complaint templates to further improve performance.

Brief description of indicator	Q4 2022-23 Performance		Q4 2023-24 Performance		Service Comments
BPI 99 - Percentage of complaints responded within 10 day SLA	N/A	N/A	95%	87%	<p>517 complaints were logged in Q4. 3,338 complaints were investigated and closed in the year 2023/24.</p> <p>51.49% of the complaints were upheld and 18.15% were not defined as a complaint.</p> <p>Nearly 87% of complaints have been responded to within 10 Working Days. This is an increase in performance of 10% compared to Q3. Teams continue to be reminded each week about outstanding complaints and officers dealing with housing complaints have recently attended complaint training.</p> <p>In the same period 33 compliments were also logged.</p>
BPI 18 - The percentage of household waste collected and sent for reuse, recycling and composting	53%	45%	53%	45%	<p>Q4 provisional recycling rate based on anticipated tonnages is 46%. This is below target although we still await final tonnages on some waste streams. Data will be received by end of June 2024 for Q4 and final recycling rate will be confirmed. The recycling rate for 2023/24 is higher than 2022/23, and roll out of projects planned for 2024/25 such as recycling and food waste collection from flats should help increase the recycling rate further.</p>
BPI 123 - Percentage of new food premises inspected and rated within 30 day target	N/A	N/A	100%	0%	<p>There were 6 new food business registered in Q4 but were not ready for inspection.</p> <p>It has proven challenging to meet with performance indicator. The majority of food businesses that register do not start trading immediately (and rarely within 30 days of the registration date). Many we subsequently have difficulty getting back in contact with and/or they do not start trading for some considerable time or at all.</p>
BPI 62 - The level of sundry debt as an average number of days to collect (Debtor Days)	48 Days	41 Days	48 Days	57 Days	<p>The performance in Q4 2023 was outside the target due to a small number of large unpaid invoices. 2 invoices totalling £550k remain unpaid after 270 days and are now in dispute. These added 12.2 days to the total debtor days.</p>

Brief description of indicator	Q4 2022-23 Performance		Q4 2023-24 Performance		Service Comments
BPI 126 - Housing options applicants to receive an assessment within 14 days of being assigned to an officer	N/A	N/A	95%	85%	There has been a consistent improvement in performance throughout the year, despite the service seeing a high level of demand. We are reviewing to ensure this is continued into the new year.
BPI 129 - Overall customer satisfaction percentage with planned works	N/A	N/A	92%	82%	There has been a low return in the number of surveys received during the quarter with only 17 surveys returned. 3 surveys received during the quarter were below the required level which has resulted in a lower than expected satisfaction rating. This has been raised with the contractors as part of regular contract performance meetings to ensure any learning is followed through.
BPI 112 - The percentage of domestic properties with a current EICR	100%	99%	100%	99%	All outstanding properties are due to no access being given and are going through legal process.
BPI 130 - Percentage of responsive repairs completed in time - Emergency	N/A	N/A	99%	98%	Data provided from contractor system.
BPI 34 - The percentage of council properties with a valid gas safety certificate	100%	100%	100%	99.9%	All outstanding properties are due to no access being given and are going through legal process.
BPI 37 - The average void property re-let time in days for normal general needs housing (YTD)	18 Days	35 Days	18 Days	132 Days	There was an improved performance in Q4 compared to Q3. There are new and additional resources from the contractor working on voids and there is improvement in meeting the quality standards required for the completed voids work and more voids were completed in Q4 also. Completion of works is still taking longer than the target so we are working to reduce the void time but there are improvements stating to be seen.

Brief description of indicator	Q4 2022-23 Performance		Q4 2023-24 Performance		Service Comments
BPI 88 - Average void relet time (days) for 'Major' voids (SH & GN)	45 Days	47 Days	45 Days	108 Days	The performance for Q4 has decreased. When a property is void we are taking the opportunity to undertake any major works such as kitchen and bathroom replacement, damp and mould repair works and electrical rewiring. This is taking longer to complete works but is more beneficial whilst the property is unoccupied.
BPI 61 - The percentage level of critical ICT system availability during core operating hours	99.5%	100%	99.5%	93.7%	The Council suffered a severe network outage in January 2024. Some services, such as email and Teams, continued to work but for KPI reporting it has been treated as a total outage for 4 whole days. Performance in the next two months of the quarter was very good.
BPI 117 - The percentage of all new planning enforcement cases where an initial site visit has been made within 10 days	N/A	N/A	80%	32%	Only 11 of 34 new planning enforcement cases had a site visit made within 10 days of receipt. Whilst this is lower than would have been liked, the team always prioritise visits for those cases which present potentially the most serious matters.
BPI 28 - The percentage of all planning enforcement cases where a decision on action has been taken within 28 days	87%	100%	87%	38%	Only 13 of 34 planning enforcement cases had a decision on action within 28 days. Whilst this is lower than would have been liked, the team always prioritise visits for those cases which present potentially the most serious matters and have also been progressing with a number of legal cases over the last quarter, which have taken significant officer time.

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Agenda Item 9

Part I

Main author: Richard Baker

Executive Member: Cllr Kieran Thorpe

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE & TRANSFORMATION)

RISK MANAGEMENT – QUARTER 4 RISK REGISTERS

1 Executive Summary

- 1.1 This report presents to Cabinet the current identified strategic risks facing the Council, and those operational risks assessed as having a residual risk level of serious or severe (those with a score of 10 or more). The report is an assessment of risk as at 31 March 2024.
- 1.2 A new risk management policy, strategy and framework was approved towards the end of 2022/23, with adoption from 1 April 2023.
- 1.3 This included a new approach to scoring of risks, enabling the council to capture and report on both the inherent risk (before control measures are in place) and the residual risk (after control measures are put in place). This allows members to understand how the control measures in place impact on the risk, and whether the residual risk is at an acceptable level, or whether more should be done to reduce the risk.
- 1.4 This report presents the risks under this framework. Narrative is provided by the risk manager, shown against each risk individually.

2 Recommendation

- 2.1 Cabinet are asked to:
 - note the attached risk registers at quarter 4;
 - note comments and actions in respect of the strategic and serious/severe operational risks.

3 Explanation

- 3.1 The risk framework sets out that all strategic risks will be reported to members on a quarterly basis. Operational risks are reported where the residual risk is considered to be serious or severe.
- 3.2 The level of risk is assessed based on the likelihood of the risk occurring, and the impact if the risk were to occur. Based on the assessment of these two factors, an overall score is determined, and a risk category assigned:

Risk Level	Acceptable	Manageable	Serious	Severe
Score	0-3	4-9	10-14	15-25

- 3.3 The strategic risks are contained in Appendix A. The operational risks with a residual assessment of serious or severe, are contained in Appendix B.
- 3.4 The tables below, summarise the number of strategic and operational risks, based on residual risk score.

Strategic




Probability	5	0	0	0	0	0
	4	0	0	0	1	1
	3	0	0	3	1	3
	2	0	2	8	2	4
	1	0	0	0	1	0
		1	2	3	4	5
		Impact				

Operational

Probability	5	1	0	0	1	0
	4	3	4	2	1	0
	3	3	6	12	3	4
	2	6	13	19	3	6
	1	3	6	8	5	3
		1	2	3	4	5
		Impact				

- 3.5 Contained within the appendices, is a comparison of how each individual risk to the previous reporting period. This will assist members with identifying how a risk may have increased or decreased between periods, and narrative will be provided to assist in understanding what has led to this change in assessment.

- 3.6 The following traffic light system applies to each of the comparisons to the previous inherent and residual score elements: probability; impact; and, total score.

Residual risk direction	Decreased assessment	Same as previous period	Increased assessment
Indicator			

- 3.7 Additional information is also shown in the appendices, such as the date the risk was last updated, to provide assurance to members that risks are regularly reviewed, and comparison to the previous residual risk scores to demonstrate how risks have changed between periods.

4 Legal Implications

- 4.1 The Accounts and Audit Regulations 2015 require that “[a] relevant authority must ensure that it has a sound system of internal control which [among other matters] includes effective arrangements for the management of risk.”
- 4.2 Failure to adequately manage risk may lead to consequences of legal challenge, which will be outlined in risk descriptions.

5 Financial Implications

- 5.1 There are none directly arising from this report. Any risk event may have its own financial consequences, which will be highlighted in the risk description, and controls in place may have financial implications.

6 Risk Management Implications

- 6.1 Failing to maintain adequate and effective arrangements for the management of risk may lead to risk events not being foreseen, an inadequate response to a risk event occurring and a failure to exploit opportunities.

7 Security and Terrorism Implications

- 7.1 There are none directly arising from this report, though of course any risk event may have security and terrorism implications.

8 Procurement Implications

- 8.1 There are none directly arising from this report, though of course any risk event may have procurement implications.

9 Climate Change Implications

- 9.1 There are none directly arising from this report, though of course any risk event may have climate change implications.

10 Health and Wellbeing Implications

- 10.1 There are none directly arising from this report, though of course any risk event may have health and safety implications.

11 Communication and Engagement Implications

11.1 There are none directly arising from this report, though of course any risk event may have communication and engagement implications.

12 Link to Corporate Priorities

12.1 The subject of this report supports all council priorities in that the effective management of risk is essential to the achievement of objectives.

13 Equality and Diversity

13.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report as it relates purely to monitoring information.

Name of Author: Richard Baker

Title: Executive Director (Finance and Transformation)

Date: 24 May 2024

Associated documents:

Risk Policy and Strategy: <https://democracy.welhat.gov.uk/documents/s20219/8%20-%20Risk%20Management%20Policy%20and%20Strategy.pdf>

Risk Framework: <https://democracy.welhat.gov.uk/documents/s20220/8%20-%20Risk%20Management%20Framework.pdf>

Appendices:

Appendix A – Strategic Risk Register

Appendix B – Operational Risk Register (serious and severe)

Risk: Recognising and responding to current and future technology needs		Risk Manager: Assistant Director (ICT and Digital)		Last updated: 08 April 2024	
Description of risk: Failure to recognise and respond to the Council's technology needs will impair service delivery and preserve or introduce inefficient processes. This will lead to a poorer service for customers, ineffective investment of time, money and effort with additional costs for the Council in the short and long term. It is also likely to cause reputational damage.		Controls: End User Services contract Use of specialist contractors Transformation Programme Technology Design Principles ICT Strategy Staff engagement		Risk Manager Commentary: The ICT Service works closely with Services within the Council to understand priorities and to respond rapidly to changing needs. Much of the Service has been brought in-house, allowing for closer working, cooperation and informed support for other teams. ICT & Digital forms a core part of the Transformation Programme, designed to deliver technology meeting the Council's current and future business needs. The organisational structure around web and digital development is being reviewed and amended to ensure the most productive fit. ICT Management regularly meet with suppliers to understand opportunities for advances and efficiencies presented by new technologies.	
Inherent Probability: 4		Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 2		Residual Impact: 2		Residual Score: 4	
Previous Inherent Probability: 4		● Previous Inherent Impact: 4		● Previous Inherent Score: 16	
Previous Residual Probability: 2		● Previous Residual Impact: 2		● Previous Residual Score: 4	

Risk: Cultural change (Transformation)	Risk Manager: Executive Director (Finance and Transformation)	Last updated: 03 April 2024	
Description of risk: It is crucial that staff, the public and members buy into change programmes, to ensure delivery of the Transformation strategy and vision. Failure in this area could lead to financial implications and reputational damage.	Controls: Communications Plan Engagement activity Transformation Strategy and Action Plan Transformation Board and wider Governance Project Management Framework	Risk Manager Commentary: The transformation board meets on a regular basis to oversee key change projects, and considers staff and member communication as part of this. Staff engagement in change is considered on a project by project basis. Work continues on embedding the CORE values into the day to day performance management framework for staff. New corporate priorities have been agreed, and the annual business plan targets will be presented alongside the budget. A report on progress against the strategy was presented to Cabinet in January and key areas of work for the 24/25 programme have been reviewed and agreed by the board. Manager and Employee workshops are being held in April to finalise the new performance framework, following which a new learning and development framework will be created, to ensure staff have access to the training and development to excel in their roles.	
Inherent Probability: 5	Inherent Impact: 4	Inherent Score: 20	
Residual Probability: 2	Residual Impact: 3	Residual Score: 6	
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 4	<input type="radio"/> Previous Inherent Score: 20	<input type="radio"/>
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 3	<input type="radio"/> Previous Residual Score: 6	<input type="radio"/>

Risk: Recruitment, Retention and Organisational Development	Risk Manager: Human Resources and Organisational Development Manager	Last updated: 16 May 2024
Description of risk: Issues with recruitment, sickness, staff development and retention within the team may impact on the ability to deliver council services. The consequences of this may mean the council is unable to delivery statutory services, or fail to deliver its corporate plan and annual action plans. The impacts of these would be far reaching and would likely include legal, financial and reputational impacts.	Controls: HR Policies and Procedures Use of agency staff Use of specialist contractors Agency Worker Framework Training and Development Recruitment and Retention Policies and Procedures Learning from exit interviews and staff surveys Regular management monitoring of workforce data Learning Management System and Training Plans	Risk Manager Commentary: The recruitment market is constantly changing and we have to adapt to attract and recruit the best talent. We also review vacant posts to see if they would be suitable for an apprenticeship or trainee role. We are taking part in the National Graduate Development Programme to offer high quality graduates an opportunity to undertake projects to meet strategic goals and build a pipeline of future talent. We are also using social media to promote roles. We have now posted our first jobs on our new applicant tracker system and the new website has gone live, including 50 reasons to work for Welwyn Hatfield as recommended by the Task and Finish panel. The recruitment process is constantly being reviewed & we are trialling different initiatives to raise the profile of the organisation to applicants.
Inherent Probability: 4	Inherent Impact: 4	Inherent Score: 16
Residual Probability: 2	Residual Impact: 3	Residual Score: 6
Previous Inherent Probability: 4	<input type="radio"/> Previous Inherent Impact: 4	<input type="radio"/> Previous Inherent Score: 16
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 3	<input type="radio"/> Previous Residual Score: 6



Risk: Employment legislation	Risk Manager: Human Resources and Organisational Development Manager	Last updated: 09 April 2024	
Description of risk: Failure to follow policies and best practice could lead to employment tribunal claims, which if found against the council, would have reputational, financial and legal impacts.	Controls: HR polices and procedures Management training and briefing sessions Legislation HR Training and development Management oversight Insurance Learning from previous cases Professional legal advice and support HR Networks and national guidance	Risk Manager Commentary: Managers are trained to undertake people management processes including sickness management & disciplinary investigations / hearings. Briefing sessions are held when there are changes to policies & procedures to keep managers up to date with best practice and legislative changes. HR Advisors support and guide managers through complex employee relations matters. We have implemented a new health passport to support employees with long term health conditions or disabilities. We are updating our bullying & harassment policy (respect at work policy). We have updated the flexible working policy and guidance. We have run training sessions on carrying out internal investigations and disciplinary / grievance hearings. Refresher training has been added to the training programme to keep managers up to date. The importance of managers reading and following policies and procedures is highlighted by the current casework being undertaken. The HR team is available to support managers on any employee relations matter.	
Inherent Probability: 5	Inherent Impact: 4	Inherent Score: 20	
Residual Probability: 2	Residual Impact: 3	Residual Score: 6	
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 4	<input type="radio"/> Previous Inherent Score: 20	<input type="radio"/>
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 3	<input type="radio"/> Previous Residual Score: 6	<input type="radio"/>

Risk: Equalities and Safeguarding	Risk Manager: Human Resources and Organisational Development Manager	Last updated: 16 May 2024
Description of risk: Failure to comply with equalities and safeguarding legislation & best practice could lead to challenges to council decisions as a service provider, employer and in the procurement of products and services. This in turn could have severe financial, legal and reputational implications.	Controls: HR policies and procedures Equality and Diversity Strategy Equality and Diversity Action Plan Equality, Diversity and Safeguarding Working Group Training and development Safeguarding policies and procedures	Risk Manager Commentary: The new EDI Strategy has been approved and is on our website We are working on an action plan in support of the strategies objectives. This will be finalised in quarter 1 of 2024/25 and delivery will be monitored by the equalities and safeguarding group. Equalities Impact Assessments continue to be completed for recommended decisions, and a summary of these is included in reports.
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25
Residual Probability: 2	Residual Impact: 5	Residual Score: 10
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 25
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 5	<input type="radio"/> Previous Residual Score: 10







Risk: Data Governance	Risk Manager: Executive Director (Finance and Transformation)		Last updated: 03 April 2024	
Description of risk: Failures in data governance across the council could lead to data not being held or correctly managed in line with legislation, including data transparency, data protection, freedom of information and environmental information requirements. Failures could lead to severe financial penalties and reputational damage.	Controls: Data Retention Policy Data Protection Policy and Procedures Information Asset Register Privacy Impact Assessment Procedures Freedom of Information Processes Data Transparency Processes Reuse of data policy and procedures Appeals processes ICT / Cyber controls Corporate Governance Group		Risk Manager Commentary: The council has a number of policies and procedures in relation to the protection and control of data. The re-use of data policy has been reviewed, and the bi-annual refresh of the freedom of information policy is currently going through the approval process. Training was rolled out in the quarter 3 and around 95% of staff have completed the training, with follow up reminders going to those who have not yet completed the training. There have been no reportable breaches in the quarter.	
Inherent Probability: 5	Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2	Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 25	<input type="radio"/>	
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 5	<input type="radio"/> Previous Residual Score: 10	<input type="radio"/>	

Risk: Elections	Risk Manager: Executive Director (Finance and Transformation)		Last updated: 03 April 2024	
Description of risk: New legislation has come into force which will see new requirements, including voter ID. Failure to promote and manage this could lead to reputational damage and legal challenge, in turn possibly leading to financial implications. We have yet to complete larger scale elections (government and county) since this new legislation has been introduced, and further legislative changes are anticipated	Controls: Weekly meetings with returning officer Project plans Staff training and development Understanding and management of risks at operational level Government guidance		Risk Manager Commentary: Weekly meeting are being held in the run up to the May elections to ensure measures are in place for the smooth running of the elections and continued compliance with the legislation that came into force last year. Polling stations are in place and resource requirements for postal votes, polling and the count etc are in place. Since quarter end, the elections took place and ran successfully.	
Inherent Probability: 4	Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 1	Residual Impact: 4		Residual Score: 4	
Previous Inherent Probability: 4	<input type="radio"/> Previous Inherent Impact: 4	<input type="radio"/> Previous Inherent Score: 16	<input type="radio"/>	
Previous Residual Probability: 1	<input type="radio"/> Previous Residual Impact: 4	<input type="radio"/> Previous Residual Score: 4	<input type="radio"/>	

Risk: Financial Sustainability	Risk Manager: Executive Director (Finance and Transformation)	Last updated: 03 April 2024
Description of risk: The council is in a time of high inflation, with ongoing cuts to government funding forecast for the coming years. It also has restrictions on how much funding can be raised through council tax. The cost of living crisis is likely to have an impact on the ability of residents and businesses in paying debts due to the council, and may impact on the use of discretionary services such as our cultural services, and associated income streams. The reducing capital balances for the general fund puts means the council will become more reliant on borrowing, and interest rate rises will increase the revenue cost to deliver capital schemes. Identification of long term efficiency plans, and sound financial controls, will be crucial to ensure the medium and long term sustainability of the council.	Controls: Income monitoring and trend analysis Medium Term Financial Strategy Debt policy and procedures/Debt monitoring Budget Setting Process Financial Regulations Minimum Reserve Policy Minimum Revenue Provision Policy Budget Monitoring and Reporting Transformation Programme Treasury Management Strategy Internal Audit/External Audit Fraud Prevention	Risk Manager Commentary: The council had identified a potential £0.5m overspend at the end of quarter three, which was a reduction to the overspend from quarter 2. The financial outturn is being prepared alongside the annual accounts, and the overspend is expected to be reduced further due to increased investment income receipts. Additional favourable variances occurred during 2022/23, which put the council in a stronger starting position with its reserves for 2023/24. The net impact of the closing 2022/23 position and the quarter 1 forecast, is a net increase in balances of £300k. The budget was approved at Council in February, which proposed minimal use of general reserves. The medium term forecasts have been updated as part of this, and a reserves strategy included to reduce overall balances to smooth the financial challenges in the years ahead. Treasury controls have been maintained and prudential indicators have not been breached. Due to a balanced budget being approved, the residual probability was decreased slightly at Q3, but remains high overall due to the challenges in future years and will be kept under review as we approach the next budget setting period.
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25
Residual Probability: 3	Residual Impact: 5	Residual Score: 15
Previous Inherent Probability: 5	Previous Inherent Impact: 5	Previous Inherent Score: 25
Previous Residual Probability: 3	Previous Residual Impact: 5	Previous Residual Score: 15

Risk: Service Standards	Risk Manager: Assistant Director (Customer and Transformation)	Last updated: 03 April 2024	
Description of risk: Failure to adequately identify key performance statistics, complaints and data could lead to a failure in oversight of service provision, leading to a failure to quickly identify and remedy failures in service provision. This could have wide ranging legal, financial and reputational consequences. Not responding to complaints in line with Policy, Procedure and Complaint Handling Code leading to a complaint handling failure. This could have legal and reputational risks to the council.	Controls: Annual Business Plan Regular review of operational key performance indicators Performance Management Framework Digital collection and reporting of performance Management and Member reporting Complaint handling policy, procedures and use of templates Dispute resolution training Annual complaint assessment Management reporting Member reporting Persistent and Vexatious Policy and Procedure Monitoring and reporting of ombudsman complaints	Risk Manager Commentary: Overall performance is being monitored and reported on a monthly basis to SMT, with complaints monitored and reported to relevant officers on a weekly basis. This enables any patterns to be identified as soon as they occur. Plans are in place to share Ombudsman cases and outcomes to relevant staff and is discussed at Corporate Governance Group. Housing Ombudsman training took place in March 2024 and the council's current Complaint's Policy is being reviewed against the Ombudsman's new codes. Quarterly performance is reported to Cabinet. The probability has been increased as tenants are now able to contact the Housing Ombudsman directly, prior to going through the councils processes. This means it is more likely that there will be an increase in cases and maladministration findings.	
Inherent Probability: 4	Inherent Impact: 4	Inherent Score: 16	
Residual Probability: 3	Residual Impact: 3	Residual Score: 9	
Previous Inherent Probability: 4	Previous Inherent Impact: 4	Previous Inherent Score: 16	
Previous Residual Probability: 3	Previous Residual Impact: 3	Previous Residual Score: 9	

Risk: Fraud and Corruption	Risk Manager: Executive Director (Finance and Transformation)	Last updated: 03 April 2024	
Description of risk: The council, as a public body, is at risk of fraud and corruption, particularly in relation to housing benefit, council tax support and housing tenancies. Whilst these are not the only areas of potential fraud, these are key services which fraud is commonly attempted. Fraud against the council will lead to financial implications, reputational damage if left uncovered, and may lead to residents not obtaining services required.	Controls: Fraud and corruption policies and procedures Shared anti Fraud Service Fraud reporting hotline and online forms National fraud initiative Hertfordshire Fraud-Hub Hertfordshire fraud hub	Risk Manager Commentary: The council joined the shared anti-fraud service from 1 April 2023. A refresh of policies is complete and these are now going through the approval process. More regular and pro-active measures have been introduced (Herts Fraud Hub), which will not only increase the detection of fraud, but also enable the earlier detection of fraud which in turn will limit/decrease the value of fraudulent activity. This is going well although the team are having to chase staff for responses. SAFs have identified additional control measures on refunds which are have now been implemented. Teams are now reviewing their operational procedures and SAFS are working with them to ensure that fraud referrals and checks are built into processes at the right stages. An internal audit has been underway on the approach to anti-fraud during quarter 4, with the results expected in early April.	
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25	
Residual Probability: 2	Residual Impact: 4	Residual Score: 8	
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 25	<input type="radio"/>
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 4	<input type="radio"/> Previous Residual Score: 8	<input type="radio"/>

Risk: Cyber Security	Risk Manager: Assistant Director (ICT and Digital)	Last updated: 16 May 2024	
Description of risk: Issues with cyber security, could lead to loss of sensitive and operational data and render systems unuseable, in turn impacting on the Council's ability to deliver key and statutory services. A major incident could lead to extended downtime, which could impact financially, legally and have a significant impact on the Council's reputation.	Controls: Network Architecture Malware detection Data encryption User awareness Disaster recovery plan (e.g. off-site back-up) DR Tests External Alerts (Eg WARP, NCSC and suppliers) Internal Monitoring (e.g. SIEM) Email gateway PSN accreditation Health checks and Penetration tests ICT policies and procedures Staff training (e.g. Phishing Simulation)	Risk Manager Commentary: The Council's ICT environment is subject to 3rd-party testing and accreditation as part of Public Sector Network membership, with any vulnerabilities identified and remedied. The Council's submission is currently being assessed by the Cabinet Office ahead of re-accreditation. (Since quarter end, the council has obtained accreditation) The ICT Team employ a strong range of technical preventative and mitigating measures (including firewalls, timely security patching, anti-malware software, etc.). We include Cyber Security as a core consideration in all major infrastructure and application renewal. The Council has adopted Security Information & Event Management (SIEM) system, which we have seen successfully flag and mitigate cyber attacks in real time, and more recently a 24/7 managed Endpoint Detection & Response service to enhance its network security. We have recently introduced multi-factor authentication to protect account security, upgraded firewalls in February 2024 and have blocked access from overseas by default. The Council undertakes phishing simulations to maintain high awareness of this risk, which are run quarterly.	
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25	
Residual Probability: 4	Residual Impact: 4	Residual Score: 16	
Previous Inherent Probability: 5	 Previous Inherent Impact: 5	 Previous Inherent Score: 25	
Previous Residual Probability: 3	 Previous Residual Impact: 4	 Previous Residual Score: 12	

Risk: ICT Continuity	Risk Manager: Assistant Director (ICT and Digital)	Last updated: 08 April 2024
Description of risk: Issues with the Council's core ICT infrastructure (network, data centre, etc.) could lead to major ICT failures, in turn impacting on the Council's ability to deliver key and statutory services. A major incident could lead to extended downtime, which could impact financially, legally and have a significant impact on the Council's reputation.	Controls: Disaster recovery plan (e.g. off-site back-up) Disaster recovery Tests Internal Alerts (e.g. Network & Server Monitoring) Server room controls (cooling, gas suppression systems, UPS, back up generator) Use of cloud-based services ICT policies and procedures Business continuity planning Staff training	Risk Manager Commentary: The Council's data centre includes significant use of resilient technologies, providing failover in the event of hardware failure. ICT manage contractual relationships with core suppliers carefully to minimise the risk of 3rd-party service disruption. Comprehensive back-ups are in place to ensure that systems can be recovered with minimum loss of data. The Council has a contract in place for the provision of Disaster Recovery services, replicating the service provided by the in-house data centre and we continue to assess and move towards Software as a Service Cloud technology where appropriate. Options for long-term back-up and DR arrangements (likely to be for implementation in 2025) are currently being reviewed including seeking costs for potential adoption of a cloud solution which would provide protected back-ups and see a much reduced Recovery Time Objective.
Inherent Probability: 4	Inherent Impact: 5	Inherent Score: 20
Residual Probability: 2	Residual Impact: 4	Residual Score: 8
Previous Inherent Probability: 4	● Previous Inherent Impact: 5	● Previous Inherent Score: 20
Previous Residual Probability: 2	● Previous Residual Impact: 4	● Previous Residual Score: 8

Risk: Industrial Action		Risk Manager: Human Resources and Organisational Development Manager		Last updated: 03 April 2024	
Description of risk: Industrial action stemming from employment matters, such as the pay award or changes to terms and conditions, can removed resources from our operations. This could have financial, reputational and health and safety implications.		Controls: Business Continuity Plans Emergency Plans Formal engagement with trade unions		Risk Manager Commentary: This risk has been added to the risk register following discussion at audit committee. The current risk level is perceived to be low (both inherent and residual) as there are no current indications of a national strike ballot from unions, and no local changes to T&Cs proposed.	
Inherent Probability: 3		Inherent Impact: 4		Inherent Score: 12	
Residual Probability: 2		Residual Impact: 3		Residual Score: 6	
Previous Inherent Probability: 0		● Previous Inherent Impact: 0		● Previous Inherent Score: 0	
Previous Residual Probability: 0		● Previous Residual Impact: 0		● Previous Residual Score: 0	

Risk: Strategic - RSH Regulatory Standards		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: Failure to comply with the Regulator of Social Housing's Regulatory standards, including the Social Housing Regulation Bill and Housing Ombudsman's expectations leads to Regulatory intervention and Reputational consequences		Controls: Social Housing White Paper Action plan in place Tenant Survey Measures commenced Training of Members Staff training and development		Risk Manager Commentary: A Strategic Housing Managers group has been established to meet quarterly, to ensure actions are co-ordinated across teams; this complements the operational Housing Mangers meetings that take place. Our self-assessment of compliance with the consumer standards and Social Housing Regulation Act has been completed. Action plan in progress and some tasks already completed.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 4		Residual Impact: 5		Residual Score: 20	
Previous Inherent Probability: 5		Previous Inherent Impact: 5		Previous Inherent Score: 25	
Previous Residual Probability: 4		Previous Residual Impact: 5		Previous Residual Score: 20	

Risk: Planning - SPD masterplans	Risk Manager: Assistant Director (Planning)	Last updated: 05 April 2024
Description of risk: Failure to deliver aspirations of Local Plan as a consequence of failure to adopt SPD masterplans for strategic sites	Controls: Identification of sufficient resources and skills across the Planning Service to the preparation of masterplans. Early and meaningful engagement with stakeholders and members. Potential external support and expertise to supplement internal resources.	Risk Manager Commentary: Work on Masterplans, where they can be secured, is continuing positively. Work has progressed well with the masterplan for Birchall Garden Suburb (joint with East Herts Council). Community information sharing events were held in July 2023 and the masterplan was endorsed by CPPP and Cabinet in August and September. Work has now commenced on the North West Hatfield masterplan and the Marshmoor masterplan. Both are being led by Gascoyne Estates, working with WHBC, HCC and stakeholders. Work has also started on the masterplan for land to the west of the railway line at Brookmans Park. The Planning Service has identified a need for specialist advice in some areas and has recently procured specialist Urban Design advice. These costs will be met by the applicant through the agreement of a Planning Performance Agreement.
Inherent Probability: 3	Inherent Impact: 3	Inherent Score: 9
Residual Probability: 2	Residual Impact: 2	Residual Score: 4
Previous Inherent Probability: 3	<input type="radio"/> Previous Inherent Impact: 3	<input type="radio"/> Previous Inherent Score: 9
Previous Residual Probability: 2	<input type="radio"/> Previous Residual Impact: 2	<input type="radio"/> Previous Residual Score: 4

Risk: Planning - Submission of GIS data		Risk Manager: Assistant Director (Planning)		Last updated: 16 May 2024	
Description of risk: Failure to properly submit GIS mapping data to Local Land & Property Gazetteer (LLPG) which results in the loss of gold standard and free access to Public Services Mapping Agreement (PSMA)		Controls: All corporate mapping tasks rest with a single officer and so this is a point of risk. However, there are officers across the council who have been trained on GIS and this provides a degree of support for more regular and service specific tasks. The LLPG updates are outsourced to NHDC and so this does provide resilience		Risk Manager Commentary: This risk continues to be monitored and actively managed by officers. Following the recent retirement of the GIS Manager, a recruitment exercise has been carried out to appoint a replacement; in the meantime, the Council's statutory duties continue to be met through the SLA with officers at North Herts Council. Refresher training has been provided to staff and detailed 'how to' guides are available for staff to use, on the intranet.	
Inherent Probability: 3		Inherent Impact: 3		Inherent Score: 9	
Residual Probability: 2		Residual Impact: 3		Residual Score: 6	
Previous Inherent Probability: 3		Previous Inherent Impact: 3		Previous Inherent Score: 9	
Previous Residual Probability: 2		Previous Residual Impact: 3		Previous Residual Score: 6	

Risk: Cost of Living Crisis - Impacts on residents, businesses and local economy		Risk Manager: Assistant Director (Leisure, Community and Cultural Services)		Last updated: 09 April 2024	
Description of risk: Failure to support residents and businesses to deal with the impacts of the cost of living crisis could have a detrimental impact on standard of living and economic prosperity within the Borough		Controls: Identified officers to provide support. Dedicated page on WHBC website to signpost to support. Working closely with agencies such as Citizens Advice. Have supported the establishment of warm space throughout the Borough and supported local food banks to take referrals		Risk Manager Commentary: We have provided community spaces for residents during the winter months and have a monthly cost of living working group ensuring the funding is joined up to support residents more effectively. Support for the food banks is continuing and they have engaged signed up as good causes for our community lottery. Additional funding has been made available to assist and support residents with rent and council tax arrears	
Inherent Probability: 4		Inherent Impact: 3		Inherent Score: 12	
Residual Probability: 2		Residual Impact: 3		Residual Score: 6	
Previous Inherent Probability: 4		● Previous Inherent Impact: 3		● Previous Inherent Score: 12	
Previous Residual Probability: 2		● Previous Residual Impact: 3		● Previous Residual Score: 6	

Risk: Leisure and Culture - Sustainability		Risk Manager: Assistant Director (Leisure, Community and Cultural Services)		Last updated: 16 May 2024	
Description of risk: Failure to operate leisure and culture facilities in a way which maximises usage through responding to changing demands, increase energy efficiency to limit costs, and plan for replacement of ageing facilities could threaten the provision of facilities throughout the Borough		Controls: Business plans are in place for all leisure and culture assets. Buildings being used in more efficient ways, and commercial opportunities are being explored. Plans are being developed to review the future provision of leisure and culture assets and how ageing buildings will be tackled. Energy efficiency measures have been implemented. Management of GLL contract.		Risk Manager Commentary: Leisure centre operational reviews take place monthly with the operator and any issues are discussed and escalated as required. There is close working between teams to ensure that referrals and members are promoted to the site in multiple ways, e.g. involvement with the healthy hub. Income streams at our cultural assets have been diversified, including the successful trial and expansion of live events.	
Inherent Probability: 4		Inherent Impact: 3		Inherent Score: 12	
Residual Probability: 2		Residual Impact: 3		Residual Score: 6	
Previous Inherent Probability: 4		● Previous Inherent Impact: 3	●	Previous Inherent Score: 12	●
Previous Residual Probability: 2		● Previous Residual Impact: 3	●	Previous Residual Score: 6	●

Risk: Council Run Events		Risk Manager: Assistant Director (Leisure, Community and Cultural Services)		Last updated: 16 May 2024	
Description of risk: Failure to run events safely and in an organised manner will risk public safety and fail to realise the benefits that successful events can bring for residents and businesses		Controls: Dedicated corporate group has been established to oversee events and ensure consistency and proper processes are in place. Close liaison with Welwyn Garden City BID to maximise benefits. Secured funding through UKSPF. Established new event review procedures to ensure suitable H&S measures in place on an event-by-event basis.		Risk Manager Commentary: All events are managed within a safe environment and Officers collect the relevant risk documents and ensure event plans are produced and activated. Events are planned with safety as a top priority and lessons from past events are applied to ensure continuous improvement. Positive feedback has been received from a number of events that the Council has held	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 3		Residual Score: 12	
Previous Inherent Probability: 5		Previous Inherent Impact: 5		Previous Inherent Score: 25	
Previous Residual Probability: 4		Previous Residual Impact: 3		Previous Residual Score: 12	

Risk: Planning for, and delivering, high quality affordable homes for everyone	Risk Manager: Executive Director (Place)	Last updated: 10 April 2024
Description of risk: Failure to co-ordinate the delivery of new homes of all tenures and types could lead to a lack of availability of homes, increased prices and increased homelessness.	Controls: Planning, Housing Development and Housing Needs co-located in Place directorate to ensure co-ordinated strategic approach to the provision of new homes. Emerging Local Plan has been progressed, and key allocations have been considered by DMC. New social homes being built by the Council. Well resourced Housing Options and Allocations teams with investment in temporary accommodation.	Risk Manager Commentary: A number of large scale AHP projects have completed in 23/24. A report is being prepared to Cabinet setting out sites and budget requirements for the next 5 years, although flexibility is being maintained within the programme. The planning team are also engaging positively with developers to negotiate the optimum housing mix for sites as they come forward, having due regard to individual site viability. The Housing Strategy Manager post is currently vacant and the duties are being covered in a different way.
Inherent Probability: 5	Inherent Impact: 5	Inherent Score: 25
Residual Probability: 3	Residual Impact: 5	Residual Score: 15
Previous Inherent Probability: 5	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 25
Previous Residual Probability: 3	<input type="radio"/> Previous Residual Impact: 5	<input type="radio"/> Previous Residual Score: 15

Risk: Strategic - Management of Council Owned Housing Property Assets		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 16 May 2024	
Description of risk: Failure to maintain and invest in Council Housing Assets adequately leads to Regulatory, Reputational and Financial consequences		Controls: Capital Investment Programme in place Stock Condition Survey underway Asset Grading Model Regular financial modelling and costings Recruitment of professional staff Training and development, Contractors and Consultants appointed, Wave 2 funding		Risk Manager Commentary: A new Assistant Director (Homes and Neighbourhood) has been appointed and she is due to start at the end of May. The new resource will be able to provide more dedicated focus on the Planned and Responsive Maintenance Service. A programme of stock condition survey is now underway and this is due to complete in Autumn 2024, the result of which will be used to inform the planned maintenance programme going forward. Regular meetings are being held with all of the Council's planned and responsive maintenance service contractors to ensure that they continue to deliver a good service to our tenants. However it is noted that the operating environment continues to be challenging in terms of the additional responsibilities introduced by the Social Housing Act, inflationary pressures over the last 18 months and recruitment difficulties in the sector	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 3		● Previous Residual Impact: 5		● Previous Residual Score: 15	

Risk: Strategic - Management of Council Owned Non-Housing Property Assets		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: Failure to maintain and invest in Non-Housing property assets adequately leads to Regulatory, Reputational and Financial consequences		Controls: Capital Investment Programme in place Decarbonisation Funding Asset Management Plan Regular financial modelling and costings Recruitment of professional staff Training and development, Contractors and Consultants appointed		Risk Manager Commentary: All general fund properties are maintained through the use of multi specialist contracts and frameworks which are overseen by the Building Services team. These contract cover all statutory requirements as well as planned and responsive maintenance. Contractors and consultants used on contracts are subject to stringent procurement rules where "Quality" is deemed to be an important factor in award. Regular contractor meetings are held to ensure this quality standard is constantly achieved. Works are completed as part of the ongoing planned works programmes following on from the most recent condition surveys, these important works are budgeted for during regular financial monitoring meetings with the Service lead. Capital investment bids made as needed.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 2		● Previous Residual Impact: 5		● Previous Residual Score: 10	

Risk: Failure to be prepared for the impacts of climate change	Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 16 May 2024	
Description of risk: In the event of predicted impacts of climate change (UKCP 18) projections for 2030 and 2050, there is an increased risk that WHBC will not be sufficiently prepared for the consequences of; wetter and warmer winters with greater potential for extreme rainfall events; drier and hotter summers with greater potential for heatwaves; and increased frequency of extreme climatic induced events, such as intense storms, wildfires and droughts. This may lead to deterioration of key infrastructure and assets, limited access to key services by vulnerable residents, an increased demand/pressure on many services, associated community-wide consequences, increasing and significant financial challenges, service disruption and/or a lack of service delivery/effectiveness, deterioration of public health, possible injury/loss of life, ecological and environmental impacts and associated reputational damage to WHBC	Controls: Climate Change Strategy Climate Change Action Plan Climate Change Member Board Carry out individual project risk assessments (developing project risk register) Ensure all directorates update Business Continuity Plans to reflect climate change risks identified Ensure communications team communicate extreme weather event guidance to staff and residents with an extreme weather event alert system Continue to implement our CAP to try to limit impacts of climate change and more broadly influence national and international action to reduce the drivers of the climate crisis		Risk Manager Commentary: Since the arrival of the Climate Change Officer in Summer 2023, there has been a refreshed focus in the Council’s work on Climate Change. Work delivered to date includes a complete refresh of the Climate change strategy and action plan, launched the climate change hub for the community, carried out a resident survey in the climate change area as well as delivered a range of community events. Going forward in 24/25, a series of events has been planned for the Great Big Green week in June. A new Climate Biodiversity Cabinet Panel will also be meeting to inform Cabinet on issues relating to Climate Change.	
Inherent Probability: 4	Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 3	Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4	<input type="radio"/> Previous Inherent Impact: 4	<input type="radio"/> Previous Inherent Score: 16	<input type="radio"/>	
Previous Residual Probability: 3	<input type="radio"/> Previous Residual Impact: 4	<input type="radio"/> Previous Residual Score: 12	<input type="radio"/>	

Risk: Corporate Health and Safety		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: Failure to maintain an adequate and effective health and safety management system, including building safety leads to harm to the public and/or colleagues resulting in Regulatory, Legal and Reputational consequences. This risk covers a broad range of H&S matters including (not limited to) lone working, grey fleet management, building compliance and updates to legislation.		Controls: Corporate Health and Safety Manager Health and Safety Policy and Procedures Building Safety Policy and Procedures Operational Health and Safety Board Metrics including Building Safety (reported to CHP and Cabinet) Staff training and Development H&S digital systems (eg Grey Fleet) Lone working devices, policies, procedures and training		Risk Manager Commentary: Policies and procedures are undergoing a schedule of review; the key prioritised policies have been completed. The Operational Health and Safety Board is meeting Monthly reviewing health and safety performance and reporting into the Corporate Governance Group	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5	●	Previous Inherent Impact: 5	●	Previous Inherent Score: 25	●
Previous Residual Probability: 2	●	Previous Residual Impact: 5	●	Previous Residual Score: 10	●

Risk: Resilience and Business Continuity		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: Not having emergency plans and arrangements in place to comply with the Civil Contingency Act. Failing to meet those requirements and respond adequately in an emergency. Failure to have business continuity plans in place to recover from service disruption. Financial and reputational risk.		Controls: Health and Safety and Resilience Manager to provide advice and plans Emergency plans and contact details Arrangements to respond (eg Gold and Bronze officers) who are trained Part of Herts CC Resilience Forum Contract monitoring to identify potential contractor failure and business continuity plans		Risk Manager Commentary: Emergency Plan and Reception Centre Plan has been revised and approved by SLT. Silver level training took place in Feb 24.	
Inherent Probability: 4		Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 3		Residual Impact: 3		Residual Score: 9	
Previous Inherent Probability: 4		● Previous Inherent Impact: 4		● Previous Inherent Score: 16	
Previous Residual Probability: 3		● Previous Residual Impact: 3		● Previous Residual Score: 9	

Risk: New Government's new Resources and Waste Strategy		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: There are draft proposals regarding waste producer responsibility and collection of waste/recyclables, garden waste but the details are not yet known. There are potential Implications for Councils in terms of the collection operation of waste and recycling and additional costs.		Controls: Monitoring the proposals. Monitored closely and information shared in the Hertfordshire waste strategic and operational partnerships		Risk Manager Commentary: Proposal for food waste and dry recycling from all properties to be introduced from March 2026. Govn funding provided for food waste to flats implementation. The Producer Responsibility duties requirements have been pushed back by the Govn until earliest 2025. Awaiting further details.	
Inherent Probability: 4		Inherent Impact: 3		Inherent Score: 12	
Residual Probability: 2		Residual Impact: 3		Residual Score: 6	
Previous Inherent Probability: 4		● Previous Inherent Impact: 3		● Previous Inherent Score: 12	
Previous Residual Probability: 2		● Previous Residual Impact: 3		● Previous Residual Score: 6	

Risk: Failure in procurement compliance		Risk Manager: Procurement Manager		Last updated: 05 April 2024	
Description of risk: Compliance with Internal and External Rules and Regulations		Controls: Contract Procedure Rules Procurement Strategy Public Contracts Regulations 2015 Training and briefings Compliance checks including regular review on expenditure Procurement checklists		Risk Manager Commentary: A recent audit of spend against the contracts register has shown very little non compliant spend. The procurement manager is working with the services managers on exceptions. There is a new procurement act and secondary legislation, which the council will need to ensure compliance with. Training is being undertaken, briefings to the management team, Cabinet and the constitution review group have taken place. The Contract procedure rules are being updated and officer training will be provided once the updated rules are adopted in September.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 4		● Previous Inherent Impact: 5		● Previous Inherent Score: 20	
Previous Residual Probability: 2		● Previous Residual Impact: 5		● Previous Residual Score: 10	

Risk Management - 2023/24 Quarter 4 Operational Risks (Serious and Severe)

Risk: Supplier failure (Financial)		Risk Manager: Procurement Manager		Last updated: 05 April 2024	
Description of risk: If a supplier faces financial challenges it may lead the supplier into administration or liquidation, which in turn could lead to severe disruption to the delivery of services, along with financial and reputational consequences		Controls: Financial checks as part of supplier selection process Ongoing monitoring of suppliers on Credit Safe system Business continuity plans Use of bonds, parent company gaurentees and other securities as appropriate		Risk Manager Commentary: All our major contracts are monitored through a credit agency and a risk rating is applied. Currently 49 companies are being monitored. 47 are low risk and 2 are moderate risk, These 2 are being monitored closely.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		● Previous Inherent Impact: 5		● Previous Inherent Score: 20 ●	
Previous Residual Probability: 3		● Previous Residual Impact: 4		● Previous Residual Score: 12 ●	

Risk: Collection Risks (Council Tax and Business Rates)		Risk Manager: Client Services Manager		Last updated: 16 May 2024	
Description of risk: Failure to maintain collection rates for council tax and business rates would have an impact on the councils finances, along with other preceptors which may lead to reputaitonal risks also.		Controls: Experienced service delivery partners Contract monitoring. Stringent monitoring with a recent dip in collection. Collection policies and procedures Collections legislation Use of legal action and enforcement agents Benchmarking and regular performance monitoring Fees and penalties used as appropriate		Risk Manager Commentary: A static debt review is commencing shortly with the new service provider once agreement had been reached with HCC. Performance is improving following the pandemic. However, still behind targets and it will take time before we get back to pre Covid levels.	
Inherent Probability: 4		Inherent Impact: 4		Inherent Score: 16	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		● Previous Inherent Impact: 4	● Previous Inherent Score: 16	●	
Previous Residual Probability: 2		● Previous Residual Impact: 4	● Previous Residual Score: 8	●	

Risk: Recruitment and Retention (Regeneration & Economic Development)		Risk Manager: Assistant Director (Regeneration and Economic Development)		Last updated: 04 April 2024	
Description of risk: Issues with recruitment and retention within the regeneration and economic development services may impact on the ability to deliver council services.		Controls: Use of agency staff Use of specialist contractors Agency Worker Framework Training and Development Recruitment and Retention Policies and Procedures		Risk Manager Commentary: Council’s across the country continue to experience challenges relating to professional surveying and estates roles. We have recruited a new Regeneration and Housing Development Service Manager post, to combine the knowledge of these two teams and create additional resilience. Further work is being done to review roles in the Estates team due to existing vacancies, with a view to increasing recruitment options. In the interim, some work is being prioritised to support the delivery of corporate objectives	
Inherent Probability: 5		Inherent Impact: 4		Inherent Score: 20	
Residual Probability: 5		Residual Impact: 4		Residual Score: 20	
Previous Inherent Probability: 5		● Previous Inherent Impact: 4	●	● Previous Inherent Score: 20	●
Previous Residual Probability: 5		● Previous Residual Impact: 4	●	● Previous Residual Score: 20	●

Risk: Legal Challenge to Planning decisions		Risk Manager: Assistant Director (Planning)		Last updated: 16 May 2024	
Description of risk: Successful planning appeals and/or legal challenge against a planning decision can lead to costs awarded against the council, along with potential reputational damage.		Controls: Decision making structure requires applications to be checked before determination. Officers are encouraged to discuss more complex applications with senior managers. Officers in the planning service aim to behave reasonably in order to minimise risk of costs awards against the Council. Other measures include: Application checking processes and procedures Complex cases reviewed by managers Officers in the planning service aim to behave reasonably in order to minimise risk of costs awards against the Council. Member training Constitution and Governance Procedures In terms of DMC decisions, members are always warned of the risk attached to their decision, particularly if this goes against the advice of officers		Risk Manager Commentary: This risk continues to be monitored as more complex applications are determined. The level of challenge to the Council, both prior and post decision, continues to increase and therefore legal advice is required more frequently to try and mitigate the risk of further JR. There has been a JR to the adoption of the local plan; the Council and DLUHC successfully defended the challenge in the High Court. Officers continue to take a precautionary approach to the most complex applications and, where necessary, will take specific legal advice before an application is determined.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 5		Previous Inherent Impact: 5		Previous Inherent Score: 25	
Previous Residual Probability: 3		Previous Residual Impact: 5		Previous Residual Score: 15	

Risk: Planning - Building Control		Risk Manager: Assistant Director (Planning)		Last updated: 05 April 2024	
Description of risk: The identified risk is that HBC is unable to provide the statutory building control service to the Council at any point in time.		Controls: The Council's statutory building control functions are now delivered by appropriately qualified members of the Herts Building Control team, who are seconded to the Council when undertaking this type of work. HBC has a pool of officers who provide this service, providing resilience to that service.		Risk Manager Commentary: Following the creation of a jointly owned company to provide building control services, the Council's statutory building control functions and responsibilities are delivered by Hertfordshire Building Control Ltd. The company, and the council's contract with it, are managed via shareholder & director joint meetings and secondment of staff from Herts Building Control. The seconded staff, by way of formal agreement, are considered to be working for the Council at the time they are undertaking statutory functions. The remainder of the time they work for the commercial business.	
Inherent Probability: 3		Inherent Impact: 5		Inherent Score: 15	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 3		● Previous Inherent Impact: 5		● Previous Inherent Score: 15	
Previous Residual Probability: 2		● Previous Residual Impact: 5		● Previous Residual Score: 10	

Risk: Local Plan adoption delays resulting from a Legal Challenge		Risk Manager: Planning and Policy Implementation Manager		Last updated: 05 April 2024	
Description of risk: A Legal challenge to our Local Plan and the process for its development is a possibility given the possibility of significant public and/or developer opposition. The impact of this on the timetable could be significant if the challenge has substance		Controls: Ensure compliance with the legal form for Local Plan development. Ensure resources are in place to seek legal advice as and when required		Risk Manager Commentary: Following the adoption of the new Local Plan was anticipated that the decision could be subject to Judicial Review, and this has now proved to be the case. This challenge is being assessed by planning and legal officers at present and a date for an initial hearing has been set for 11 April 2024. No further update at the time of writing.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 4		Residual Score: 12	
Previous Inherent Probability: 4		Previous Inherent Impact: 5		Previous Inherent Score: 20	
Previous Residual Probability: 3		Previous Residual Impact: 4		Previous Residual Score: 12	

Risk: Responsive repairs (Housing)		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 2024	
Description of risk: The Council fails to meet its responsive repairs obligations leading to disrepair, non adherence to regulations and expectation set out by the RSH and Housing Ombudsman, leading to financial, legal, health and safety and reputational implications.		Controls: Use of partnering contractor to complete responsive repairs Contractual SLAs Contract Monitoring and KPIS Disrepair Group and Operational damp and mould group in place Councils policy and procedures in relation to responsive repairs Identifying trends through complaints and lessons learned		Risk Manager Commentary: Morgan Sindall has been performing well. Over 80% of the repairs have been completed right for the first time. customer satisfaction was around 85% during the second quarter and improvements continue to be made with the contractor.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 2		● Previous Residual Impact: 5		● Previous Residual Score: 10	

Risk:		Risk Manager:		Last updated:	
Asset Data		Service Director (Resident and Neighbourhood)		16 May 2024	
Description of risk:		Controls:		Risk Manager Commentary:	
Failure to maintain building stock data leads to inaccurate forecasting and poor investment decisions leading to Regulatory, Financial and Reputational consequences		Savills appointed to complete 100% stock condition survey, Ark competed desk top exercise to develop programmes which are funded in the business plan, new structure includes an Asset Data team		Stock condition surveys commenced in July and due to complete in Autumn 2024. Any actions or repair requests resulting from the surveys are being followed up with the contractors. The new Asset Manager started in Q4, and they are focusing on analysing the stock condition survey data to inform future planned maintenance programme.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 5		Previous Inherent Impact: 5		Previous Inherent Score: 25	
Previous Residual Probability: 3		Previous Residual Impact: 5		Previous Residual Score: 15	

Risk: Fire Safety		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 2024	
Description of risk: Failure to comply with the Fire Safety Regulations and Building Safety Act leads to harm to the public and/or colleagues resulting in Regulatory, legal and Reputational consequences		Controls: Policy's and processes in place and regularly reviewed Regular reporting of compliance to ensure visibility Contractors met on a regular basis to ensure issues are identified Programmes are regularly reviewed and updated to ensure compliance.		Risk Manager Commentary: Operational Health and Safety board (OHSB) continues to meet on a regular basis to monitor the actions required to meet the Building Safety Act.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		<input type="radio"/>	Previous Inherent Impact: 5	<input type="radio"/>	Previous Inherent Score: 25
Previous Residual Probability: 2		<input type="radio"/>	Previous Residual Impact: 5	<input type="radio"/>	Previous Residual Score: 10

Risk: Damp, Mould and Condensation		Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 2024	
Description of risk: Failure to manage damp and mould cases effectively leads to customer harm resulting in Financial, Legal, Regulatory and Reputational consequences.		Controls: Procedures and monitoring in place to manage all cases Damp and Mould Group in place Regular reporting to Cross Party Group Operational damp and mould group in place Self assessment against the Housing Ombudsman's report underway Inherent defect house types identified Budget created for damp and mould		Risk Manager Commentary: The Damp and Mould Policy was approved in November 2023. Procedures/Action plans are in place to ensure that cases of damp and mould are addressed in accordance with the policy. Officer groups meet regularly to track progress and discuss cases.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3		Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 4	●	Previous Inherent Impact: 5	●	Previous Inherent Score: 20	●
Previous Residual Probability: 3	●	Previous Residual Impact: 5	●	Previous Residual Score: 15	●

Risk: Complaints	Risk Manager: Service Manager (Housing Repairs and Building Safety)		Last updated: 11 April 2024	
Description of risk: Failure to manage complaints effectively leads to Housing Ombudsman investigations, resulting in Financial, Regulatory and Reputational consequences.	Controls: Complaints System Management reporting Complaints policy and processes Weekly meeting to review complaints		Risk Manager Commentary: Surveyors are now working to cover 5 geographical areas (i.e. patches). Weekly meetings are taking place to ensure complaints are being answered correctly. Work continues in the background to take a proactive approach to address the outstanding complaint cases. We currently have some staff shortages which we are actively recruiting to.	
Inherent Probability: 4	Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 3	Residual Impact: 5		Residual Score: 15	
Previous Inherent Probability: 4	<input type="radio"/> Previous Inherent Impact: 5	<input type="radio"/> Previous Inherent Score: 20	<input type="radio"/>	
Previous Residual Probability: 3	<input type="radio"/> Previous Residual Impact: 5	<input type="radio"/> Previous Residual Score: 15	<input type="radio"/>	

Risk: Recruitment and Retention - Property Services		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 16 May 2024	
Description of risk: Failure to attract and retain competent staff leads to service failure resulting in Regulatory, Legal and Reputational consequences		Controls: Temporary staff being utilised to fill some gaps in the structure Point 13 appointed to help with targeted marketing campaign All posts re-evaluated Fortnightly staff briefings in place Weekly recruitment meetings with HR		Risk Manager Commentary: This continues to be a challenging area, especially in light of the significant changes in the Housing industry in the past few years. The new AD(Homes and Neighbourhood) is due to start in May 2024 and will be working with service managers to look at ways to improve recruitment in the team. They will also continue to work with contractors to improve the service. Also some new work practices have been introduced, which includes rolling out mobile tablets to workers to ease some of the back office admin burdens to make the roles more attractive.	
Inherent Probability: 5		Inherent Impact: 5		Inherent Score: 25	
Residual Probability: 4		Residual Impact: 4		Residual Score: 16	
Previous Inherent Probability: 5		● Previous Inherent Impact: 5		● Previous Inherent Score: 25	
Previous Residual Probability: 4		● Previous Residual Impact: 4		● Previous Residual Score: 16	

Risk: Tree Failure		Risk Manager: Landscape and Ecology Manager		Last updated: 08 April 2024	
Description of risk: Tree Risk of failure of a tree with resultant risk to property or life.		Controls: Trees managed by WHBC are inspected on regular scheduled programmed basis by qualified staff. Any trees requiring any safety works will be given a priority and actioned within budget constraints.		Risk Manager Commentary: The cyclical programme of tree inspections is on schedule which identifies any works to be carried out to reduce tree failure. Inspections ongoing and on schedule. Inspections ongoing on schedule.	
Inherent Probability: 4		Inherent Impact: 5		Inherent Score: 20	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 4		Previous Inherent Impact: 5		Previous Inherent Score: 20	
Previous Residual Probability: 2		Previous Residual Impact: 5		Previous Residual Score: 10	

Risk: Housing Management - Poor void management		Risk Manager: Service Director (Resident and Neighbourhood)		Last updated: 11 April 2024	
Description of risk: Poor void and allocatons management leading to loss of income, increased costs and extended periods of reduced property availability.		Controls: End to end mapped process Housing Management system in place Responsive repairs management Effective contractor management Void management standard Allocations Policy Clear management reporting		Risk Manager Commentary: The average void time for Q4 is still above target. This is due to a number of factors, including the key to key process, lettable standards review, kitchen supplier issues, resources, planned works issues and condition of properties being returned. In addition we have had some problems with the contractor completing their scope of works quickly and then completing the void works within the specified time and to standard. However, in Q4 there has been a marked improvement and voids being completed satisfactorily. Contractor has invested in more resources for the voids team.	
Inherent Probability: 5		Inherent Impact: 4		Inherent Score: 20	
Residual Probability: 4		Residual Impact: 3		Residual Score: 12	
Previous Inherent Probability: 5		Previous Inherent Impact: 4		Previous Inherent Score: 20	
Previous Residual Probability: 4		Previous Residual Impact: 3		Previous Residual Score: 12	

Risk: Control Centre Covering Sheltered Housing and Lifeline Service		Risk Manager: Independent Living Service Manager)		Last updated: 11 April 2024	
Description of risk: Failure of the new monitoring service for the control centre could lead to service failures, reputational damage and risk to life.		Controls: Continued monitoring of contract Ensure adherence to KPI's Contractor has business continuity measures if needed		Risk Manager Commentary: Performance is being regularly monitored. There were some initial operational and IT issues that the Contractor needed to address, and the contract is now operating more smoothly. There have been weekly meetings since the contract became live. Ongoing monitoring to ensure issues are promptly dealt with, weekly management meetings take place with PPP.	
Inherent Probability: 3		Inherent Impact: 4		Inherent Score: 12	
Residual Probability: 2		Residual Impact: 5		Residual Score: 10	
Previous Inherent Probability: 5		Previous Inherent Impact: 3		Previous Inherent Score: 15	
Previous Residual Probability: 2		Previous Residual Impact: 5		Previous Residual Score: 10	

Part I

Main author: Helen O’Keeffe

Executive Member: Cllr James Broach

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

TREASURY MANAGEMENT AND INVESTMENT STRATEGY ANNUAL REPORT 2023/24

1 Executive Summary

- 1.1 The Council carries out its Treasury Management functions within the framework of the Chartered Institute of Public Finance and Accountancy’s *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code). This requires the Council to approve a treasury management strategy before the start of each financial year, and also receive mid and end of year reports. This report therefore reviews the treasury management activity and prudential indicators for the 2023/24 financial year.

2 Recommendation

- 2.1 It is recommended that Cabinet note the report and actual treasury management prudential indicators for 2023/24.

3 Background

- 3.1 The 2023/24 Treasury Management Strategy was approved by Council at its meeting on 1 February 2023, as part of the “Medium Term Financial Strategy and Governance Framework”.
- 3.2 As the Council borrows and invests substantial sums of money it is exposed to financial risks, including the potential loss of invested funds and the revenue implications of changes in interest rates. The successful identification, monitoring and control of risk are therefore central to this strategy.
- 3.3 The Executive Director (Finance and Transformation) is able to report that treasury management activity undertaken during the financial year complied with the approved strategy, the CIPFA Code of Practice, and the relevant legislative provisions.

4 External context

- 4.1 For context, the Council’s treasury consultants, Arlingclose Ltd have provided a review of the year, attached at Appendix A.

5 Borrowing update

- 5.1 CIPFA’s 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless

these loans are for refinancing purposes. This Council though has no plans for this type of scheme, so can continue to access PWLB borrowing.

- 5.2 The Bank of England base rate began 2023/24 at 4.25% and rose to 5.25% in August 2023 where it stayed through to March 2024. During the year borrowing rates were volatile reacting to market expectations with the 20 year PWLB borrowing rate ranging between 4.78% and 6.11%.
- 5.3 The discounted HRA borrowing rate from the PWLB of gilt yield plus 0.4% (0.4% below the currently available certainty rate) was extended to June 2025. This discounted rate is to support local authorities borrowing for Housing Revenue Accounts and the delivery of social housing.

6 Borrowing and investment portfolio

- 6.1 A summary of investments and borrowing as at 31 March 2024 is attached at Appendix B.

Borrowing

- 6.2 On 31 March 2024 the Council had a net borrowing requirement of £297.821m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying resources, such as reserves and working capital, which are available for investment. These factors are summarised below.

	31.3.23	31.3.24
	Actual	Actual
	£m	£m
General Fund CFR	50.446	53.037
HRA CFR	246.996	244.784
Total	297.442	297.821
Borrowing		
External borrowing	(269.670)	(246.051)
Internal / (over) borrowing	27.772	51.770
Less: Balance Sheet Resources	(55.420)	(69.542)
Net investments	27.648	17.772

- 6.3 The Council continued to keep borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.
- 6.4 The table overleaf summarises the borrowing activity throughout 2023/24. £35.619m of PWLB borrowing matured, along with £13m of short term loans from other local authorities. New PWLB maturity loans totalling £25m were taken out. These were taken at key times during the year, in consultation with Arlingclose, to manage cashflow and ensure the interest rate payable was as low as possible.

	Balance on 01/04/2023 £m	Matured in 2023/24 £m	Borrowed in 2023/24 £m	Balance on 31/03/2024 £m	Average rate%* on 31/03/2024
HRA					
PWLB Long term loans	230.099	-34.200	25.000	220.899	2.827%
General Fund					
Short term local authority loans	13.000	-13.000	0	0	-
PWLB Long term loans	26.571	-1.419	0	25.152	2.271%
Total	269.670	-48.619	25.000	246.051	2.770%

*Not time weighted

6.5 The table below shows the interest payable on all borrowing during 2023/24.

	£m
HRA PWLB loans	6.102
General Fund PWLB loans	0.513
Short term borrowing from local authorities	0.272
Total interest payable 2023/24	6.887

Investments

6.6 The average investment balance during 2023/24 was £32.85 million. The tables overleaf summarise the investment activity during this period

Investment Counterparty	Balance on 01/04/2023 £m	Investments Made £m	Maturities/ Investments Sold £m	Change in market value £m	Balance on 31/03/2024 £m
UK Government Short term deposits	10.000	285.827	-290.827	0.000	5.000
AAA rated Money Market Funds	13.648	95.627	-100.041	0.000	9.234
Pooled Property Fund	3.681*	0.000	0.000	-0.144	3.538*
Total Investments	27.329	381.454	-390.868	-0.144	17.772

*Bid Value of shares. Original investment £4m

	Weighted average interest rate
Short term investments	4.98%
Long term investments*	4.63%
All investments	4.94%
Total interest earned 2023/24	£1,851,461*

*Net of property fund management expenses of £22,474

6.7 The maturity profile of all investments at 31 March 2024 is shown below:

	£m
Up to 3 months	14.234
3-6 months	0.000
6+ months	*3.538
Total	17.772

*Property Fund investment – to be held long term; approx. 6 months redemption period

6.8 As the capital programme forecast a significant borrowing requirement, the emphasis in 2023/24 was on maintaining liquidity for cashflow purposes. Money Market Funds provided high credit quality with instant access, and fixed term deposits were placed with the government deposit facility (DMADF).

6.9 Bank Rate started the year at 4.25% and rose to 5.25% in August where it has remained. This resulted in an increase in the investment return during 2023/24.

6.10 The CCLA Property Fund continued to pay a dividend averaging 4.63% over the year, however economic conditions saw commercial property values fall, leading to a drop in the net asset value of the fund. This was a strategic investment made in December 2015, made in the knowledge that capital values will move both up and down on months, quarters and even years, but with the confidence that over a three to five year period total returns should exceed cash interest rates.

7 Treasury Management indicators

7.1 The actual treasury management indicators for the 2023/24 financial year were as follows:

7.2

7.3 Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	Upper Limit	Lower Limit	Actual at 31.3.24	Limit observed in year
Under 12 months	30%	0%	11.06%	✓
12 months and within 24 months	30%	0%	11.75%	✓
24 months and within 5 years	50%	0%	31.07%	✓
5 years and within 10 years	80%	0%	29.46%	✓
10 years and within 20 years	100%	0%	16.65%	✓
20 years and above	100%	0%	0%	✓

Time periods for this indicator start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

7.4 Principal sums invested for periods longer than a year

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits were:

	2023/24 £m	2024/25 £m	2025/26 £m
Limit on principal invested beyond year end as at 31/03/24	5.000	5.000	5.000
Actual principal invested beyond year end as at 31/03/24	0	0	0
Limit observed in year	✓	✓	✓

7.5 Borrowing Limits

The Council is required to set limits on its borrowing activity. The authorised limit is what we determine to be our maximum affordable borrowing in any one year. It is not the amount the Council expects to borrow to meet its capital expenditure requirements but provides headroom over and above our capital requirements to allow for unusual cash movements, or to take advantage of low interest rates and to borrow in advance of need.

The operational boundary is based on the Council's estimate of the most likely scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and is a key tool for in-year monitoring. The operational boundary is set based upon our expected year end position and may be exceeded during the year based on cashflow requirements and the timing of borrowing repayments.

Other long-term liabilities comprise finance leases and other liabilities that are not borrowing but form part of the Council's debt.

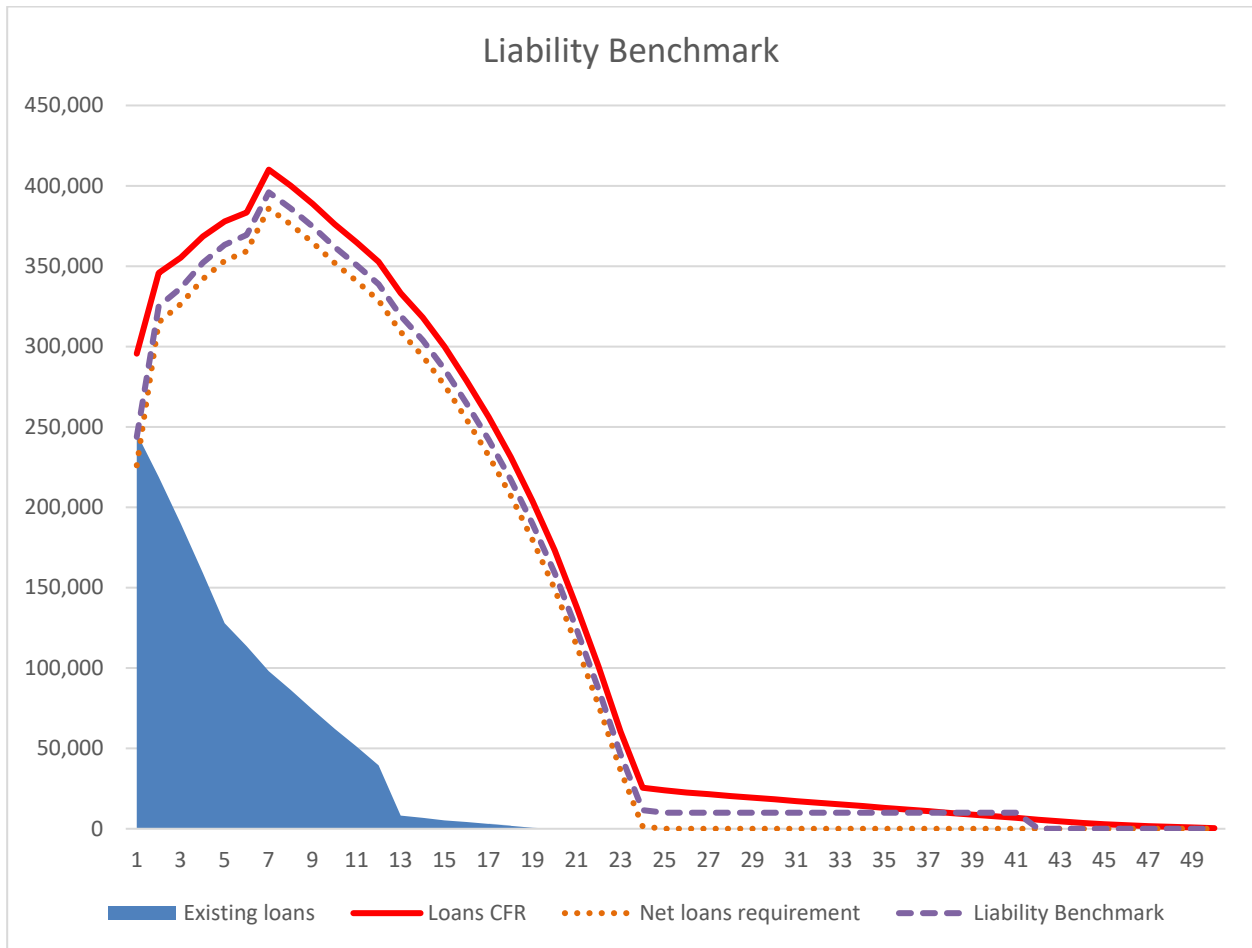
The table below shows that the authorised limits for borrowing have been complied with in the year 2023/24.

	Maximum in period £m	31.3.24 Actual £m	2023/24 Operational Boundary £m	Complied	2023/24 Authorised Limit £m	Complied
External Borrowing	269.670	246.051	343.173	✓	373.173	✓
Other Long Term Liabilities	2.266	2.266	2.266	✓	2.266	✓
TOTAL	271.936	248.317	345.439	✓	375.439	✓

7.6 Liability Benchmark

The liability benchmark is effectively the net borrowing requirement of a local authority plus a liquidity allowance and shows the lowest risk level of borrowing. The objective of the liability benchmark is to show the optimum level of borrowing in order to ensure appropriate funding and liquidity for both longer term projects and short term cashflow needs. The table below shows the actual figures for 2023/24 where the liquidity allowance is equal to the investments held at 31 March 2024 as well as the forecast for the coming years. They are also produced in graphical format overleaf.

	31.3.24 Actual £m	31.3.25 Forecast £m	31.3.26 Forecast £m	31.3.27 Forecast £m
Loans CFR	295.555	345.700	355.281	368.412
Less: Balance Sheet Resources	(69.542)	(30.663)	(28.901)	(26.365)
Net Loans requirement	226.013	315.037	326.380	342.047
Plus: Liquidity allowance	17.772	10.000	10.000	10.000
Liability Benchmark	243.785	325.037	336.380	352.047



8 Investment Strategy indicators

8.1 The actual Investment Strategy indicators for 2023/24 were as follows:

8.2 Service Based Investments – Loans

There are a number of loan arrangements with local charities, residents, the council’s joint venture, employees and the wholly owned housing company, Now Housing.

The main risk associated with service loans is that the borrower will be unable to repay the principal amount lent and/or interest due. In order to limit the risk and ensure exposure remains appropriate and proportionate, limits are set and monitored, as in the table below:

	2023/24	2023/24
Category of borrower	Limit £000	Actual Balance £000
Joint Venture	172	107
Local Charities	114	69
Local residents	4,761	4,045
Employees	500	8
Total	5,547	4,229

8.3 Service Based Property Investments

The council holds a large portfolio of assets for service reasons which also generate returns for the Council. Whilst the primary purpose of holding these assets is not financial return, they do face similar risks to those assets held purely for financial return.

The council monitors performance and risks of service based property investments:

	2022/23 Actual £m	2023/24 Estimate £m	2023/24 Actual £m
Income Generating Assets held for service purposes			
Ratio: Loan to value (CFR to asset base)	£1 : £2.87	£1 : £2.19	£1 : £2.75
Ratio: Principal cover (MRP to income stream)	£1 : £11.47	£1 : £10.01	£1 : 13.84
Ratio: Interest cover (interest cost to income)	£1 : £11.01	£1: £12.34	£1 : £8.59
Non-Income Generating Assets held for service purposes			
Cost of borrowing in relation to council tax	£5.96	£9.44	£6.11

8.4 The Loan to Value ratio (CFR to Asset Base) reflects the council’s borrowing in relation to its asset base. This is favourably lower than originally forecast, due to an upward revaluation of assets.

8.5 The Principal cover ratio (MRP to income stream) reflects how much income is generated by the operational assets of the council, against the annual charge to revenue for the principal repayment of debt. As income generation in 2023/24 continues to recover from the pandemic, this is adversely impacted.

8.6 The Interest Cover ratio (interest cost to income) monitors the risks around interest cover and links to income. Whilst income was lower than expected due to ongoing recovery from the pandemic, and increasing interest rates during the year increased the cost of borrowing. These factors combined to provide an adverse position on the ratio.

8.7 The cost of borrowing in relation to council tax was as expected for the year.

Implications

9 Legal Implications

9.1 This report contains no legal implications.

10 Financial Implications

10.1 This report is for information only so has no direct financial implications. The impact of investment income and loan interest payments is regularly reviewed as part of budget monitoring processes.

11 Risk Management Implications

11.1 Management of risk associated with investment and borrowing is the main objective of the Council's treasury management strategy. This is achieved through robust counterparty monitoring and selection criteria, prudent cash flow forecasting, a range of exposure limits and indicators, and procedures designed to prevent fraud and error.

12 Security & Terrorism Implications

12.1 This report contains no security or terrorism implications.

13 Procurement Implications

13.1 This report contains no procurement implications.

14 Human Resources Implication(s)

14.1 There are no direct human resources implications associated with this report.

15 Health and Wellbeing Implication(s)

15.1 There are no direct health and wellbeing implications associated with this report.

16 Communication and Engagement Implication(s)

16.1 There are no direct communication and engagement implications associated with this report.

17 Climate Change Implications

17.1 This report contains no climate change implications.

18 Link to Corporate Priorities

18.1 The subject of this report is linked to the Council's Corporate Priority 'Our Council' and specifically to the achievement of 'Value for Money'.

19 Equality and Diversity

19.1 An Equality Impact Assessment (EIA) 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	Helen O'Keeffe
Title	Assistant Director (Finance)
Date	16 May 2024

Appendix A – Arlingclose Ltd – Economic Context
Appendix B – Investments and Loans at 31 March 2024

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Economic background: UK inflation continued to decline from the 8.7% rate seen at the start of 2023/24. By the last quarter of the financial year headline consumer price inflation (CPI) had fallen to 3.4% in February but was still above the Bank of England's 2% target at the end of the period. The core measure of CPI, i.e. excluding food and energy, also slowed in February to 4.5% from 5.1% in January, a rate that had stubbornly persisted for three consecutive months.

The UK economy entered a technical recession in the second half of 2023, as growth rates of -0.1% and -0.3% respectively were recorded for Q3 and Q4. Over the 2023 calendar year GDP growth only expanded by 0.1% compared to 2022. Of the recent monthly data, the Office for National Statistics reported a rebound in activity with economy expanding 0.2% in January 2024. While the economy may somewhat recover in Q1 2024, the data suggests that prior increases in interest rates and higher price levels are depressing growth, which will continue to bear down on inflation throughout 2024.

Having begun the financial year at 4.25%, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate to 5.25% in August 2023 with a 3-way split in the Committee's voting as the UK economy appeared resilient in the face of the dual headwinds of higher inflation and interest rates. Bank Rate was maintained at 5.25% through to March 2024. Although financial markets shifted their interest rate expectations downwards with expectations of a cut in June, the MPC's focus remained on assessing how long interest rates would need to be restrictive in order to control inflation over the medium term.

In the Bank's quarterly Monetary Policy Report (MPR) released in August 2023 the near-term projection for services price inflation was revised upwards, goods price inflation widespread across products, indicating stronger domestic inflationary pressure with second-round effects in domestic prices and wages likely taking longer to unwind than they did to emerge. In the February 2024 MPR the Bank's expectations for the UK economy were positive for the first half of 2024, with a recovery from the mild recession in 2023 being gradual. Headline CPI was forecast to dip below the 2% target quicker than previously thought due to declining energy prices, these effects would hold inflation slightly above target for much of the forecast horizon.

Financial markets: Sentiment in financial markets remained uncertain and bond yields continued to be volatile over the year. During the first half of the year, yields rose as interest rates continued to be pushed up in response to rising inflation. From October they started declining again before falling sharply in December as falling inflation and dovish central bank attitudes caused financial markets to expect cuts in interest rates in 2024. When it emerged in January that inflation was stickier than expected and the BoE and the Federal Reserve were data dependent and not inclined

to cut rates soon, yields rose once again, ending the period some 50+ bps higher than when it started.

Over the financial year, the 10-year UK benchmark gilt yield rose from 3.44% to peak at 4.75% in August, before then dropping to 3.44% in late December 2023 and rising again to 3.92% (28th March 2024). The Sterling Overnight Rate (SONIA) averaged 4.96% over the period to 31st March.

Credit review: In response to an improving outlook for credit markets, in January 2024 Arlingclose moved away from its previous temporary stance of a 35-day maximum duration and increased its advised recommended maximum unsecured duration limit on all banks on its counterparty list to 100 days.

INVESTMENTS

Deal ref	Counterparty	Start date	Maturity date ^{*1}	Rate %	Amount £m
7824	ABERDEEN STERLING LIQUIDITY FUND	10/01/2012		5.272	1.232
8203	AVIVA INVESTORS SLF	01/04/2019		5.246	4.000
7968	BLACKROCK INSTITUTIONAL SLF	13/05/2014		5.243	0.001
8119	INSIGHT SLF	30/06/2016		5.263	0.001
8204	FEDERATED STERLING PRIME FUND	05/12/2019		5.294	4.000
8282	DMADF	27/03/2024	15/04/2024	5.190	5.000
8327	CCLA PROPERTY FUND	01/12/2015		4.618	3.538
Total					17.772

^{*1} Investments with no end date are instant access accounts / pooled funds with no fixed maturity date

BORROWING

Loan ref	Lender	Start date	Maturity date	Rate %	Amount £m
500940	PUBLIC WORKS LOAN BOARD	28/03/2012	17/06/2024	2.76	6.400
500961	PUBLIC WORKS LOAN BOARD	28/03/2012	16/09/2024	2.76	6.450
500939	PUBLIC WORKS LOAN BOARD	28/03/2012	16/12/2024	2.82	6.450
500933	PUBLIC WORKS LOAN BOARD	28/03/2012	17/03/2025	2.82	6.500
500938	PUBLIC WORKS LOAN BOARD	28/03/2012	16/06/2025	2.87	6.800
500918	PUBLIC WORKS LOAN BOARD	28/03/2012	15/09/2025	2.87	6.800
500932	PUBLIC WORKS LOAN BOARD	28/03/2012	15/12/2025	2.92	6.900
500958	PUBLIC WORKS LOAN BOARD	28/03/2012	16/03/2026	2.92	7.000
500906	PUBLIC WORKS LOAN BOARD	28/03/2012	15/06/2026	2.97	7.250
500947	PUBLIC WORKS LOAN BOARD	28/03/2012	15/09/2026	2.97	7.300
500941	PUBLIC WORKS LOAN BOARD	28/03/2012	15/12/2026	3.01	7.350
500930	PUBLIC WORKS LOAN BOARD	28/03/2012	15/03/2027	3.01	7.400
500955	PUBLIC WORKS LOAN BOARD	28/03/2012	15/06/2027	3.05	7.700
500935	PUBLIC WORKS LOAN BOARD	28/03/2012	15/09/2027	3.05	7.750
500922	PUBLIC WORKS LOAN BOARD	28/03/2012	15/12/2027	3.08	7.900
500951	PUBLIC WORKS LOAN BOARD	28/03/2012	15/03/2028	3.08	6.449
508351	PUBLIC WORKS LOAN BOARD	11/01/2019	11/07/2028	2.06	7.000
508352	PUBLIC WORKS LOAN BOARD	11/01/2019	11/01/2029	2.10	6.100
508405	PUBLIC WORKS LOAN BOARD	28/01/2019	28/07/2029	2.13	7.100
508919	PUBLIC WORKS LOAN BOARD	25/03/2019	25/09/2029	1.93	7.000
108105	PUBLIC WORKS LOAN BOARD	30/08/2019	01/08/2030	1.31	5.000
685439	PUBLIC WORKS LOAN BOARD	20/12/2023	02/12/2030	4.19	5.000
169772	PUBLIC WORKS LOAN BOARD	11/03/2020	01/03/2031	2.11	5.000
199267	PUBLIC WORKS LOAN BOARD	15/05/2020	01/09/2031	1.12	5.500
316535	PUBLIC WORKS LOAN BOARD	11/03/2021	01/03/2032	1.66	5.500
524777	PUBLIC WORKS LOAN BOARD	22/06/2022	01/06/2032	3.28	5.000
687836	PUBLIC WORKS LOAN BOARD	29/12/2023	28/06/2032	3.89	2.000
316543	PUBLIC WORKS LOAN BOARD	11/03/2021	01/09/2032	1.69	5.500
366785	PUBLIC WORKS LOAN BOARD	25/06/2021	01/06/2033	1.81	5.800
687838	PUBLIC WORKS LOAN BOARD	29/12/2023	28/06/2033	3.95	3.000
492531	PUBLIC WORKS LOAN BOARD	08/03/2022	15/02/2034	2.15	4.000
529934	PUBLIC WORKS LOAN BOARD	11/07/2022	11/07/2034	3.13	5.000
535449	PUBLIC WORKS LOAN BOARD	29/07/2022	01/10/2034	3.04	5.000
577383	PUBLIC WORKS LOAN BOARD	01/12/2022	21/05/2035	3.98	5.000
581622	PUBLIC WORKS LOAN BOARD	15/12/2022	11/12/2037	3.92	3.733
372793	PUBLIC WORKS LOAN BOARD	09/07/2021	01/07/2042	1.57	17.619
577387	PUBLIC WORKS LOAN BOARD	01/12/2022	07/11/2042	3.90	3.800
673652	PUBLIC WORKS LOAN BOARD	09/11/2023	08/11/2035	4.92	5.000
677249	PUBLIC WORKS LOAN BOARD	22/11/2023	22/04/2036	4.71	5.000
685827	PUBLIC WORKS LOAN BOARD	21/12/2023	20/06/2036	4.29	5.000
Total					246.051

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WELWYN HATFIELD BOROUGH COUNCIL
CABINET– 4 JUNE 2024
REPORT OF THE CHIEF EXECUTIVE

APPOINTMENT OF CABINET PANELS, COMMITTEES AND BOARDS 2024-25

1 Executive Summary

- 1.1. The purpose of this report is for Cabinet to consider and agree Member appointments to Cabinet Panels, Committees and Boards, as put forward by political party group leaders, as required in line with the Council's Constitution.

2 Recommendation(s)

- 2.1. That the appointment of Cabinet Panels, Committees and Boards as shown in Appendix A be agreed.

3 Explanation

- 3.1 It is a requirement of the constitution for Cabinet to consider and agree, the Member appointments to Cabinet panels, committees and boards.
- 3.2 Group leaders have been consulted, and nominations to committees (including the proposed chair and vice chair) is attached in appendix A for consideration.

Implications

4 Legal Implication(s)

- 4.1 Following the approval of Political Proportionality at Annual Council held on 20 May, this report details the relevant Committee appointments in accordance with the Council's Constitution.

5 Financial Implication(s)

- 5.1 None.

6 Risk Management Implications

- 6.1 None.

7 Security and Terrorism Implication(s)

- 7.1 None.

8 Procurement Implication(s)

- 8.1 None.

9 Climate Change Implication(s)

- 9.1 None.

10 Human Resources Implication(s)

10.1 None.

11 Health and Wellbeing Implication(s)

11.1 None.

12 Communication and Engagement Implication(s)

12.1 Subject to Cabinet approval, the appointment will be reported in accordance with the usual procedures.

13 Link to Corporate Priorities

13.1 The subject of this report is linked to the Council's Corporate Priority "Run an Effective Council".

14 Equality and Diversity

14.1 An Equalities Impact Assessment (EqIA) 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

Chief Executive

Date

23 May 2024

APPOINTMENT OF CABINET PANELS, COMMITTEES AND BOARDS 2024/25

Cabinet Housing Panel

12 Members, Ratio 3:5:4

Conservative	Labour	Liberal Democrats
Julie Cragg	Astrid Scott (C)	Tim Rowse (VC)
Rebecca Lass	Lynn Chesterman	Adrienne Nix
Roger Trigg	Margaret Birleson	Salman Khan
	Jane Otumunye	Paul Zukowskyj
	Jill Weston	

Cabinet Planning and Parking Panel

12 Members, Ratio 3:5:4

Conservative	Labour	Liberal Democrats
Tony Kingsbury	Leo Gilbert (VC)	Russ Platt (C)
George Michaelides	Pankit Shah	Jane Quinton
Sunny Thusu	Lucy Musk	Sandreni Bonfante
	Matthew Hobbs	Simon Goldwater
	Kieran Thorpe	

Community Cabinet Panel

7 Members, Ratio 2:3:2

Conservative	Labour	Liberal Democrats
Terry Mitchinson	Lucy Musk (C)	Russ Platt (VC)
Bernard Sarson	Jane Otumunye	Frank Marsh
	Max Holloway	

Climate Biodiversity Cabinet Panel

7 Members, Ratio 2:3:2

Conservative	Labour	Liberal Democrats
Rebecca Lass	Jill Weston (VC)	Helena Goldwater (C)
Sunny Thusu	Larry Crofton	Gemma Moore
	Rose Grewal	

Whitley Committee

3 Members, Ratio 1:1:1 and 3 employees of the Council appointed by the Welwyn Hatfield Branches of the Joint recognised Unions. The Chairman of the Committee shall be a Member nominated by the Cabinet and the Vice-Chairman shall be a member of the Staff Side and nominated by the Staff Side. Members to provide their own substitutes).

Conservative	Labour	Liberal Democrats
Tony Kingsbury	Max Holloway	Jean-Paul Skoczylas

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NOMINATIONS FOR APPOINTMENTS OF REPRESENTATIVES ON OUTSIDE BODIES
2024/25

	Organisation	Number of Reps	Period of Office	Nominations 2024/25
1.	Arts Council England Local Government Forum	1 + 1 officer	1 year	Rose Grewal
	Hertfordshire Arts Partnership	1	1 year	Cathy Watson
2.	Local Cultural Consortium	3	1 year	Lucy Musk, Frank Marsh, Rose Grewal
3.	Joint Waste Management Group	Executive Members of Hertfordshire Authorities	1 year	Sandreni Bonfante
4.	Hertfordshire Infrastructure Planning Panel	1 Member with Planning Portfolio	1 year	Rose Grewal
5.	Hertfordshire Police and Crime Panel	1 Member and a Reserve	4 years	Lynn Chesterman (reserve Duncan Jones)
6.	Hertfordshire Armed Forces Community Covenant Board	1	1 year	Alan Chesterman
7.	Hertfordshire Lifestyle and Legacy Partnership	1	1 year	Jane Quinton
8.	Hatfield 2030+	1 Executive Member	1 year	Max Holloway
9.	Hatfield Community Sports Fund Board	1 Executive Member	1 year	James Broach
10.	Hertfordshire Climate Change and Sustainability Partnership	1 + substitute (preferably a member with executive responsibility for climate change)		Rose Grewal (Sub Helena Goldwater)
11.	WGC Business Improvement District Company Board (NB. This Member does not have any voting rights)	1 Executive Member	1 year	Jane Quinton
12.	District Councils' Network	1 Leader of the Council	1 year	Max Holloway
13.	Panshanger Park Liaison Group	1	1 year	Jane Quinton

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Part I

Main author: Kirsten Roberts

Executive Member: Cllr Max Holloway

All Wards

WELWYN HATFIELD BOROUGH COUNCIL

CABINET – 4 JUNE 2024

REPORT OF THE EXECUTIVE DIRECTOR (FINANCE AND TRANSFORMATION)

COUNCIL ACHIEVEMENTS LIST (JANUARY TO MARCH 2024)

1 Executive Summary

- 1.1 This report collates and summarises the council's key achievements and service improvements during Q4 2023-24.

2 Recommendation(s)

- 2.1 That Cabinet notes the report and contents of this Achievements List.

3 Explanation

- 3.1 Appendix 1 highlights the council's achievements from business plan projects, committee decisions, community-based activities, events and campaigns achieved in the quarter.

Implications

4 Legal Implication(s)

- 4.1 There are no direct legal implications arising from the contents of this report.

5 Financial Implication(s)

- 5.1 There are no direct financial implications arising from the contents of this report.

6 Risk Management Implications

- 6.1 There are no direct risk implications arising from the contents of this report as it collates and reports on actions already completed and/or information already in the public domain.

7 Security & Terrorism Implication(s)

- 7.1 There are no direct security and terrorism implications arising from the contents of this report.

8 Procurement Implication(s)

- 8.1 There are no direct procurement implications arising from the contents of this report.

9 Climate Change Implication(s)

- 9.1 There are no direct climate change implications arising from the contents of this report.

10 Health and Wellbeing Implications

10.1 There are no direct health and wellbeing implications arising from the contents of this report.

11 Communication and Engagement Implication(s)

11.1 Further details of achievements over the relevant period can be found online at [One WH Homepage – One Welwyn Hatfield \(welhat.gov.uk\)](http://welhat.gov.uk)

12 Link to Corporate Priorities

12.1 This report is linked to all of the council’s corporate priorities.

13 Equality and Diversity

13.1 An Equality Impact Assessment 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 **Kirsten Roberts**
Title **Assistant Director (Customer Service & Transformation)**

Date **May 2024**

Appendix 1 Council Achievements List (Q4 2023-24)

Achievements List 2023-24 (Quarter 4, January – March 2024)

Achievement

Service Improvements/Projects & Initiatives

1. A Public Space Protection Orders (PSPO) was approved and introduced in Welwyn Garden City to help protect public spaces and the community.
2. Entered into a partnership with Wenta – a zero action initiative to aimed at empowering local businesses to embrace sustainable practices and reduce their environmental impact.
3. Splashlands reopened in April for the summer season.
4. Achieved Tree City of the World status for the fifth year running. The global scheme celebrates and promotes places that create green space in urban areas.
5. Planted 31 trees across five community orchards in the borough.

Achievement

Campaigns and Engagement

1. Celebrated International Women's Day
2. Took part in Let's Clean the Air campaign
3. Raised awareness of WasteAware's Reusable Nappy Week
4. Raised Awareness of SCRAP Fly-tipping and how to prevent/report fly-tipping
5. Shared HCC's #WorthSaving social media posts for #FoodWasteActionWeek
6. Supported the Great British Spring Clean by raising awareness of how to organise a litter pick
7. Supported HCC'S 'Foster with us' campaign online
8. Encouraged residents to complete surveys on parking proposals
9. Encouraged residents to give feedback on the Market Place designs
10. Raised awareness of the tenant satisfaction survey
11. Celebrated LGBTQ+ history month by raising the rainbow flag and sharing resources online
12. Raised awareness of TimeToTalk day online by sharing social media posts and an article on OneWH
13. Raised awareness of Clean Air Night on social media – a nationwide campaign.

Achievement

Events

1. Hosted our first-ever Community Awards and celebrated the success of our community heroes.
2. Hosted a careers fair, where students had the opportunity to network with over 50 local businesses.
3. Organised a special 'thank you' event at Oaklands College to celebrate local volunteers.
4. Community Safety Team visited local secondary schools to talk to students about Youth Violence and Gender Based Violence and Stereotypes.
5. Oak Hill Crematorium hosted their first Mother's Day Memorial Service,
6. Hosted 'Activity Day' in Hatfield Town Centre
7. Welcomed the Brick People to host a LEGO event in WGC
8. Organised a Holocaust Memorial Day service

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