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Jeff Hughes
*Head of Democratic and Legal
Support Services*

MEETING : COMMUNITY SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 10 MARCH, 2015
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor Mrs D Hollebon (Chairman)
Councillors S Bull, G Cutting, J Jones, J Mayes, P Moore (Vice-Chairman),
N Symonds, K Warnell, M Wood and J Wyllie

Conservative Group Substitutes: Councillors T Herbert, Mrs D Hone
and C Rowley

Liberal Democrat Group Substitutes: Councillor J Wing

Independent Group Substitute:

*(Note: Substitution arrangements must be notified by the absent Member
to Democratic Services 24 hours before the meeting)*

CONTACT OFFICER: Lorraine Blackburn
01279 502172
E-mail: lorraine.blackburn@eastherts.gov.uk

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DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.

2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.

3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4. It is a criminal offence to:

- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
- fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
- participate in any discussion or vote on a matter in which a Member has a DPI;
- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

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AGENDA

1. Apologies

To receive apologies for absence

2. Minutes (Pages 7 - 12)

To receive the Minutes of the meeting held on 18 November 2014

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declaration of Interest and Party Whip arrangements.

5. Implementation of the ASB, Crime and Policing Act - New Powers (Pages 13 - 24)

6. SLM Leisure Contract - Year 6 (Pages 25 - 46)

7. Community Scrutiny Committee - Healthcheck October 2014 - January 2015 (Pages 47 - 76)

8. Report from the Health and Wellbeing Panel

To receive:

(A) the Minutes of the meeting held on 24 February 2015
(To follow); and

(B) a verbal update from the Health and Wellbeing Panel Chairman

9. Evaluation of Scrutiny and Work Programme for 2015/16 (Pages 77 - 88)

10. Urgent Business

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

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MINUTES OF A MEETING OF THE
COMMUNITY SCRUTINY COMMITTEE
HELD IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON TUESDAY
18 NOVEMBER 2014, AT 7.00 PM

PRESENT: Councillor Mrs D Hollebon (Chairman).
Councillors S Bull, G Cutting, J Jones,
J Mayes, P Moore, N Symonds, K Warnell,
M Wood and J Wyllie.

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Simon Drinkwater	- Director of Neighbourhood Services
Marian Langley	- Scrutiny Officer

354 MINUTES – 23 SEPTEMBER 2014

RESOLVED – that the Minutes of the meeting held on 23 September 2014 be confirmed as a correct record and signed by the Chairman.

355 CHAIRMAN'S ANNOUNCEMENTS

The Chairman asked Members to refer to next week's Members' Information Bulletin for grant information relation to Quarters 1 and 2.

The Chairman reminded Members that this was the last meeting before Christmas and wished Members a Happy Christmas and New Year.

356 REPORT OF HEALTH AND WELLBEING PANEL

Councillor N Symonds, Chairman of the Health and Wellbeing Panel stated that she had attended a Health Scrutiny Meeting at Hertfordshire County Council on 16

October 2014, to consider the results of a recent GP Access Survey. The NHS and CCGs (Clinical Commissioning Groups) had endorsed the report and all practices had agreed to meet with the HealthWatch Team. Councillor Symonds stated that the matter would be re-considered by Health Scrutiny in six months' time.

Councillor Symonds stated that the Obesity master class on 4 December 2014 had been cancelled and would be rescheduled for the new year.

Councillor Symonds referred to a scrutiny tour of East of England Ambulance Trust on 4 December 2014. She also said that she would be attending a Health Scrutiny meeting at Watford General Hospital on Friday 21 November 2014.

RESOLVED – that (A) the verbal report be received; and

(B) the Minutes of the Health and Wellbeing Panel meeting held on 14 October 2014 be noted.

357 COMMUNITY SCRUTINY WORK PROGRAMME

The Chairman submitted a report setting out the future work programme for Community Scrutiny Committee for 2014/15. She stated that the Executive Member for Health, Housing and Community Support had requested Community Scrutiny might consider reviewing the work of the Community Voluntary Services (CVS) for Broxbourne and East Herts in respect of the service and projects it had been funded for and provided for this Council. The Chairman suggested that as the meeting in March 2015 was particularly heavy, that this be included on the Committee's Work Programme for June 2015. This was supported.

Councillor J Wyllie requested that Councillor P Phillips, Executive Member for Economic Development be invited to the next meeting of Community Scrutiny Committee to provide an update on the outcome of the Market

Tendering process. This was supported.

The Scrutiny Officer reminded Members that the first meeting of the new civic year would probably have newly elected Members as part of the Committee. She stated that in order to help Members, there would be a training session on "Choice Based Lettings: how does the housing points system work?" held before Community Scrutiny Committee on 16 June 2015 as part of the much wider Induction Programme being held in May-July 2015 for new Members.

The Committee approved the report.

RESOLVED – that (A) the work programme, as amended, be approved; and

(B) the Executive Member for Economic Development be invited to attend the next meeting of Community Scrutiny Committee to provide an update on the outcome of the Market tendering process.

358 2014/15 SERVICE PLANS : SUMMARY OF PROGRESS AND EXCEPTIONS REPORT (APRIL TO SEPTEMBER 2014)

The Leader of the Council and the Chief Executive and Director of Customer and Community Services submitted an exception report which provided a summary of the Council's achievements against its priorities for 2014/15 and detailed those service plan actions which were either off target, required a revised completion date or were proposed for deletion or suspension. The report also monitored the outstanding service plan actions from 2013/14 and 2012/13.

The Director of Neighbourhood Services provided a summary of the 2014/15 actions, the detail of which was set out in the report now submitted. He pointed out the error in the printed papers which incorrectly gave this as 2013/14.

In response to a query from Councillor K Warnell regarding over and under usage of the gym facilities in the District in terms of their capacity, the Director of Neighbourhood Services advised that SLM, the leisure providers would be attending the next meeting of the Committee and this would be a good question to put to their representatives.

In respect of Surface Water Management Plans, Councillor K Warnell raised the issue of flooding in Dunmow Road and Stansted Road, Bishop's Stortford, expressing concern that very little appeared to be being done by Hertfordshire County Council. The Director of Neighbourhood Services stated that a report on this issue was in progress and would be presented to the Executive. Councillor G Cutting supported Councillor Warnell's comments adding that flooding was a continuing problem in these roads.

Councillor S Bull praised Officers' efforts in reducing residual waste and the use of compostable caddy liners, especially in the summer.

Councillor J Wyllie raised the issue of the 30 minutes free car parking in some of the Council's car parks and stated that more should be done to publicise this new scheme. This was supported.

The Committee received the report.

RESOLVED –that (A) the progress made against the Council's priorities and the status of the outstanding actions detailed against 2014/15 , 2013/14 and 2012/13 Service Plan Actions, be received; and.

(B) the 30 minute free parking scheme in Bishop's Stortford be given more extensive publicity.

359 COMMUNITY SCRUTINY COMMITTEE CORPORATE
HEALTHCHECK AUGUST TO SEPTEMBER 2014

The Chief Executive and Director of Customer and Community Services submitted a report on the performance of key indicators relating to Community Scrutiny Committee for the period August to September 2014.

Councillor N Symonds expressed concern about an increase in the time taken to process Housing Benefit claims and sought assurances that the Council would be employing extra staff to deal with the issue.

The Director of Neighbourhood Services stated that he had discussed this with the Head of Service, adding that additional funding had been agreed to employ more staff to deal with the on-going issue in the longer term and to process claims more promptly.

In response to a query from Councillor S Bull regarding income from Market Traders, (EHPI 11.1 – Rental Income from Market traders), the Director of Neighbourhood explained that this was rental income from stalls and that there had been an increase in traders.

Councillor K Warnell was concerned about the fall in the number of swims (EHPI 3a Usage: Number of swims under 16) and (EHPI 3b Usage: Number of swims 16 – 60 year olds) and the over-performance of gym attendance. He queried whether the latter was leading to an overcrowding problem and asked whether there was a capacity issue for use of gym equipment or classes. The Director of Neighbourhood Services stated that these targets had been set for SLM, the leisure providers at the start of the contract. He suggested that the Member raise the issue with SLM at the next meeting.

Members received the report.

RESOLVED – that performance figures for August to September 2014 as detailed in the report now

submitted, be received.

The meeting closed at 7.20 pm

Chairman
Date

EAST HERTS COUNCIL

COMMUNITY SCRUTINY – 10 MARCH 2015

EXECUTIVE – 2 JUNE 2015

REPORT BY EXECUTIVE MEMBER FOR COMMUNITY SAFETY &
ENVIRONMENT

THE USE AND IMPLEMENTATION OF THE ANTI-SOCIAL
BEHAVIOUR, CRIME AND POLICING ACT 2014 IN EAST HERTS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- The purpose of the report is to introduce the new powers available to the East Herts Community Safety Partnership to address anti-social behaviour (ASB).
- The report will show how the powers have already been used in East Herts and recommendations on how they could be used in future to ensure best use of resources and outcomes.

RECOMMENDATIONS FOR COMMUNITY SCRUTINY: TO RECOMMEND TO THE EXECUTIVE

That:

(A)	Authority for setting Fixed Penalty Notice (FPN) fee rates to be delegated to the Director of Neighbourhood Services in consultation with the Executive Member for Community Safety and Environment;
(B)	Fixed Penalty Notice income and costs awarded to East Herts District Council at court be reinvested back into and ring-fenced to the ASB service;
(C)	to avoid duplication, records of use of these powers be kept by the ASB officer; and
(D)	East Herts District Council lead on Closure Notices and Orders for Housing Association properties

1.0 Background

1.1 On 20 October 2014 the ASB Crime and Policing Act came into effect. The Act introduced new powers in regards to ASB, dangerous dogs, forced marriage, sexual harm and illegal firearms used by gangs and in organised crime. It also includes changes to improve the provision of services to victims and witnesses.

1.2 Focusing specifically upon ASB the Act seeks to achieve the following:

- To introduce more effective powers for tackling anti-social behaviour, which provide better protection for victims and communities, act as a real deterrent to perpetrators and give victims a say in the way their complaints are dealt with.
- To consolidate existing powers to deal with anti-social behaviour by replacing them with more effective ones.
- To give landlords powers to deal swiftly with the most serious anti-social behaviour committed by their tenants.
- Section 17 of the Crime and Disorder Act places a responsibility upon EHC to consider crime and disorder reduction in everything it does.
- Further, East Herts Council, together with the Police, are the joint lead agencies for the East Herts Community Safety Partnership (CSP), required under the above legislation to work together to reduce crime and disorder. The Chief Executive and Director of Customer and Community Services is the chairman of the board.

2.0 Report

2.1 The ASB Crime and Policing Act introduced six new powers to address ASB, replacing the previous 19 that had been available. Consultation had shown that several of the previous powers were not being used and agencies reported them to be ineffective and slow to implement. East Herts Community Safety Partnership has typically made use of Anti-social Behaviour Orders (ASBOs), Section 30 Dispersal Orders and Designated Public Place Orders.

2.2 The six new powers are as follows:

- Civil Injunction
- Criminal Behaviour Order
- Community Protection Notice
- Public Spaces Protection Order
- Closure Notice / Order
- Dispersal Powers

The local authority has the power to use all of the above apart from the dispersal power, which is solely for Police use (although it is recommended that Police consult with a local authority before using them).

2.3. Community Trigger and Community Remedy.

In addition to the enforcement powers, two measures were introduced in regards to supporting those who have been victims of ASB; namely the Community Trigger and Community Remedy.

2.4 Civil Injunction and Criminal Behaviour Order

The Civil Injunction and Criminal Behaviour Order (CBO) replace ASBOs and Anti-social Behaviour Injunctions (ASBIs). The Civil Injunction is currently not available for agencies to use at present; this part of the Act has been delayed due to complications in regards to Legal Aid. A CBO evidence package has been compiled for a female youth and the Crown Prosecution Service are leading on this.

2.5 Since 2004 over 50 ASBOs were issued for those who lived in East Herts or had conditions that related to East Herts. Three of these have been obtained by East Herts Council, the rest were secured by Herts Police. With support from our ASB officers and partner agencies the police were relied upon to take the lead in prosecutions and obtaining orders, we no longer have the luxury of expecting Police to lead on almost every case.

2.6 Community Protection Notices

Community Protection Notices (CPN) can, in some circumstances, be used to deal with anti-social behaviour in relation to environmental crime offences, such as graffiti and dropping litter. The CPN is intended to deal with persistent

problems and after a formal warning has been issued to the person or body. There are a number of East Herts Council teams who will be able to make use of CPNs; such as Community Safety, Environmental Health, Environmental Services and Planning Enforcement. A report on the implications of the new legislation for the Council's Environmental Crime Policy will be brought to Environmental Scrutiny Committee later this year.

- 2.7 At present, one CPN warning letter has been issued by East Herts Council. Consideration needs to be given as to how these are recorded in order to avoid duplication of work, and to maximise their use as one notice could span over more than one departmental issue. A central recording system should be considered to avoid duplication and ensure consistency.
- 2.8 The ASB and Projects Officer at East Herts Council has been working with Herts County Council and the nine other local authorities in drawing up templates for both the CPN warning letter and Notice due to be ready next month.
- 2.9 Under the Act, Herts Police have the power to issue CPNs. However, it is thought that no warning letters or notices would be issued without consultation with East Herts Council first.
- 2.10 Breach of a CPN can lead to a Fixed Penalty Notice (FPN). Any revenue from an FPN for a breach of a CPN comes to the local authority irrespective of which agency issued the Notice. The use of CPNs in the district could therefore generate income for East Herts Council. Revenue from the FPNs could be ring fenced to support other enforcement action; such as a Civil Injunction.

2.11 Public Spaces Protection Order

A Public Spaces Protection Order (PSPO) replaces Designated Public Place Order (DPPO), or more commonly known as alcohol control zones. A PSPO can include restrictions in regards to the consumption of alcohol it is aimed to deal with nuisance that has a detrimental effect on the local community, so can include restrictions in regards to other behaviours, such as keeping dogs on leads and busking. Unlike DPPOs, the conditions of a PSPO can be limited to certain days and times rather than blanket use.

- 2.12 A PSPO can only be applied for by the local authority. However the need and evidence for an Order is likely to come as a result from working with partner agencies, and discussion at established

meetings such as the Joint Action Group (JAG) and the Anti-social Behaviour Action Group (ASBAG).

- 2.13 Before making the Order, East Herts Council would need to consult with Police, PCC and other interested parties (such as the local town or parish council). The support from Herts Police is crucial as they have the power to enforce the PSPO should an individual breach one of the restrictions.
- 2.14 There are currently no PSPOs currently in East Herts. There is only one PSPO in Hertfordshire, that Watford Borough Council applied for in December 2014. The existing five DPPOs in East Herts remain in place until 2019. They will either need to be converted to PSPOs prior to this or they will no longer be enforceable.
- 2.15 As noted in 2.7, an East Herts Council internal recording mechanism would assist in highlighting possible uses of PSPOs in the district. This is further explored in point 2.30 in this report.
- 2.16 Closure Notices and Orders
- Closure Notices and Orders replace Crack House and Premises Closure Orders. The new powers can be used on any premises; tenure irrelevant and also include licenses premises. They can be applied for by local authorities and Police only, and should the Order be granted can close a property for three months (with a further three month extension if it felt necessary).
- 2.17 This power has already been exercised twice in East Herts, for two separate properties within the town of Sawbridgeworth. One was for a Riversmead Housing Association property, and another on a privately owned dwelling. Both applications were made by Herts Police; however East Herts Council had evidence to support both applications and provided supporting statements.
- 2.18 Findings from the two successful Closure Notices and Orders show that the process is swift and not costly. East Herts Community Safety Partnership is fortunate to have close working with partners, making use of a multi-agency case management system, SafetyNet, which significantly aided the applications as a lot of the required evidence was readily available. Should East Herts Council have made the applications they would have also been able to access the same SafetyNet evidence which would help to minimise the work involved. It should further be noted that

the Closure of the properties will have led to significant savings in terms of officer time or other enforcement action to address the ASB (such as Environmental Health). Should there be a more complex case then the Herts and Essex Legal Partnership resource could be utilised.

- 2.19 Housing Associations are not able to apply for Closure Orders, therefore will need to seek assistance from local authorities or Police should they wish to pursue this course of action.
- 2.20 The decision to apply for the Closure Orders was made through the ASBAG meetings, which is chaired by the East Herts Council ASB & Projects Officer.
- 2.21 The Closure powers have also been used in other local areas such as Dacorum and Three Rivers. In these areas it has been the local authority that has led on them successfully. In Three Rivers they have made a local agreement that the Council will apply for any cases that involve a Housing Association property, and police deal with privately owned properties. In Dacorum, at present the Council are leading on all Closure orders. They have advised the main cost has been officer time. The Court costs have not exceeded £200.
- 2.22 Consideration should be given to East Herts agreeing to a similar procedure as Three Rivers, and East Herts Council taking the lead on any Housing Association property cases. Should the Order be granted the Housing Association are then able to apply for outright possession of the property. Such an agreement would ensure that East Herts Council is making effective use of the new powers and playing an equal role in terms of partnership action, rather than relying upon Herts Police. The relevant Housing Association could be asked to contribute towards any Court costs incurred, however this would need to be decided on a case by case basis to ensure that it is appropriate. For example in some cases closing a Housing Association property may have significant cost savings for East Herts Council if other investigations are taking place at the address.
- 2.23 In all cases where the Closure Orders have been used the feedback from those who had been victims of the ASB has been significant, all expressing their relief in the three months respite that will follow. In both the East Herts Closure Orders it has allowed for other interventions to be undertaken to address the case in the long term.

- 2.24 The new Dispersal Powers can only be used by Police, and authorised by the rank of Inspector or above. These powers can be of assistance for East Herts Council when looking at issues related to the night time economy or persistent ASB. At the time of writing, information on their use in East Herts is not available.
- 2.25 The Community Remedy is a document produced by the Police and Crime Commissioner (PCC) that gives the victims a say in out of court punishment for low level crime and ASB. The document was published in October 2014 by the PCC and applies to Hertfordshire. At the time of writing no example of use are available.
- 2.26 East Herts introduced the Community Trigger in June 2014, ahead of the legislation. The trigger allows residents to request a case review if they have reported three or more incidents of ASB within six months (or if three people have reported similar in six months). The process developed and agreed in East Herts was adopted by several other local authorities.
- 2.27 There have been three Community Triggers in East Herts. Following their receipt agencies were able to identify some areas in the process that needed some amendment. For example the public expectation was that should they have met the trigger criteria additional powers were available to deal with the issue. As a result the leaflets and webpages have been changed.
- 2.28 Liaison with other district and borough councils shows that the powers are being used and best practice examples are being shared.
- 2.29 The recommendations are that East Herts Council looks to further mainstream Community Safety (as required under Section 17 of the Crime and Disorder Act 1998) by fully utilising the powers and establishing internal working processes to ensure this.
- 2.30 It is intended to set up an internal 'Enforcement' forum where representatives from the aforementioned sections, as well as Legal and other interested teams meet twice a year, as well as virtually, to share learning and experiences and horizon scan emerging issues. Such a meeting also supports the "Here to Help" agenda by working with colleagues in different departments and the sharing of resources.

The ASB officer will retain records in one place for the whole council to avoid duplication, using the new case management system 'Uniform'.

This officer's role forms the bridge between EHC staff and partner agencies to ensure an integrated response.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

- Presentation by Julie Pomfrett, ASB & Projects Officer
- Home Office Statutory Guidance – ASB Crime & Policing Act
<https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>
- Use of powers by other local authorities

Contact Member: Councillor Malcolm Alexander
Malcolm.alexander@eastherts.gov.uk

Contact Officer: Brian Simmonds- Head of Community Safety & Licensing
01992 531498
Brian.simmonds@eastherts.gov.uk

Report Author: Julie Pomfrett – ASB & Projects Officer
Julie.promfrett@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p>
Consultation:	Consultation will continue to take place with partners and internal departments.
Legal:	The Council should consider use of the available powers where appropriate and to support partner agencies. Implications in regards to possible use of Herts and Essex legal partnership.
Financial:	Seek to reinvest any revenue from FPNs or reimbursement of Court costs from partners into running the ASB service. Any costs incurred should use of the Herts and Essex legal partnership be required.
Human Resource:	HR implications are contained in the report.
Risk Management:	The Council will need to adopt internal procedures to ensure appropriate decisions are made and recorded.
Health and wellbeing – issues and impacts:	Responding and addressing to issues of ASB contributes the East Herts Community Safety Partnership priorities as well as enhancing the quality of life for residents and those who visit the district.

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Use of ASB powers – October 2014 - February 2015

Council	Criminal Behaviour Order	Public Spaces Protection Order	Community Protection Notice	Closure Order / Notice
East Herts	0	0	0	0
Dacorum	0	0	0	2
Three Rivers	0	0	0	1
Watford	0	1	0	0
Broxbourne	1	0	0	0

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EAST HERTS COUNCIL

COMMUNITY SCRUTINY COMMITTEE – 10 MARCH 2015

REPORT BY HEAD OF ENVIRONMENTAL SERVICES ANNUAL LEISURE CONTRACT PERFORMANCE REPORT FOR 2014

SLM LEISURE CONTRACT – SIXTH YEAR PERFORMANCE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To present the sixth annual review of the council's ten year leisure contract with Sport & Leisure Management Ltd (SLM) – trading as Everyone Active.

RECOMMENDATIONS FOR COMMUNITY SCRUTINY:

That:

(A)	the committee scrutinise and comment on the sixth year's performance by the council's leisure contractor Sport & Leisure Management Ltd.
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1.0 Background

- 1.1 On 1 January 2009, following a competitive tender process, the Council entered in to a ten year fixed fee contract with the leisure provider SLM, trading as Everyone Active.
- 1.2 As part of the tendering process for the leisure contract, potential contractors submitted a variant bid to their base bids that showed indicative development proposals for investment in the council's facilities at Grange Paddocks and Hartham that would reduce ongoing revenue costs while improving the quality of services.
- 1.3 After consideration by Community Scrutiny, the Executive on 5 May 2009 approved a capital investment of £3.58m for major refurbishment and development at Grange Paddocks and Hartham leisure centres.

1.4 This sixth annual review covers two main elements:

- a) Performance in relation to the specification of the contract.
- b) Qualitative successes and improvements.

2.0 Report

Performance

- 2.1 Officers have been pleased with the overall performance and professionalism of the SLM team. Generally feedback from the public is positive and there are a number of areas that suggest the contract is proving a success for all parties, i.e. the Council, the residents and the contractor.
- 2.2 **Essential Reference Paper 'B'** 'Performance Review Information' sets out SLM's performance against the main elements of the contract. It includes the performance indicators that the Council requires the contractor to report on and provides an assessment of current performance and commentary to provide context. These include: the biennial Resident Survey (2013); Performance Indicators for Customer Satisfaction, Gym & Swim throughput and the 'Net cost of the Leisure Service per user' previously called the 'Net cost/subsidy per visit'.

Service

- 2.3 Grange Paddocks Leisure Centre and Hartham Leisure Centre, the two largest sites managed by SLM are assessed using QUEST, a Sport England continuous improvement tool - to help managers enhance, improve and continue to improve the quality of service to customers. This involves an independent onsite inspection / audit with recommendations for improvement.
- 2.4 Sport England's QUEST assessors carried out a one day Directional Review Report at Grange Paddocks Leisure Centre in May following on from its 'Excellent' banded result through 'QUEST Plus' assessment. The resultant report highlighted the key strengths of the site and management of the facility and suggested areas for potential improvement. The process also generates, with the management, a Service Improvement Plan to work to. The report was highly complementary of the centres' new management and its clear vision on forward thinking and business development and the good team spirit amongst the staff. The report did touch on the challenges the centre faces and highlighted the need to commit a vision and priorities of the management 'to paper' and generate colleagues ownership of

management commitments; development of the facilities Business Plan and Continuous Improvement Plan; commissioning a National Benchmarking Survey to gain base line information to assist in creating a greater integration with the community for example; working outside the centre with local groups or developing ways to get those same groups to visit and use Grange Paddocks as a resource and consider a review of how it measures customer satisfaction to assist it to meet both the Clients and Centre's needs.

- 2.5 Hartham Leisure Centre achieved scores in the highest band available in its November QUEST Assessment achieving an 'Excellent' banded result through 'QUEST Plus', a two-day assessment, in November 2014 and they will be due their site based one day 'Directional Review' in November 2015. This result gives the centre the opportunity to upgrade to 'QUEST Stretch' if it wishes. The report was complimentary of the centres' management style and it's performance against its financial and social targets; the overall presentation of the site; the welcoming and friendly atmosphere enjoyed by the users spoken to during the assessment and the Centres clearly defined purpose and set of objectives which feeds into the client reporting process. The report did touch on the challenges the centre faces regarding improving monitoring of the cleaning standards, ensuring that small things are not ignored, little bits of litter, empty "over shoe" holders, not leaving jobs for others to complete etc.; recycling and environmental information and success could be given a higher priority; added benefit may be added to the Centre through some refresher customer services training with the front desk team and the potential benefit of adopting a centre improvement plan to allow monitoring of all service issues.
- 2.6 The three Joint Use Provision (JUP) facilities; Fanshawe Pool & Gym, Leventhorpe Pool & Gym and Ward Freman Pool are assessed internally through SLM's own continuous monitoring and improvement tool; a six monthly inspection called the Gold Standard Assessment audits, covering Health & Safety and Swimming lessons. The Gold Standard Grading Assessment follows the standards set out in The Everyone Active Management System and best practise. It specifically identifies areas that are vital to business performance and indicates any potential redevelopment and training needs. It is largely dependent on evidence being produced as to what has been achieved and is consistently demonstrated at the site. Whilst this assessment does not form part of the Council's official monitoring regime it is viewed by the Council's Leisure Services Manager as part of an overall view of SLMs internal performance monitoring. For 2015 theses assessments are being reviewed with SLM to allow the possibility of making it more

inclusive and comparable to the QUEST process carried out at the larger two leisure centres.

- 2.7 The combined 2014 audits scores for Fanshawe resulted in 81.66% compliance across Health and Safety procedures and Swimming lessons, this score is low in comparison with the other two sites. The assessments generate actions for site management in the areas that fall below requirements with appropriate timescales. The assessments generate Action Plans for management to work to increase compliance; these actions can range from ensuring that staff communication boards are regularly updated to ensuring Swim Stroke clinics are instigated within the swim lesson timetables and staff maintaining appropriate H&S training.
- 2.8 Leventhorpe achieved an 87.34% compliance score measured over the assessment areas. The drop below 90% was due to a few, now rectified, procedural processes with swim lessons and account targets.
- 2.9 Ward Freman achieved a 94.38% compliance score measured over the assessment areas.
- 2.10 Action plans generated from QUEST and the SLM internal Gold Standard Assessments audits are discussed and monitored through the monthly Contract Compliance meetings to enable sharing of good practices, troubleshooting areas of poor performance, to ensure that overall standards of performance are being maintained and the assessment tools are operating as intended.
- 2.11 At present it is deemed to be financially prohibitive to carry out the QUEST procedures at the smaller Joint Provision pools.

Public Satisfaction

- 2.12 The Council measures public satisfaction with its services through its biennial Residents' Survey, the most recent being in autumn 2013. A sample of residents was asked how satisfied they were with sports and leisure services in the district. The last survey showed a 4% increase in public satisfaction compared with the previous survey in 2011.
- 2.13 The Residents' survey is of limited use in assessing overall satisfaction as the majority of responders were not customers of the five leisure centres. It does, however provide a comparative trend over time which indicates rising public satisfaction and the value of a non-user survey is that it can help SLM to focus their marketing campaigns particularly in respect of people who are not currently active or at least it should do

but the right questions do need to be asked to generate useful feedback.

- 2.14 The next Residents' Survey is expected to take place in autumn 2015.

Customer Satisfaction

- 2.15 Having reviewed the data provided by the Net Promoter Score method used by SLM at a corporate level, officers were not satisfied it provided the customer satisfaction information in the form the Council would find most useful. Following on from this review it was decided from 2015 the Service will be introducing a new way of capturing customer satisfaction, using 'exit surveys' as part of a National Benchmarking Service (NBS) approach. A full annual NBS survey will be carried out at both Hartham and Grange Paddocks leisure centres and this will be complemented by 6 monthly smaller Customer Satisfaction 'exit surveys' at all sites.
- 2.16 The new survey is due to be instigated by the end of March 2015 with the NBS survey taking place in April 2015 at the Hartham and Grange Paddocks leisure centres.
- 2.17 Because of the way the collection of Customer Satisfaction is to be collected in the future the six customer satisfaction performance indicators for leisure services have seen a change in the way satisfaction data is captured therefore an outturn cannot be produced for 2014/15. Customer Satisfaction performance indicators will be reported in 2015/16.
- 2.18 Corporately SLM employ a system of gauging the complete customer experience at the sites they manage, called 'Net Promoter Score' (NPS), this is essentially a way of measuring customer 'loyalty'. We are able to compare this with the 2013 results.
- 2.19 "Net Promoter Score" (NPS) is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives, and Detractors. By asking questions like — "How likely is it that you would recommend "Everyone Active" to a friend or colleague?" — It is possible to track these groups and get a clear measure of the company's performance through its customers. Customers respond on a 0 to -10 point rating scale and are categorised as follows:
- Promoters (score 9-10) are loyal enthusiasts who will keep using the service and refer others, fuelling growth.

- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

To calculate the NPS, take the percentage of customers who are Promoters and subtract the percentage who are Detractors.

The scoring for this answer is most often based on a 0 to 10 scale.

Companies are encouraged to follow this question with an open-ended request for elaboration, soliciting the reasons for a customer's rating of that company or product. These reasons can then be provided to front-line employees and management teams for follow-up action.

- 2.20 **Essential Reference Paper 'C'** 'Customer Experience Summary' presents the NPS findings in more detail with data gathered up to 31 December 2014. The information for the survey is collected using 'GovMetric', an electronic customer feedback system using touch screen panels permanently placed in all the leisure facilities. The customer feedback, which underpins the summary in more detail, is available at; <http://www.eastherts.gov.uk/leisurecustomersurveys>
- 2.21 GovMetric feedback stations are permanently installed and hard wired at all sites, enabling users to comment in a manner that is complementary to existing methods of feedback i.e. verbal, written and email. The Leisure Centre Manager receives the GovMetric customer comments at the beginning of the following day and a monthly report of all responses is produced. Customers also have the opportunity to complete a questionnaire and three monthly summaries are sent to site managers which are collated and used to assist in gauging customer satisfaction / experience.
- 2.22 Customers are asked to rate a number of elements including Swimming lessons; fitness facilities; group exercise; swimming; reception area and overall cleanliness of the site. The GovMetric user survey shows that overall quality of the service, as rated by the users through the NPS findings, has been banded as a 'Good' banding in 2014 for all of the five sites, when reviewing the main areas as required by the Leisure Contract. Leventhorpe was banded in the upper quartile score for customer satisfaction/experience against other SLM facilities with Ward Freman, Fanshawe, Hartham and Grange Paddocks a second quartile banding. It is worth noting that SLM operates over 99 sites across the UK.
- 2.23 All of the sites show overall customer experience scores in the 'Good' band. Customer rating was 'Good' on Swimming, Swimming Lessons,

Group Exercise and Gym. All facilities received lower scores for the receptions and cleanliness but still achieved 'Average' scores. Customer perceptions of issues such as cleanliness can be somewhat subjective. This can result in a lower perception of cleanliness that is difficult to address. SLM Management recognises this as a challenge and is constantly looking to see whether it is possible to improve upon the standards of cleanliness at all the sites at all times, for example; new pool vacuum for Grange Paddocks pool, overnight deep cleans and reviewing of effectiveness of current cleaning agents.

- 2.24 SLM's NPS score system provides useful information for SLM management about the customer's views of the service but it does not tie in with the Council's Performance Indicators for customer satisfaction although it can be compared to NPS figures obtained in 2013.

Customer Throughput

- 2.25 A key measure for the Council to assess the performance of the contractor in providing services that are attractive to local residents is the number of customers using the five facilities. These statistics are broken down by age group and by gym and swim use.
- 2.26 Customer visits to the gym for both the 16 – 60 and 60+ age groups in 2014 exceeded the 2013 visits by 10,650, and it is worth noting that gym visits for these combined age groups has increased by 267% from 80,243 visits in 2009 to 214,721 visits in 2014.
- 2.27 Total swim visit figures have shown an increase of 0.2% compared with 2013, and also exceeded contract target levels, measured against the baseline established in 2009. In 2014 there were 178,043 swims compared to 177,680 swims in 2013.
- 2.28 The Active People Survey 8 (Sport England, 2013-14) shows that as a sport swimming has over 2.7m adults taking part at least once a week in swimming, this is over 500,000 more participants compared to the next largest participant sport of running and 800,000 more than football.
- 2.29 For the 16 – 60 age group, swim visits for 2014 was 96,260 against a contractual target of 74,642. There was a dip of 6% in swim visits between 2013 and 2014 and this is generally in line with a 6.16% declining National swimming trend for the 16+ age group (Active People Survey 8 (Sport England, 2013-14)). However SLM recognise the performance drop in this area and to address this situation have

increased the opportunity for morning swimmers to attend at an earlier time in the mornings after listening to customer comments.

- 2.30 The Under 16 age group swims visits exceeded its 2009 baseline target of 48,702 with 53,087 visits. 2014 saw an increase of 4,704 swims, 9.7%, compared to the 48,383 swims recorded in 2013. The increase in Junior swims was due to SLM continuing the marketing of fun swim sessions and further investment in a new inflatable at Ward Freman pool.
- 2.31 Visits from the 60+ age group have also exceeded the baseline swim target, set in 2009 + 1% increase each year = 18,943, and there was a 5.4% increase in swim visits between 2013 (27,184) and 2014 (28,696).
- 2.32 In 2014 there were over 49,529 visits, swim & gym, to the leisure facilities by the 60+ age group.
- 2.33 Some examples of how SLM is seeking to improve attendance for the 60+ age group include expanding the popular Forever Fit exercise group sessions at Hartham, the continuation of the 'Active 4 Life' exercise referral scheme open to residents of the district at its gyms at both Hartham and Grange Paddocks and the successful Cardiac Rehab Phase IV Referral scheme 'Healthy Herts'.
- 2.34 At the five sites in the district there were 733,366 recorded visits attending the gym, group exercise classes, casual swimming, pool parties, school, private and Everyone Active swim lessons and outdoor activities including; tennis, bowls and football. This figure does not include swim spectators; public swims and lessons or football spectators.
- 2.35 The average monthly membership numbers from 2010 to 2014 was 6151. In 2014 the average monthly memberships recorded was 6233 compared to an average of 6504 in 2013 and although this shows a drop in membership across the contract over the year the £500,000 investment in new gym equipment carried out at the end of 2014 is expected to have a positive effect on membership numbers in 2015.
- 2.36 In addition to formal set monitoring arrangements, the council's Leisure Services Manager undertakes a mixture of monthly unannounced and announced inspections recording service delivery, marketing, Health & Safety and monitoring procedure standards. These inspections have shown an acceptable level of performance in the quality of the leisure service delivered across the four sections.

Health and Safety

- 2.37 With over 733,300 visits there were 369 reportable accidents across all sites in 2014, which equates to an annual accident rate per 1,000 visits of 0.50. In 2013 the accident rate was 0.50 accidents per 1,000 visits. The main cause of the injuries being from slips and trips; this represents a consistently high level of commitment to an already good record towards Health & Safety.
- 2.38 All pools are tested by East Herts Council's Environmental Health Team on a quarterly basis as well as independently tested by Kingfisher Environmental Services Ltd monthly for Pseudomonas, E-Coli and Coliforms. We are happy to report the quality of the water is of a generally high standard; ranging between Satisfactory and Highly Satisfactory, all based on Treatment and Quantity Standards for Pool Water Treatment Advisory Group 2nd Edition 2009.

Financial Performance

- 2.39 Performance Indicator EHPI2 'Net cost of the Leisure Service per user' is the primary cost indicator for the service and reflects the total cost to the council of running leisure centres (including on-costs), users include those attending the gym, group exercise classes, casual swimming, pool parties, school, private and Everyone Active swim lessons and outdoor activities including; tennis, bowls and football and is in line with the way the Council calculates the unit costs for other contracts such as Waste Services.
- 2.40 The estimated 'Net cost of the Leisure Service per user' has been calculated as £0.97 in 2014. This has been calculated by dividing the probable net expenditure for Leisure Services in 2014, £708,500, by the 733,366 recorded visits, as set out in paragraph 2.31, in 2013 the estimated 'Net cost of the Leisure Service per user' was calculated as £0.91, £660,150 (management fee) divided by the 725,500 (recorded visits) .
- 2.41 In 2014 SLM's income from the five sites totalled £4.13m, SLM incurred expenditure of £3.91m for the same period. Under the contract if the contract makes a profit in excess of £420,000 over a three yearly period, the next period being between 2013 and 2015, there may be an opportunity for profit share with the Council, but, this threshold has not been achieved as yet.
- 2.42 Based on the work performed during the 2013 SIAS Leisure Management Contract - Contractor Accounts audit, they were able to

provide overall moderate assurance that there are effective controls in operation for those elements of the risk management processes covered by their review.

- 2.43 The medium term financial planning savings targets are being achieved; there were no variations to the contract in 2014.
- 2.44 In 2014 the Leisure contract fees to SLM were £280,447 less the £31,894 reduction in the Management Fee due to previous 'invest to save' Capital Investments, totalling a bottom line 2014 Management Fee of £248,553.

Qualitative successes

- 2.45 There have been a number of notable activities to promote and encourage sport, healthy exercise and leisure within the last 12 months.
- 2.46 Throughout the year SLM were involved in community and charity events such as; Buntingford, Hertford and Ware Carnivals; Easter Egg hunts in the open spaces around the leisure centres; Anthony Nolan testing days; Stortfest; Isobel Hospice Starlight Walk; the British Gas free swim promotion; Everyone Active open days; Sport Relief Mile; World's Biggest Swim event in aid of Sport Relief raising around £2500; "Go Tri" Hartham Aquathon; the swim section of the Puckeridge – Western Pony Club triathlon and hosted the start of the Buntingford Fun Run.
- 2.47 SLM continues to working in partnership with the 'Aspire' charity and again has accepted a 12 week placement for someone to complete their Instructability course (a course specifically designed to encourage people with disabilities into the leisure industry). Their work includes conducting outreach in the community to encourage other disabled people to be active within the centre.
- 2.48 Working in partnership with the council and the Primary Care Trust, SLM has continued with 'Active 4 Life' an exercise referral scheme open to residents of the district at its gyms. In addition Grange Paddocks offers the successful Cardiac Rehab Phase IV Referral scheme 'Healthy Herts' and Hartham offers a site for the delivery of externally managed Pulmonary Rehabilitation classes.
- 2.49 As part of the European 'Move Week', an annual European wide campaign promoting sport and physical activity and their positive impact on societies, SLM offered lane swimming for sponsored swimmers of an organised range of programmed activities across the district,

coordinated and funded by Active East Herts the districts Community Sport Network.

- 2.50 Hartham Leisure Centre has developed a successful 'Forever Fit' scheme and 2014 saw the addition of an extra class due to its popularity. This scheme offers participants, in the 60+ market, the opportunity to carry out both gym and studio based exercise classes, covering cardiovascular and strength based functional exercises with an instructor offering guidance and advice.
- 2.51 SLM hold Customer Forums at sites where customer representatives meet with the Managers to feedback on the centres performance, these include Football Forums, Gym Forums and Swimmers Forums.
- 2.52 SLM invested around £500,000 replacing gym equipment at both Hartham and Grange Paddocks leisure centres in September and December 2014 respectively, including £17,000 on new spin bikes for the Group Exercise classes at Grange Paddocks, at Hartham Leisure Centre there was an additional £20,000 invested in the 'dry-side' changing rooms which included increasing the number of lockers from 56 to 86 following on from customer feedback. The investment has helped increase both the membership and gym visits in the months post the refurbishments at Grange Paddocks and it is anticipated that the same will be true following Hartham's refurbishment, this was carried out at the end of December 2014.
- 2.53 Following on from the gym redevelopments Hartham Leisure Centre extended its morning swim session start times from 6:30am starts Monday to Friday to 6.00am starts, Grange Paddocks Leisure Centre has increased its three early morning swim sessions start times for 2015 from 7am to 6:15am.
- 2.54 Working with the council, SLM has worked hard to reduce energy consumption across all sites and therefore reduced operating costs. CO2 reductions from this investment will contribute to achieving the Councils carbon reduction targets. At the Grange Paddocks Leisure Centre 116 various value and pipe wraps were installed in the plant room to insulate them and prevent the loss of heat offering an estimated £3,400 saving over a year. At Hartham Leisure Centre the reception lighting has been replaced at a cost of £3,600 with energy saving LED light fittings it is estimated that payback on this investment should be within the remaining contract period. At the Leventhorpe Gym the roof covering has been reinsulated and new energy efficient air conditioning is being installed

2.55 The present contract management relationship is continuing to be professional, positive and problem solving in a partnership style that delivers optimum outcomes.

New developments

2.56 As part of Environmental Services Service Plan, agreed in March 2013, officers are working with SLM to ensure the council's leisure centre assets are maintained effectively and looking for opportunities to improve environmental performance and reduce carbon emissions.

2.57 SLM is looking to extend the plant room 'valve & pipe wrap' scheme to all facilities in 2015. Hartham Leisure Centre is planning a £6,000 LED replacement lighting scheme in the Studio area to generate more energy savings. With Council officers, SLM are working on schemes to replace the Hartham Leisure Centre Pool Air Handling Unit which will make significant energy savings in gas consumption and create a better pool side environment and at Fanshawe Pool working with the council on a proposal to replace old pool hall extract fans with variable speed drive fans which would also result in energy savings and an improvement in the pool side environment.

2.58 Officers are working with SLM to integrate the Council's Health and Wellbeing policies with those of the contractor. This includes, looking to further develop opportunities for older residents to exercise more as part of the aging well agenda and are working with the council in helping to develop the Sport England Community Sport Activation Fund bid. In 2014 SLM played an active role in the Active East Herts Community Sport Network supporting the development of this community group and raising its profile to the sporting community.

2.59 Officers are also working with SLM on schemes to further develop and enhance the councils existing assets and leisure provision such as the Hartham Leisure Centre 3G football pitch conversion, Hartham Leisure Centre Pavilion refurbishment and the Grange Paddocks Leisure Centre small pool relining project. These have a potential to offer financial savings of around £60,000 over the next four years of the contract.

2.60 The service is working with SLM to integrate into each others events and activities, for example SLM continues to attend 'Love Parks' week events and the new 'Warrior Adrenaline Race' at Hartham Common.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Contact Member: Councillor Linda Haysey – Executive Member for Health, Housing and Community Support
linda.haysey@eastherts.gov.uk

Contact Officer: Cliff Cardoza – Head of Environmental Services –
Contact tel Ext No 3507
cliff.cardoza@eastherts.gov.uk

Report Author: Mark Kingsland – Leisure Services Manager – Contact
tel Ext No 3507
mark.kingsland@eastherts.gov.uk

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	<p><i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</i></p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p>
Consultation:	No consultation noted specifically for this report
Legal:	There are none
Financial:	<p>There are no financial implications for this report. As background information, the combined financial revenue benefits of the ten year contract include;</p> <ul style="list-style-type: none"> ● Savings in revenue cost as a result of retendering the leisure contract £2.7m ● Savings in revenue cost as a result of investment to reduce management fee over life of the contract £3.77m ● Savings in revenue cost as a result of investment in gym equipment to reduce management fee by £154,700 over the last seven years of the contract, £22,100 per annum. ● Savings in revenue cost as a result of investment in pool covers to reduce management fee by £49,875 over the last five and a quarter years of the contract, £9,500 per annum <p>Total savings due to developments and capital investment is approximately £6.71m. Details of the contracts annual financial performance is contained within the report</p>
Human Resource:	There are none
Risk Management:	There are none
Health and wellbeing – issues and impacts	Leisure Services is key in the delivery of the council's health and wellbeing objectives. SLM as a company are committed in supporting the council in improving health and wellbeing and has delivered initiatives as described within the report.

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Performance Review Information – Council set Performance Indicators to measure performance of service

Main performance indicators	Frequency	Current performance	Target	Comment
QUEST 2014 Plus Assessment – Sport England continuous improvement tool - to help managers enhance, improve and continue to improve the quality of service to customers.	biennial	Hartham achieved an ‘Excellent’ banded result in 2014 through QUEST Plus, a two-day assessment.	‘Good’ banded result	This survey will be undertaken every two years and will enable the council and SLM to encourage their ongoing development and delivery of industry standards and good practice within a customer focused management framework.
QUEST Plus: Sport England continuous improvement tool - to help managers enhance, improve and continue to improve the quality of service to customers.	biennial	A Directional Review was carried out at Grange Paddocks in May 2015, a one-day assessment; the ‘Excellent’ banding was maintained, the next assessment is due March 2015.	‘Good’ banded result	The Review consists of a mystery visit and a 1 day review. This review included 6 modules:- Health and Safety Declaration Customer Experience Continuous Improvement Swimming Lessons Health & Safety Management Business Planning The results of this assessment do replace the original Plus banding but is added to the benchmarking table.
Non user research – Residents’ Survey	biennial	This was carried out in 2013 and East Herts residents felt that sport and leisure services were among those less important in making somewhere a good place to live, but listed them among those that are in most need of improvement. Of the 1,198 respondents to the survey 50% said, they were satisfied with EHC leisure facilities and only 19% showing any dissatisfaction.		A biennial Residents’ Survey has been undertaken by East Herts Council since 1993. The 2013 Residents’ Survey was reported to Joint Scrutiny on 11 February 2014. This showed an increase of satisfied responses compared to 2011 by 4% and a decrease in dissatisfied responses by 2%. The report does not take into account that some of the respondents may not have used the EHC leisure facilities; in 2011 this was recorded at a 62% figure.
NPS method of recording how likely one would recommend the East Herts facilities to a friend / colleague		2013 7.4 (Good) 2014 7.5 (Good)		The GovMetric score relate to NPS scoring and is comparable to 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise;

				Swimming; Gym; Reception and site cleanliness.
NPS method of recording how likely one would recommend the Leventhorpe Pool & Gym to a friend / colleague		2013 6.3 (average) 2014 7.3 (Good) NPS score -16.1%		The GovMetric score relate to Nett Promoter Scoring and is comparable to the 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise; Swimming; Gym; Reception and site cleanliness. The NPS score is used
NPS method of recording how likely one would recommend the Hartham Leisure Centre to a friend / colleague		2013 7.7 (Good) 2014 7.2 (Good) NPS score -20.1%		The GovMetric score relate to NPS scoring and is comparable to the 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise; Swimming; Gym; Reception and site cleanliness.
NPS method of recording how likely one would recommend the Fanshawe Pool & Gym to a friend / colleague		2013 8.0 (Good) 2014 7.2 (Good) NPS score -25.1%		The GovMetric score relate to NPS scoring and is comparable to the 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise; Swimming; Gym; Reception and site cleanliness.
NPS method of recording how likely one would recommend the Ward Freman Pool to a friend / colleague		2013 7.5 (Good) 2014 7.4 (Good) NPS score -10.1%		The GovMetric score relate to NPS scoring and is comparable to the 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise; Swimming; Gym; Reception and site cleanliness.
NPS method of recording how likely one would recommend the Grange Paddocks Leisure Centre to a friend / colleague		2013 7.2 (Good) 2014 7.5 (Good) NPS score -10.8%		The GovMetric score relate to NPS scoring and is comparable to the 2013 data collection. Customers recorded their experience levels in several specific areas of service delivery; Swimming lessons; Group Exercise; Swimming; Gym; Reception and site cleanliness.

EHPI 3a Usage: number of swims (under 16s)	quarterly / annually	2013	48,383	2014	53,087	+1% per annum, 2010-2013	Baseline established for 2009: 46,800 pa. Target + 1% each year = 49,186 Achieved 53,087
EHPI 3b Usage: number of swims (16 – 60)	quarterly / annually	2013	102,113	2014	96,260	+1% per annum, 2010-2013	Baseline established for 2009; 70,317 pa Target + 1% each year = 74,642 Achieved 96,260
EHPI 3c Usage: number of swims (60+)	quarterly / annually	2013	27,184	2014	28,696	+1% per annum, 2010-2013	Baseline established for 2009; 18,203 pa Target + 1% each year = 19,132 Achieved 28,696
EHPI4a Usage: Gym (16 – 60)	quarterly / annually	2013	187,502	2114	193,888	+1% per annum, 2010-2013	Baseline established for 2009; 74,403 pa. Target + 1% each year = 77,423 Achieved 185,455
EHPI4bUsage: Gym (60+)	quarterly / annually	2013	16,569	2014	20,833	+1% per annum, 2010-2013	Baseline for 2009; 5,840 pa. Target + 1% each year = 6,198 Achieved 20,833
EHPI2 Net cost of the Leisure Service per user	annually	2013	£0.91	2014	£0.97		Calculated by dividing the probable net expenditure for Leisure Services in 2014, £708,500, by the 733,366 (725,500 in 2013) recorded visits. 'Net cost of the Leisure Service per user', include those attending the gym, group exercise classes, casual swimming, pool parties, school, private and Everyone Active swim lessons and outdoor activities including; tennis, bowls and football. The primary cost indicator for the service reflects the total cost to the council of running leisure centres (including on-costs) and is in line with the way the council calculates the unit costs for other contracts such as Waste Services. This performance indicator is comparable with the 2013 performance indicator but one should be mindful of the increase in expenditure is due mainly to the budgeted increase in the Management Fee, an increase of around £180,000.

Notes:

1. The contract is measured through continuous improvement targets.
2. Performance and other management and operational matters are monitored formally through monthly minuted meetings between client and contractor with quarterly strategic meetings at director level.
3. Monthly meetings are attended by EHC property and finance officers and where necessary the contractors property and finance colleagues.
4. In addition to formal set monitoring arrangements, the council's Leisure Services Manager undertakes monthly unannounced inspections picking up on service delivery, marketing and Health & Safety and other indicators and several announced inspections.
5. Performance indicators relating to customer satisfaction are reported through the corporate management performance process, usage is reported through the corporate management performance process (as tracked by Covalent).
6. Reporting for the Leisure performance indicators is based on the calendar year i.e. from 1 January to 31 December; this will be coterminous with the contract start date.

GovMetric summary showing customer experience levels in specific areas of service delivery Q1, 2 & 3 2014 through the NPS method of recording how likely one would recommend the facility to a friend / colleague.						
	Ward Freman Pool 218	Fanshawe Pool & Gym 272	Grange Paddocks Leisure Centre 477	Hartham Leisure Centre 236	Leventhorpe Pool & Gym 236	Overall rating per question 1,439
How would you rate your activity based on today's experience? Taken part in Swimming Lessons (1 being poor and 10 being excellent)	8.6	8.2	8.4	8.9	7.9	8.4
How would you rate your activity based on today's experience? Taken part in a Group Exercise (1 being poor and 10 being excellent)	NA	NA	8.7	6.9	NA	7.8
How would you rate your activity based on today's experience? Gone for a Swim (1 being poor and 10 being excellent)	7.7	7.1	7.2	7.0	7.3	7.3
How would you rate your activity based on today's experience? Used the Gym (1 being poor and 10 being excellent)	NA	8.1	7.4	7.8	7.9	7.8
How would you rate our Reception area based on today's experience? (1 being poor and 10 being excellent)	6.5	6.4	6.7	6.5	6.5	6.5
How clean would you rate our centre based on today's experience? (1 being poor and 10 being excellent)	6.6	6.3	6.6	6.0	6.9	6.6
Overall site rating	7.4	7.2	7.5	7.2	7.3	7.4
Site NPS score	-10.1%	-25.1%	-10.8%	-20.1%	-16.1%	
Legend						
Anything greater or equal to an average of 7 or above; Good						
5- - under 7 or above; average						
less than 5; poor						

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EAST HERTS COUNCIL

COMMUNITY SCRUTINY – 10 MARCH 2015

REPORT BY THE CHIEF EXECUTIVE AND DIRECTOR OF CUSTOMER AND COMMUNITY SERVICES

COMMUNITY SCRUTINY CORPORATE HEALTHCHECK – OCTOBER 2014 TO JANUARY 2015

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To report on the performance of the key indicators that relate to Community Scrutiny for the period October 2014 to January 2015.

<u>RECOMMENDATION FOR COMMUNITY SCRUTINY:</u>	
That:	
(A)	the reported performance for the period October 2014 to January 2015 be noted.
(B)	the Executive be advised of any further recommendations.

1.0 Background

1.1 This is a performance report relevant to Community Scrutiny's terms of reference covering the period October 2014 to January 2015.

1.2 The report contains a breakdown of the following information by each Corporate Priority:

- An overview of performance, in particular where there have been issues and remedial actions taken during the period. Should members want more detailed information on a specific month, they should refer to that month's Executive Corporate Healthcheck report available on the council website.
- The indicators where data is collected monthly, with performance for January 2015 presented in detail (the most up to date available) with previous months summarised in a trend chart.

- The indicators where data is collected quarterly, with performance for Quarter 3 presented in detail (the most up to date available) with previous quarters summarised in a trend chart.




1.3 All councillors have access to Covalent (the council’s performance management system), should they wish to interrogate the full range of performance indicators. The Performance Team are able to provide support and training on using the Covalent system if required.



1.4 **Essential Reference Paper ‘B’** Shows a summary analysis of the performance indicators that are reported to Community Scrutiny. Please note when reviewing the summary where a performance indicator is showing a deteriorating trend compared to the previous period, it does not mean it is necessarily ‘Red’ or ‘Amber’.

Essential Reference Paper ‘C’ Shows the full set of performance indicators that are reported on a monthly basis to this committee. Essential Reference Paper C has been sorted by status e.g. all performance indicators that are ‘red’ are listed first etc.

Essential Reference Paper ‘D’ Provides guidance notes and definitions for the performance indicators relating to Community Scrutiny Committee.

The codes used in relation to performance indicator monitoring are as follows:

Status	
	This PI is 6% or more off target.
	This PI is 1-5% off target.
	This PI is on target.

Short Term Trends	
	The value of this PI has changed in the short term.
	The value of this PI has not changed in the short term.

2.0 Report

People

Performance analysis

- 2.1 **EHPI 181 – Time taken to process housing benefit new claims and change events.** Performance did not meet the target for January 2015. Performance for each data extract period has been improving, but the 13.71 days performance in January is the cumulative position. Changing a cumulative position later in the year is more difficult, but the additional work throughput for the year end up-rating process always produces a significant change in the cumulative position. The last three data extracts gave performance of 16.17 days, 13.12 days and most recently 12.10 days. The next data extract will be due mid-March 2015. Please note the data extraction periods are set by the Department for Work and Pensions (DWP) and do match monthly periods. The service is having difficulty recruiting to new posts and currently has 5.8 FTE posts vacant, temporary staff are supporting the service whilst recruitment continues.
- 2.2 **EHPI 3b – Usage: number of swims (16 – under 60 year olds).** Performance was 'Amber' for Quarter 3. This is an improvement compared to the previous quarter when the performance status was 'Red'. However performance is just below target and this downturn in adult swimming is consistent with national trends. In addition East Herts has seen an increase in gym membership and as gym members can swim without their visit to the pool being recorded this may have affected the achievement of the target this quarter. Everyone Active has been seeking to stem the decline and is looking to increase public swim opportunities at both Hartham and Grange Paddocks leisure centres in the New Year.
- 2.3 **EHPI 10.1 – Council tax support caseload.** Council tax support caseload in January 2015 shows a slight decline when compared to December 2014. In the longer term caseload numbers have been reducing since June 2014.
- 2.4 **EHPI 10.3 – Housing benefit caseload.** Housing benefit caseload for January 2015 shows a slight decline when compared to December 2014. In the longer term caseload numbers have been reducing since May 2014.
- 2.5 The following indicators were 'Green', meaning that the targets were

either met or exceeded for July 2014/Quarter 1. They were:

- EHPI 3a – Usage: number of swims (under 16).
- EHPI 3c – Usage: number of swims (60 year old +).
- EHPI 4a – Usage: Gym (16 – under 60 year olds).
- EHPI 4b – Usage: Gym (60 + year olds).
- EHPI 129 – Response time to anti-social behaviour (ASB) complaints made to East Herts Council.

2.6 Although meeting the target for Quarter 3 for 2014 the following indicator showed a declining trend when performance was compared to the previous quarter:

- EHPI 3a – Usage: number of swims (under 16).
- EHPI 3c – Usage: number of swims (60 year old +).
- EHPI 4a – Usage: Gym (16 – under 60 year olds).
- EHPI 4b – Usage: Gym (60 + year olds).

Please refer to **Essential Reference Paper ‘C’** for full details.

Prosperity

Performance analysis

2.7 **EHPI 11.1 – Rental income from traders.** Total rental income for Quarter 3 was £24,605 which is lower than the previous quarter. This breaks down as follows Bishop's Stortford (Saturday) - £5,831, Bishop's Stortford (Thursday) - £4,802, Hertford - £11,043, Ware - £2,928.

2.8 **EHPI 11.2 – Number of producers at Hertford farmers market.** During Quarter 3 a total of 56 producers attended Hertford Farmers Market, which is slightly lower than the previous quarter. The number of stalls at the farmers market is consistent with expectation based upon the evidence of the previous quarters. A fuller report will be provided when sufficient data has been collected to establish trends.

Please refer to **Essential Reference Paper ‘C’** for full details.

3.0 **Implications/Consultation**

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**.

Background Papers:

2013/14 Performance Indicators Estimates and Future Targets Report –
Executive 4 March 2014

Contact Members: Councillor Linda Haysey - Executive member for
Health, Housing and Community Support
Linda.haysey@eastherts.gov.uk

Councillor Malcolm Alexander – Executive member
for Community Safety and Environment.
Malcolm.alexander@eastherts.gov.uk

Contact Officer: Ceri Pettit – Corporate Planning and Performance
Manager
Contact Tel Ext No 2240
ceri.pettit@eastherts.gov.uk

Report Author: Karl Chui – Performance Monitoring Officer
Contact Tel Ext No 2243
karl.chui@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p><i>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</i></p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p><i>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</i></p>
<p>Consultation:</p>	<p>Performance monitoring discussions have taken place between Directors and Heads of Service.</p>
<p>Legal:</p>	<p>There are no legal implications arising from the report.</p>
<p>Financial:</p>	<p>Financial discussions have taken place between Directors and Heads of Service and any implications have been highlighted in the report.</p>
<p>Human Resource:</p>	<p>There are no human resource implications arising from the report.</p>
<p>Risk Management:</p>	<p>By not having effective performance management arrangements in place puts the Council at risk of not being clear whether it's priorities and objectives are being met and if there are any service delivery issues, that could impact on their delivery. The Corporate Healthcheck report is one tool designed to help mitigate against this risk. Effective performance management arrangements help to support transparency and increase local accountability.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>A number of the council's performance indicators do support/contribute to the health and wellbeing agenda. Any relevant indicators that are 'Red' rated are highlighted in the report and mitigating actions will be taken.</p>

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Community Scrutiny Summary - Essential Reference Paper B

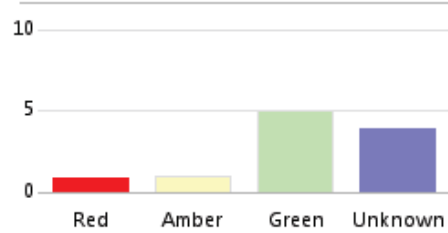
1 PIs at Red

1 PIs at Amber

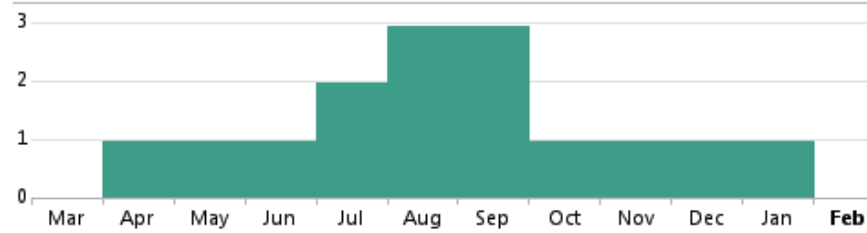
5 PIs at Green

11 Total number of PIs

Current PI statuses



PIs at Red



Best Performing (PIs)	Value	Target	Gauge
EHPI 4b Usage: Gym (60 + year olds). (MAXIMISING IN...	5,128	4,200	
EHPI 3c Usage: number of swims (60 year old +). (MA...	6,658	6,000	
EHPI 3a Usage: number of swims (under 16). (MAXIMI...	9,135	9,000	
EHPI 129 Response time to ASB complaints made to ...	100.00 %	100.00 %	
EHPI 4a Usage: Gym (16 – under 60 year olds). (MAXI...	40,965	41,000	
EHPI 3b Usage: number of swims (16 – under 60 year ...	18,418	19,500	
EHPI 181 Time taken to process Housing Benefit new...	13.7 da...	10 days	
EHPI 10.1 Council Tax Support caseload (MAXIMISING...	6,613		
EHPI 10.3 Housing benefit caseload (MAXIMISING IN...	6,208		
EHPI 11.1 Rental income from market traders. (MAXI...	£24,60...		
EHPI 11.2 Number of producers at Hertford farmers ...	56		

Improving (PIs)	Value	Target	History
EHPI 181 Time taken to process Housing Benefit new...	13.7 da...	10 days	

Deteriorating (PIs)	Value	Target	History
EHPI 3a Usage: number of swims (under 16). (MAXIMI...	9,135	9,000	
EHPI 3b Usage: number of swims (16 – under 60 year ...	18,418	19,500	
EHPI 3c Usage: number of swims (60 year old +). (MA...	6,658	6,000	
EHPI 4a Usage: Gym (16 – under 60 year olds). (MAXI...	40,965	41,000	
EHPI 11.1 Rental income from market traders. (MAXI...	£24,60...		
EHPI 11.2 Number of producers at Hertford farmers ...	56		
EHPI 4b Usage: Gym (60 + year olds). (MAXIMISING IN...	5,128	4,200	
EHPI 10.1 Council Tax Support caseload (MAXIMISING...	6,613		
EHPI 10.3 Housing benefit caseload (MAXIMISING IN...	6,208		



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October to January Community Scrutiny Healthcheck 2014/15

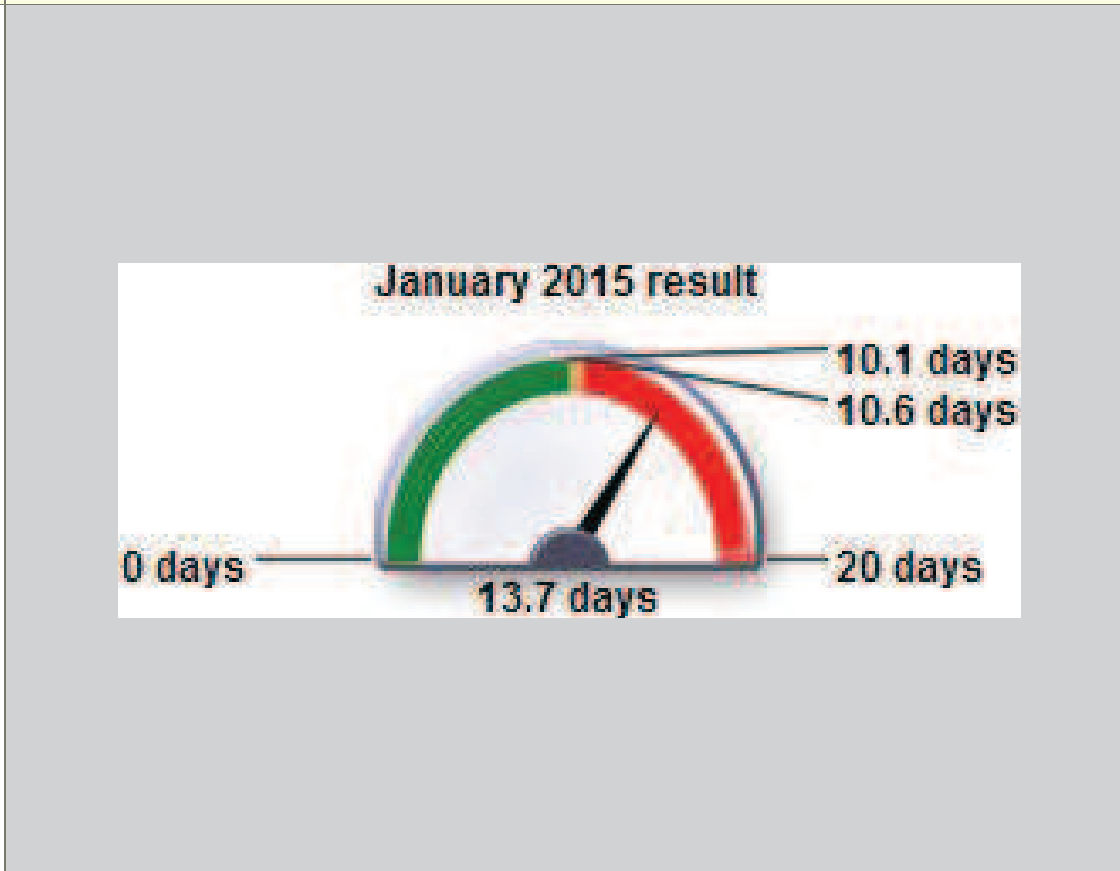
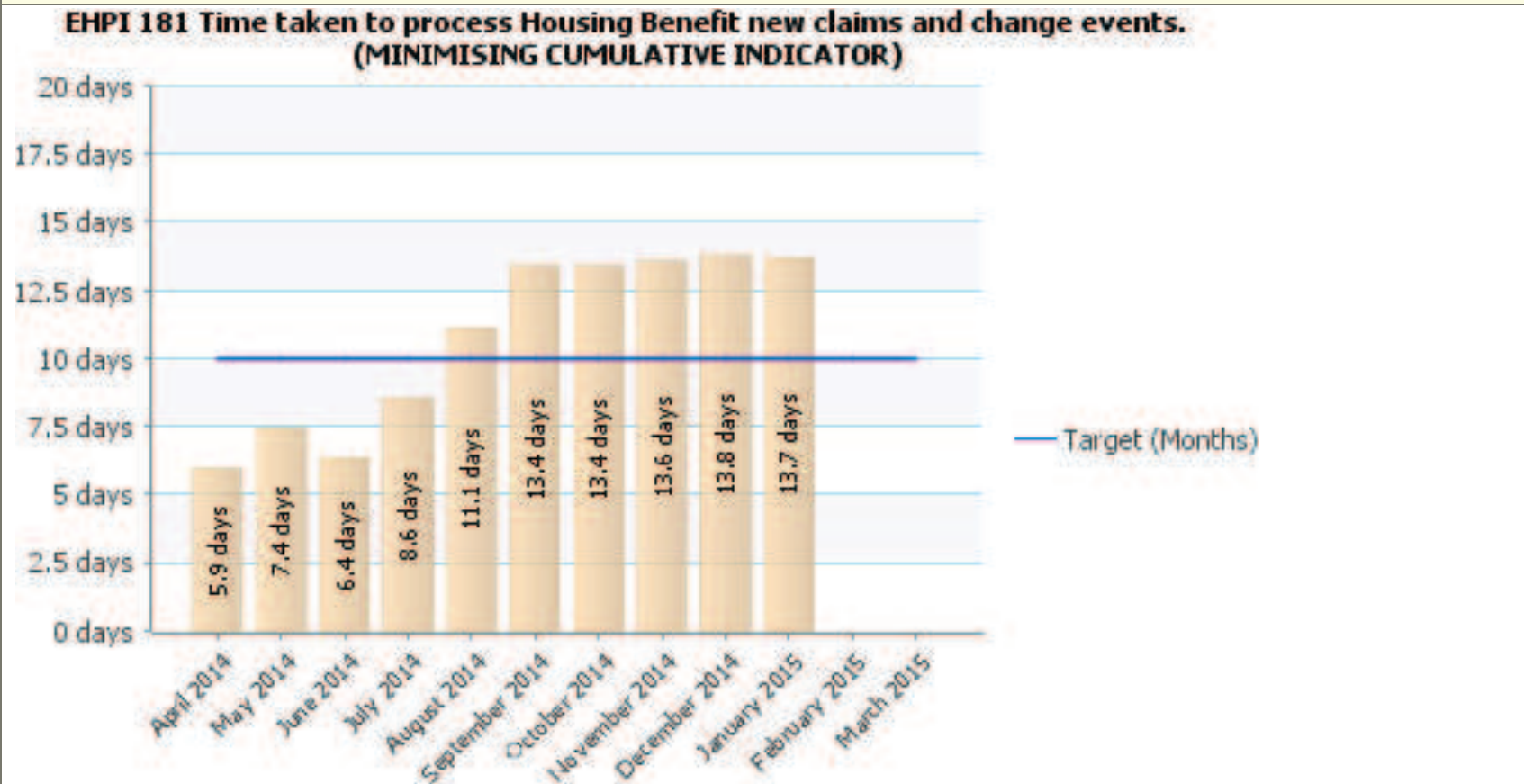


PI Status		Short Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse

Traffic Light Red
Corporate Priority: People
Revenues and Benefits Services



PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 181	Time taken to process Housing Benefit new claims and change events. (MINIMISING CUMULATIVE INDICATOR)		13.7 days	10 days		Performance did not meet the target for January 2015. Performance for each data extract period has been improving, but the 13.71 days performance in January is the cumulative position. Changing a cumulative position later in the year is more difficult, but the additional work throughput for the year end up-rating process always produces a significant change in the cumulative position. The last three data extracts gave performance of 16.17 days, 13.12 days and most recently 12.10 days. The next data extract will be due mid-March 2015. Please note the data extraction periods are set by the Department for Work and Pensions (DWP) and do match monthly periods. The service is having difficulty recruiting to new posts and currently has 5.8 FTE posts vacant, temporary staff are supporting the service whilst recruitment continues.	None

Trend Chart **Performance Gauge**

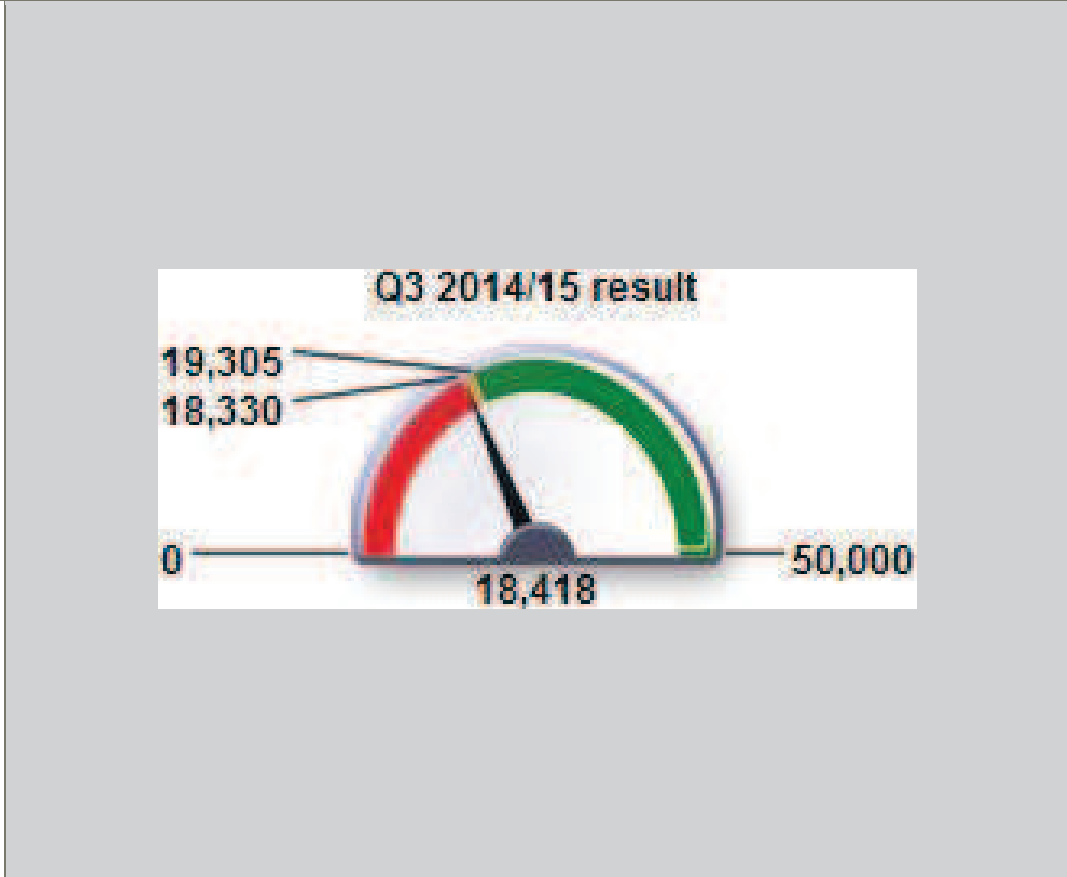
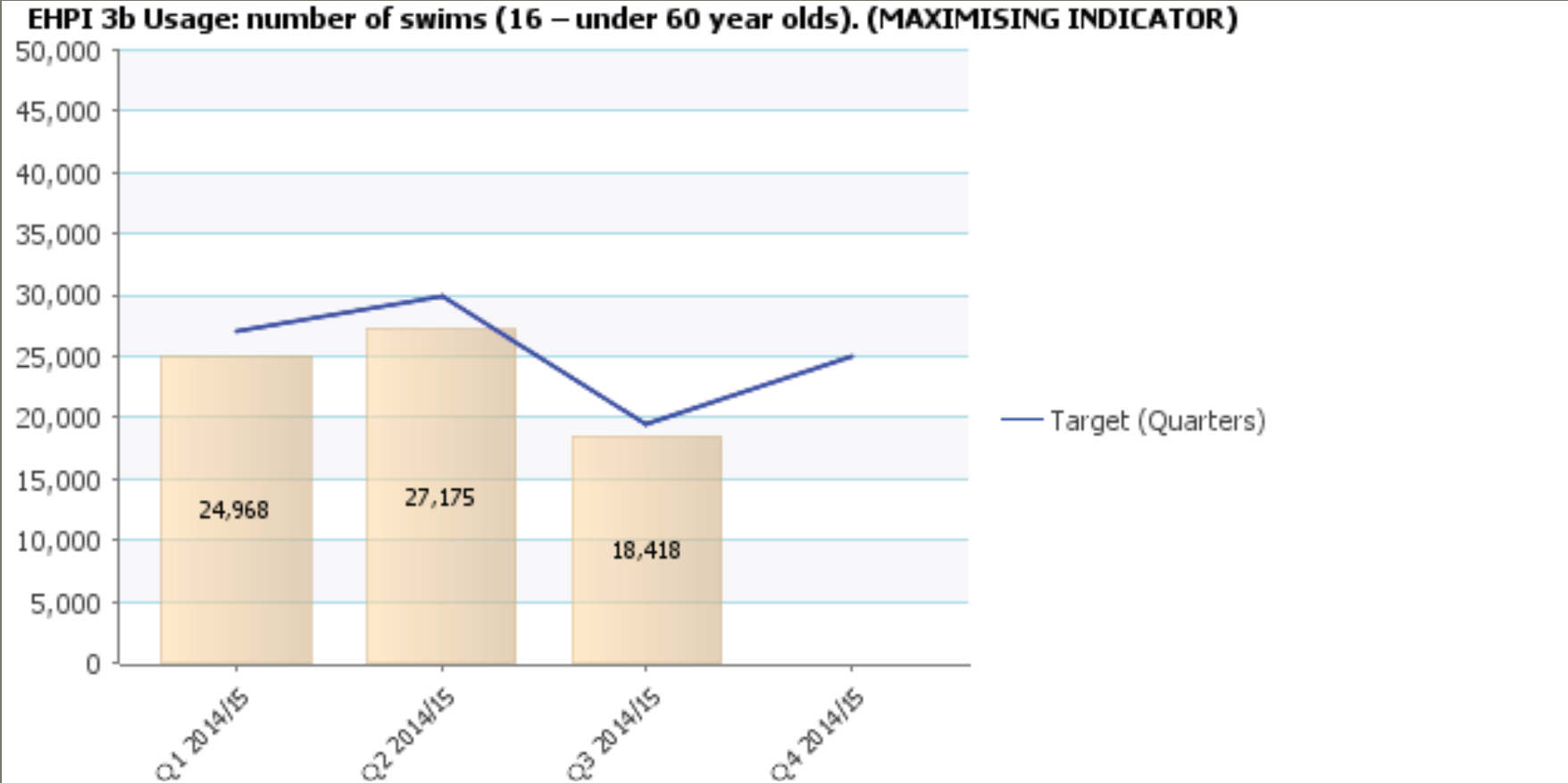


Traffic Light Amber
Corporate Priority: People

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 3b	Usage: number of swims (16 – under 60 year olds). (MAXIMISING INDICATOR)		18,418	19,500		Performance was 'Amber' for Quarter 3. This is an improvement compared to the previous quarter when the performance status was 'Red'. However performance is just below target and this downturn in adult swimming is consistent with national trends. In addition locally East Herts has seen an increase in gym membership and as gym members can swim without their visit being recorded this may have affected the achievement of the target this quarter. Everyone Active has been seeking to stem the decline and is looking to increase public swim opportunities at both Hartham and Grange Paddocks leisure centres in the New Year.	None

Trend Chart **Performance Gauge**

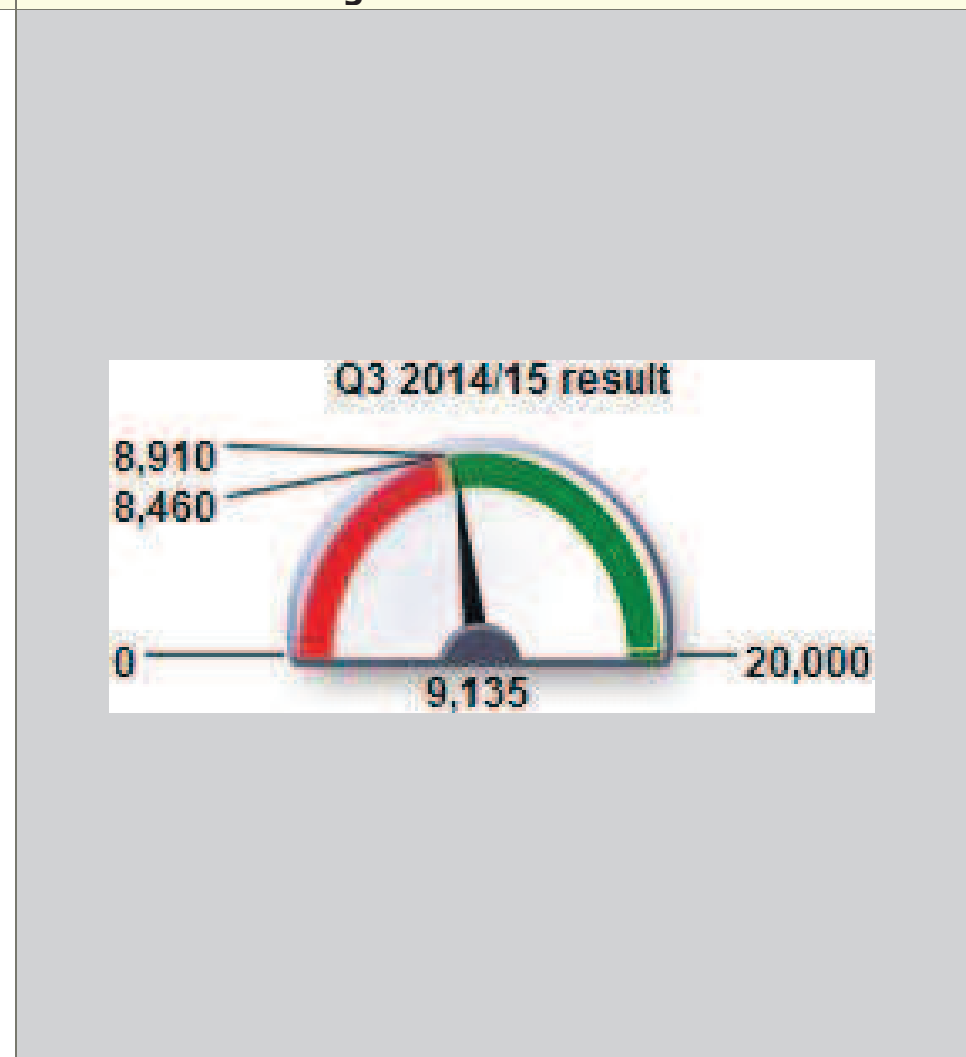
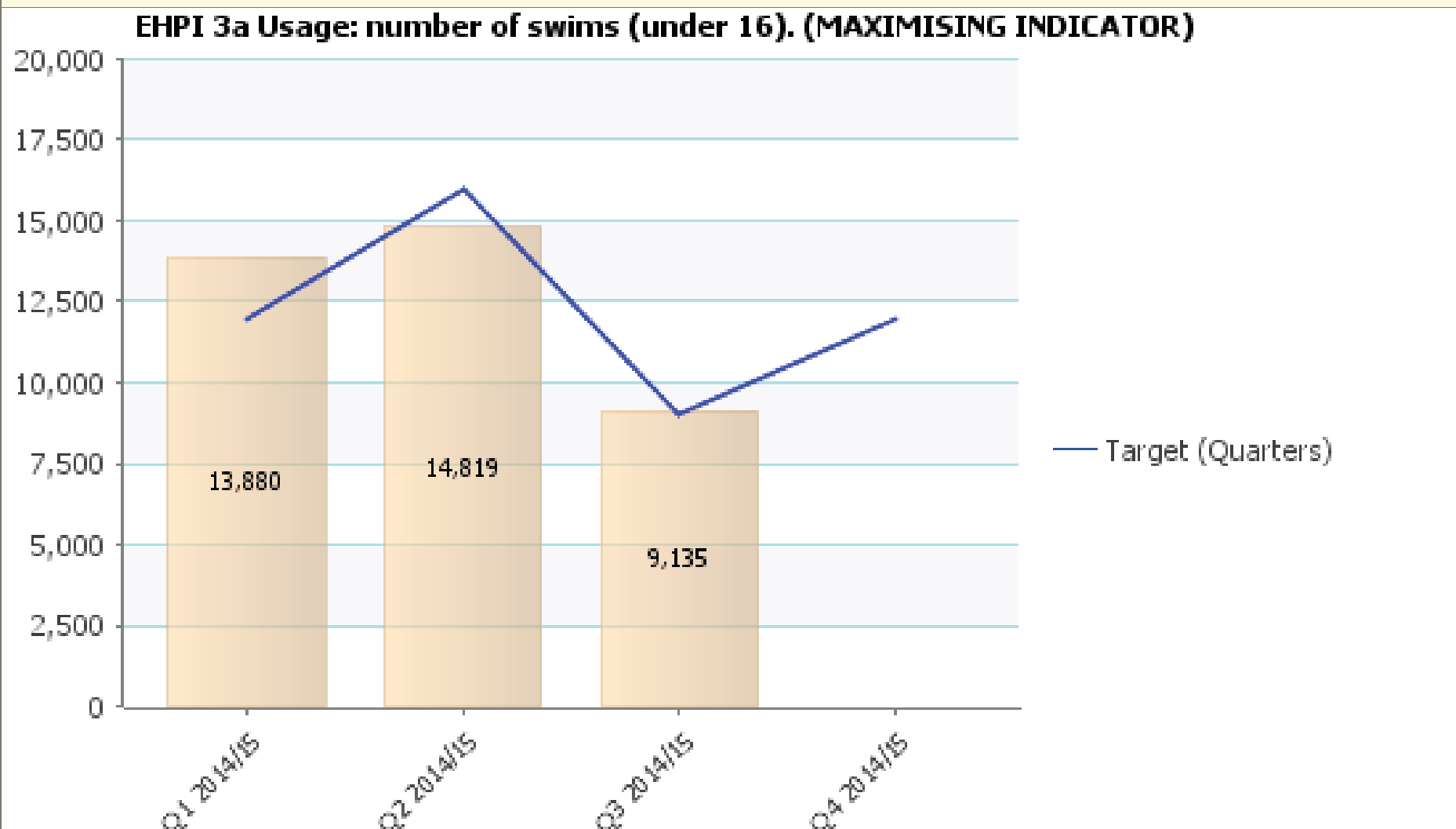


Traffic Light Green
Corporate Priority: People

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 3a	Usage: number of swims (under 16). (MAXIMISING INDICATOR)	✔	9,135	9,000	↓	Figures for 2014/15 Quarter 3 show a favourable position against target.	None

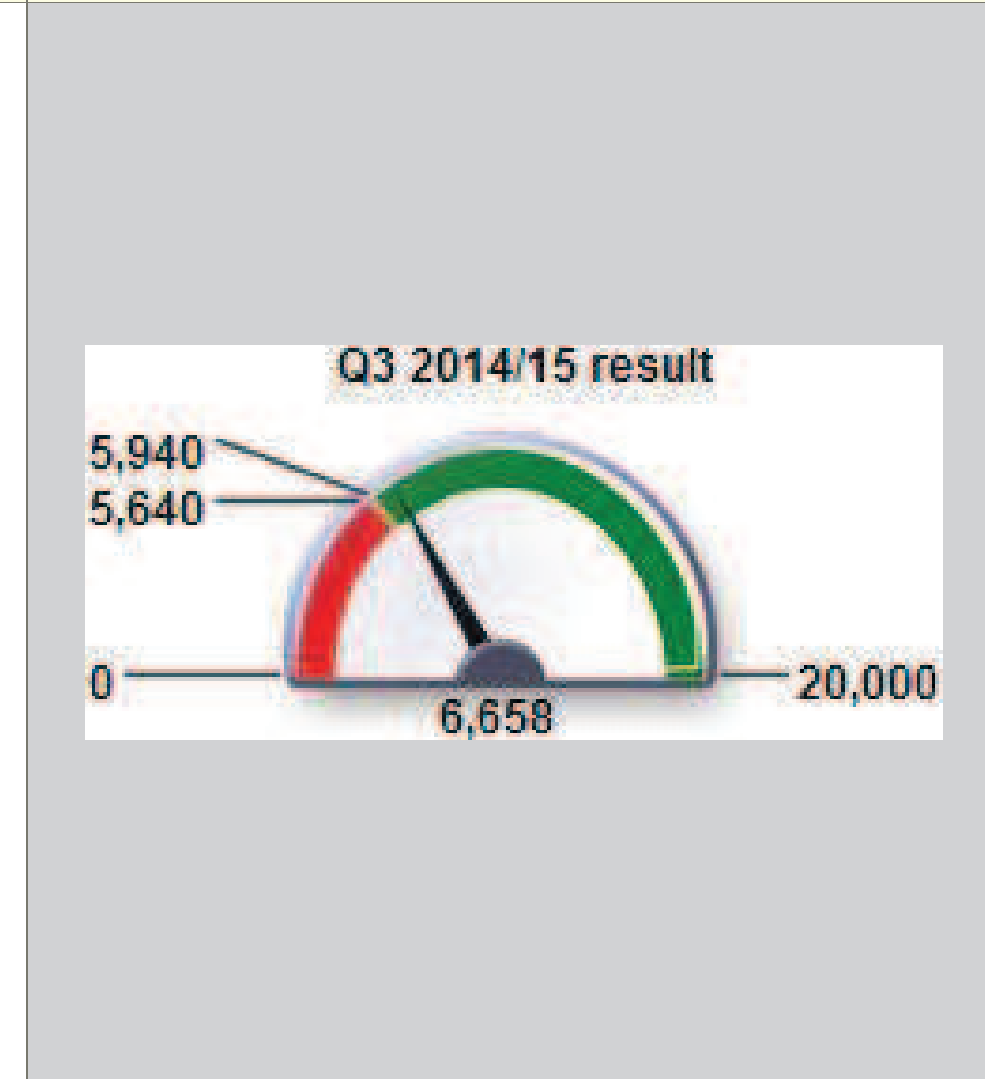
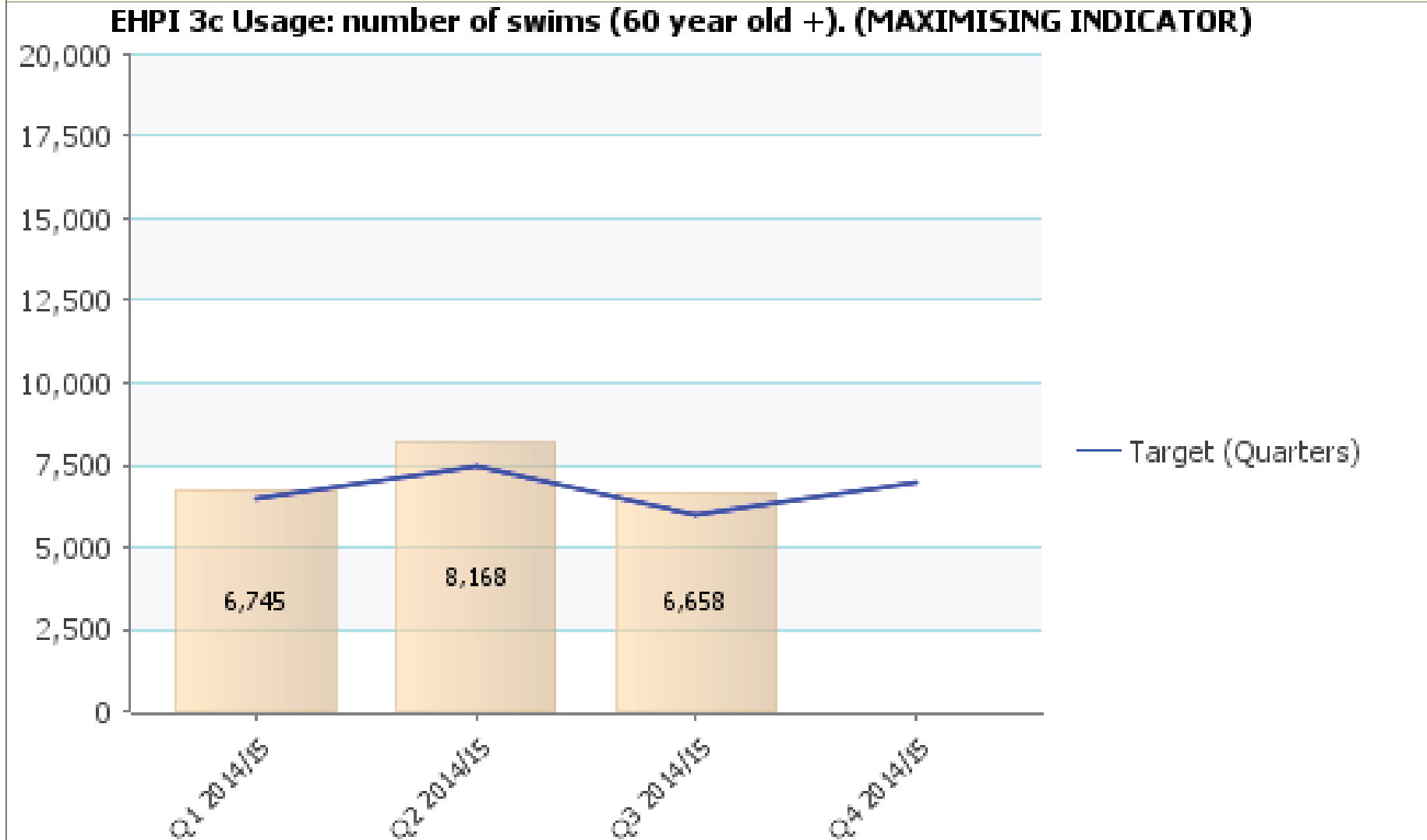
Trend Chart **Performance Gauge**



Environment Services

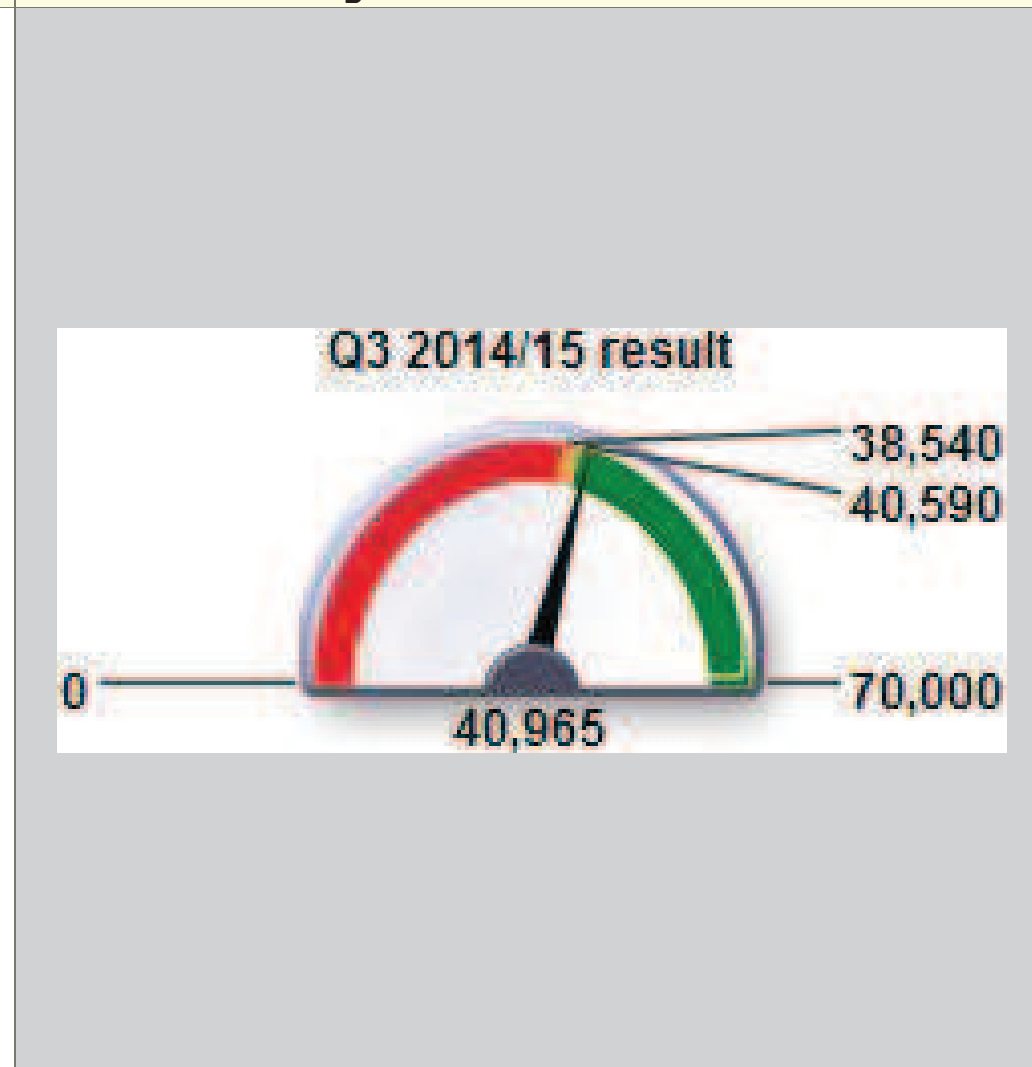
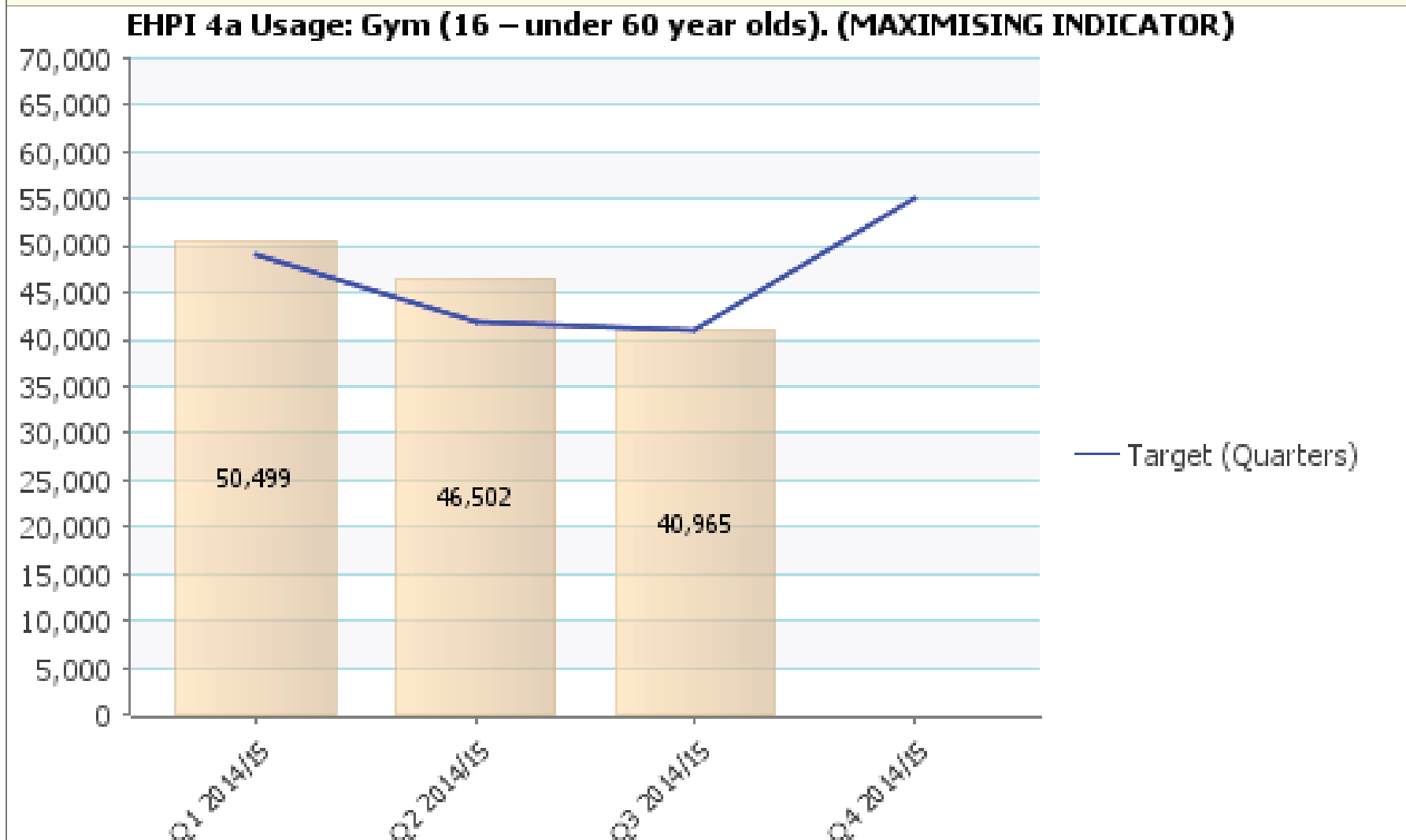
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 3c	Usage: number of swims (60 year old +). (MAXIMISING INDICATOR)	✔	6,658	6,000	↓	Performance is above target and is in line with normal trend patterns.	None

Trend Chart **Performance Gauge**

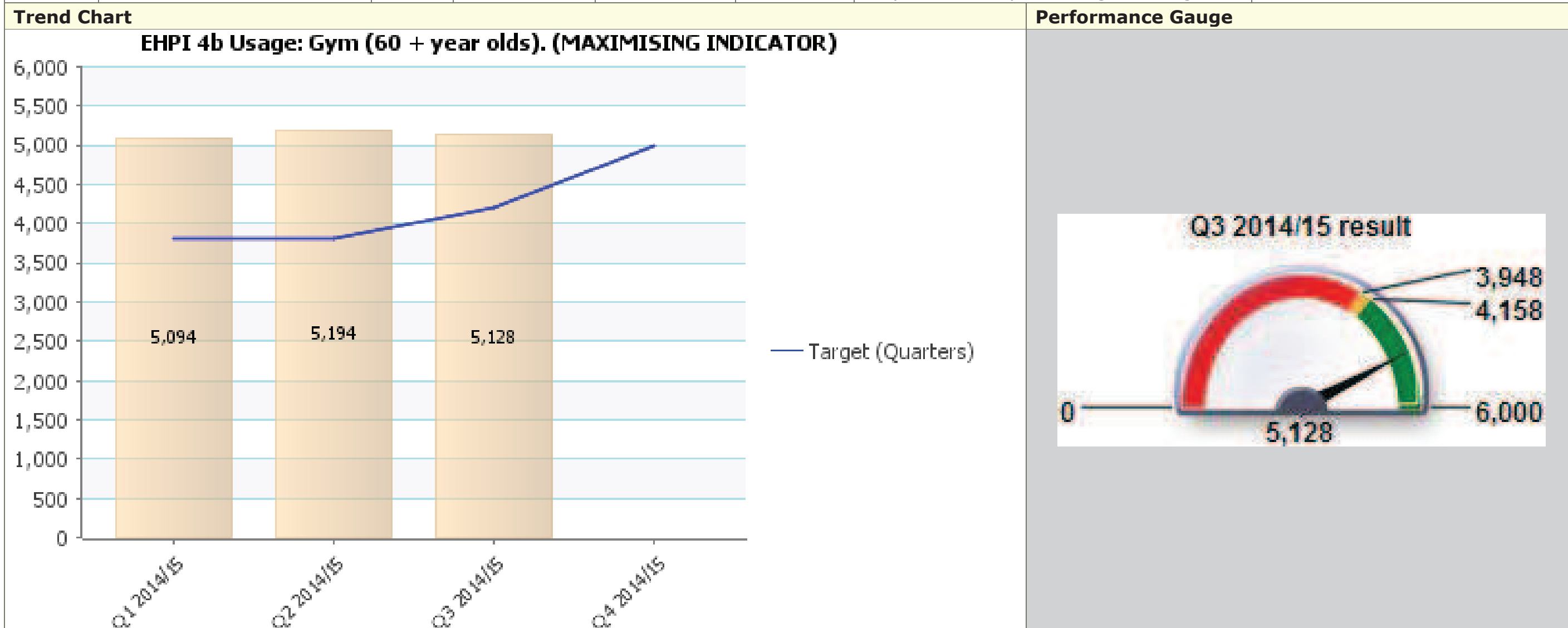


Environment Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 4a	Usage: Gym (16 – under 60 year olds). (MAXIMISING INDICATOR)	✔	40,965	41,000	↓	Figures for 2014/15 Quarter 3 show that throughput is in line with normal trends for this period and performance shows a favourable position against target.	None

Trend Chart	Performance Gauge
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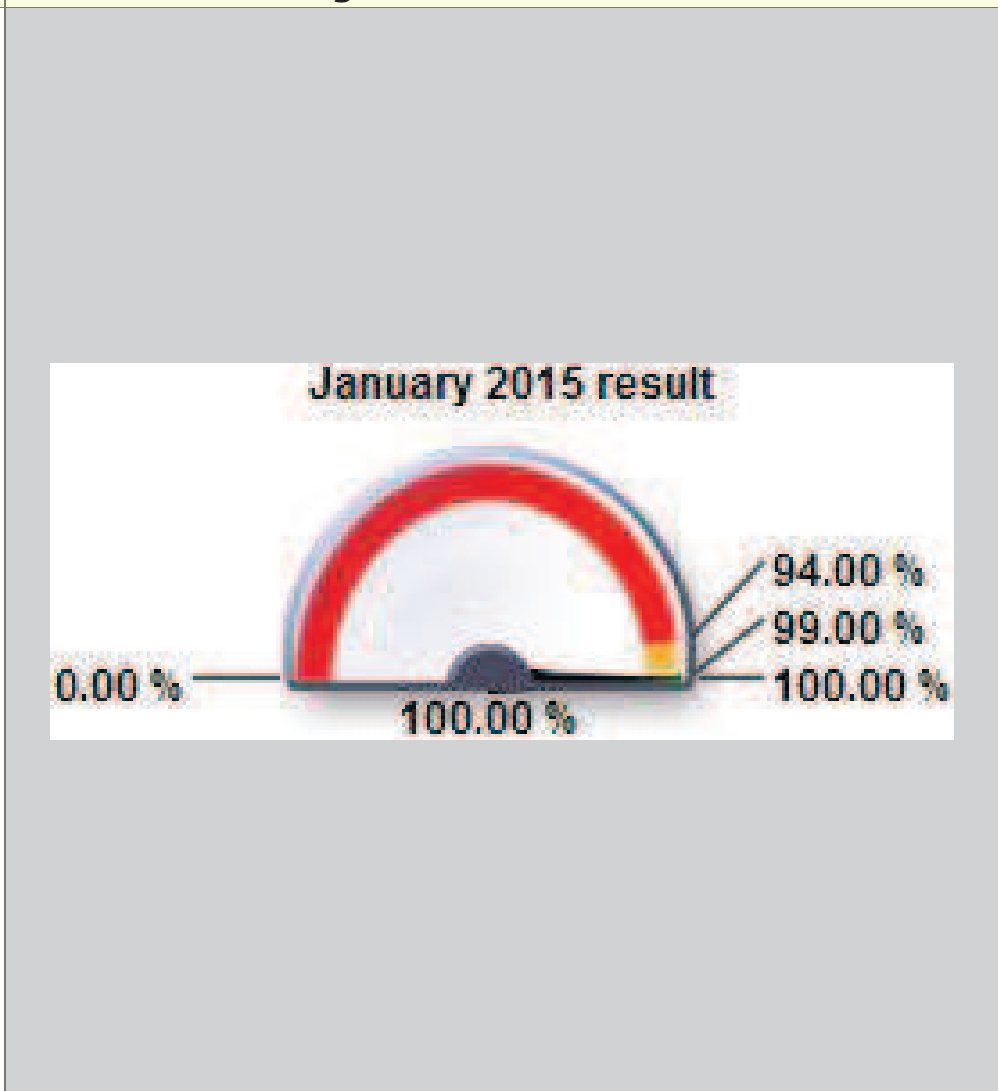
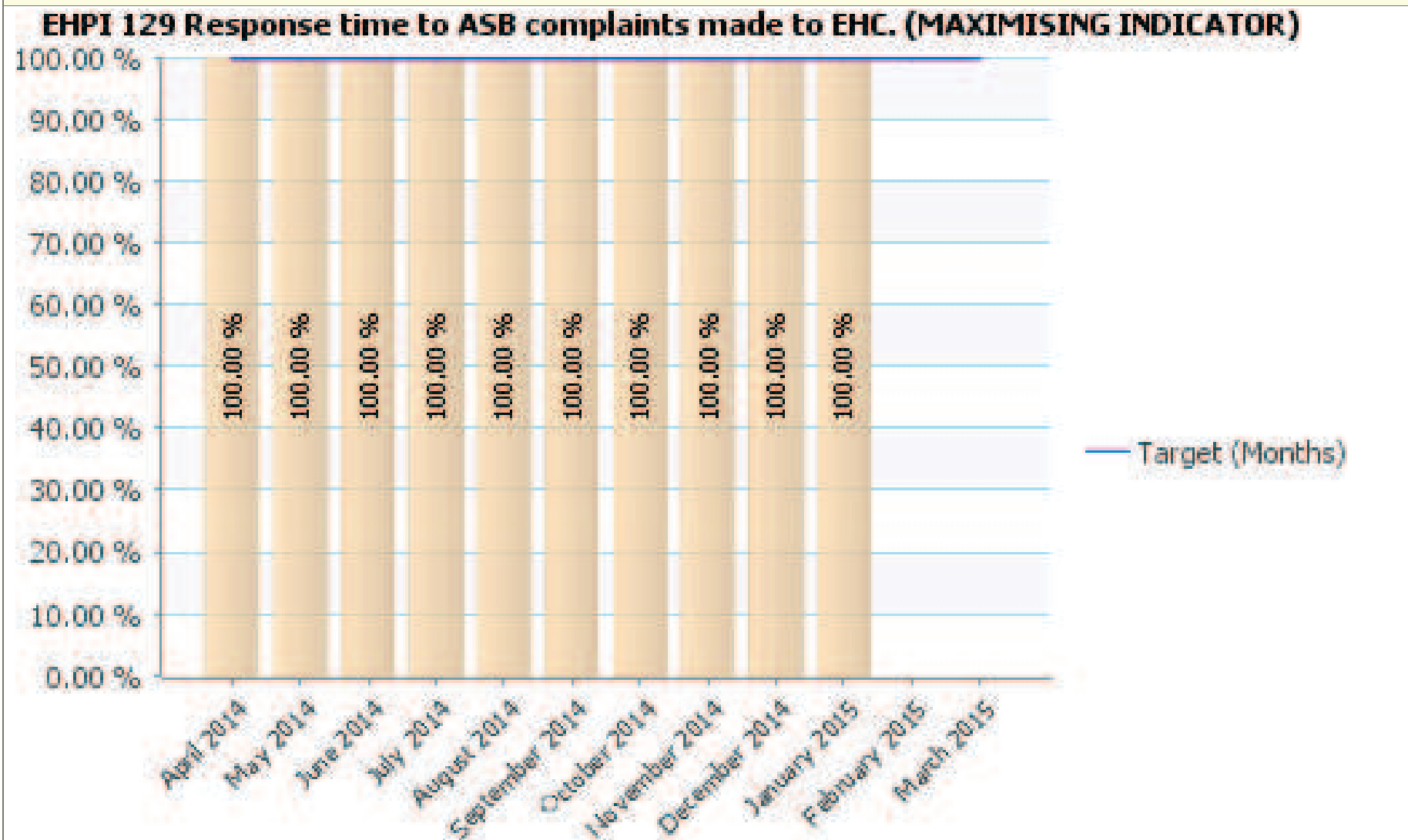
Environment Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 4b	Usage: Gym (60 + year olds). (MAXIMISING INDICATOR)	✔	5,128	4,200	↓	Figures for 2014/15 Quarter 3 show that throughput is in line with normal trends for this period and performance shows a very favourable position against target.	None



Licensing and Community Safety

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 129	Response time to ASB complaints made to EHC. (MAXIMISING INDICATOR)	✔	100.00 %	100.00 %	▬	Performance on target. There were three complaints made to the Anti-Social Behaviour Officer at East Herts Council all of which were responded to within the minimum of two working days, therefore meeting the 100% target.	None

Trend Chart **Performance Gauge**

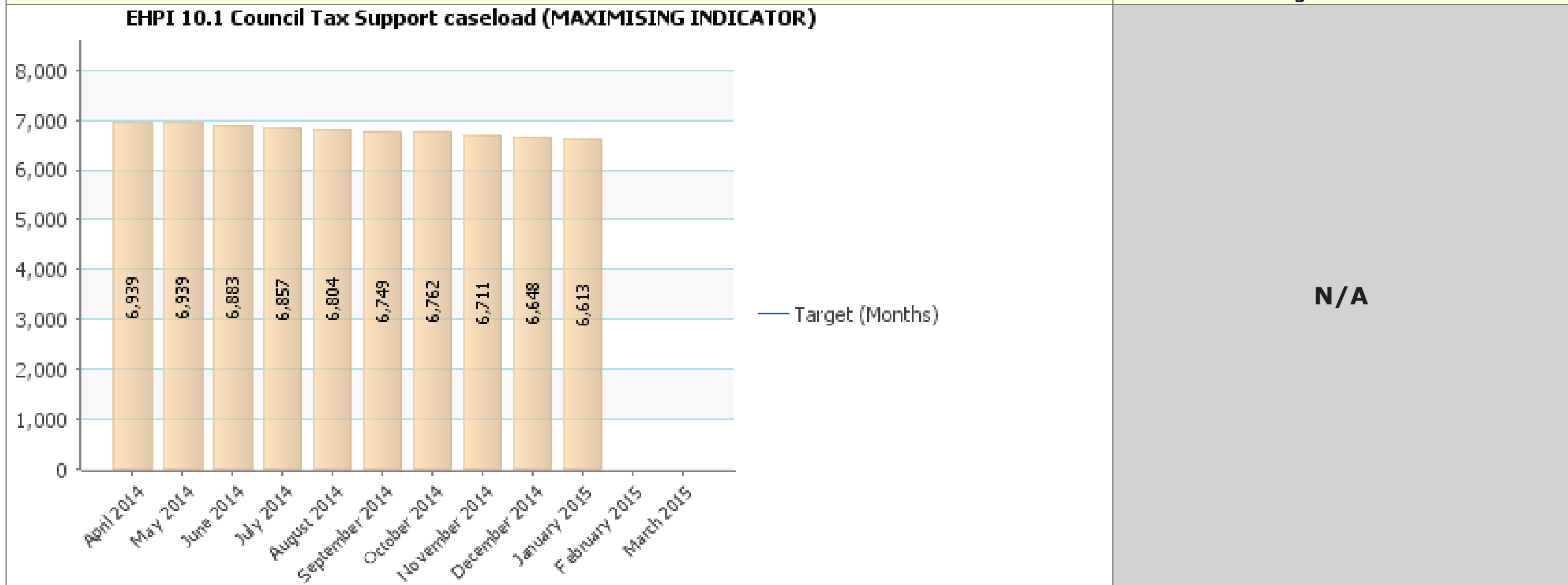


Traffic Light Data Only
Corporate Priority: People

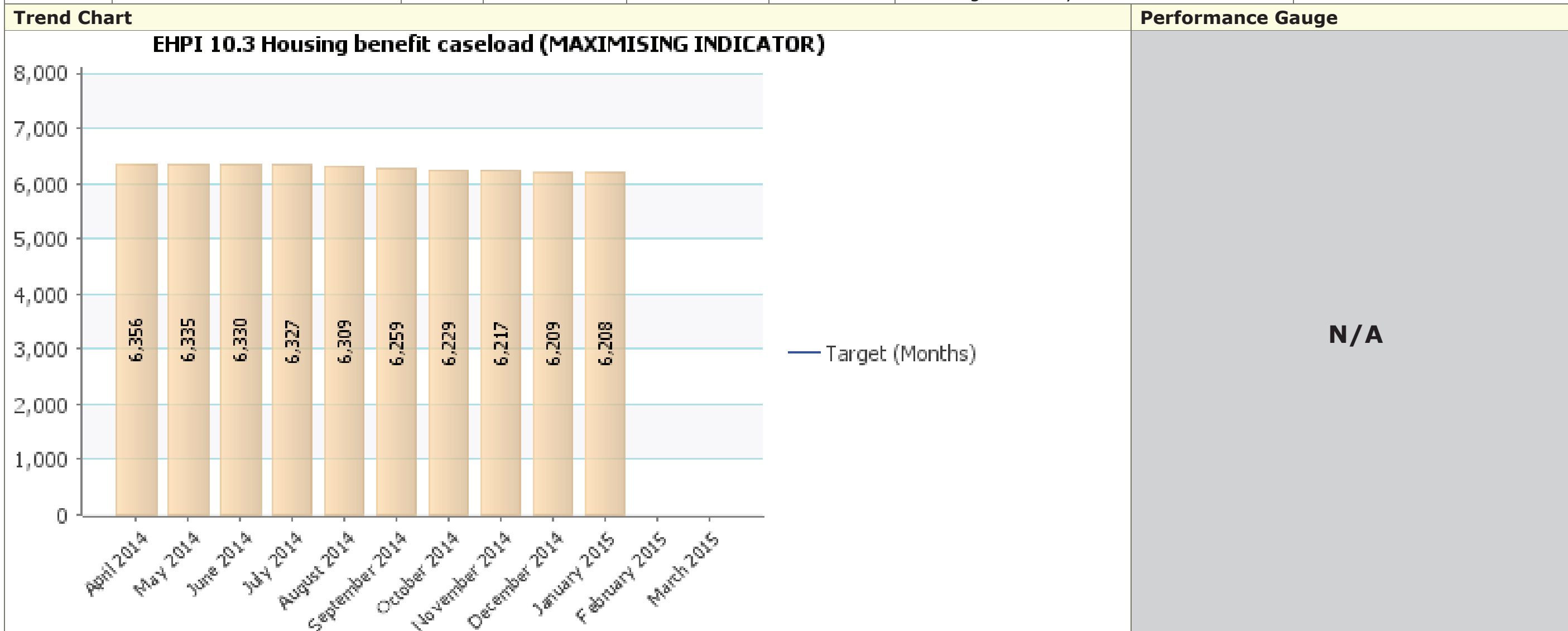
Revenues and Benefits

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 10.1	Council Tax Support caseload (MAXIMISING INDICATOR)	N/A	6,613	N/A	↓	Council tax support caseload in January 2015 shows a slight decline when compared to December 2014. In the longer term caseload numbers have been reducing since June 2014.	None

Trend Chart **Performance Gauge**



Revenues and Benefits							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 10.3	Housing benefit caseload (MAXIMISING INDICATOR)	N/A	6,208	N/A	↓	Housing benefit caseload for January 2015 shows a slight decline when compared to December 2014. In the longer term caseload numbers have been reducing since May 2014.	None

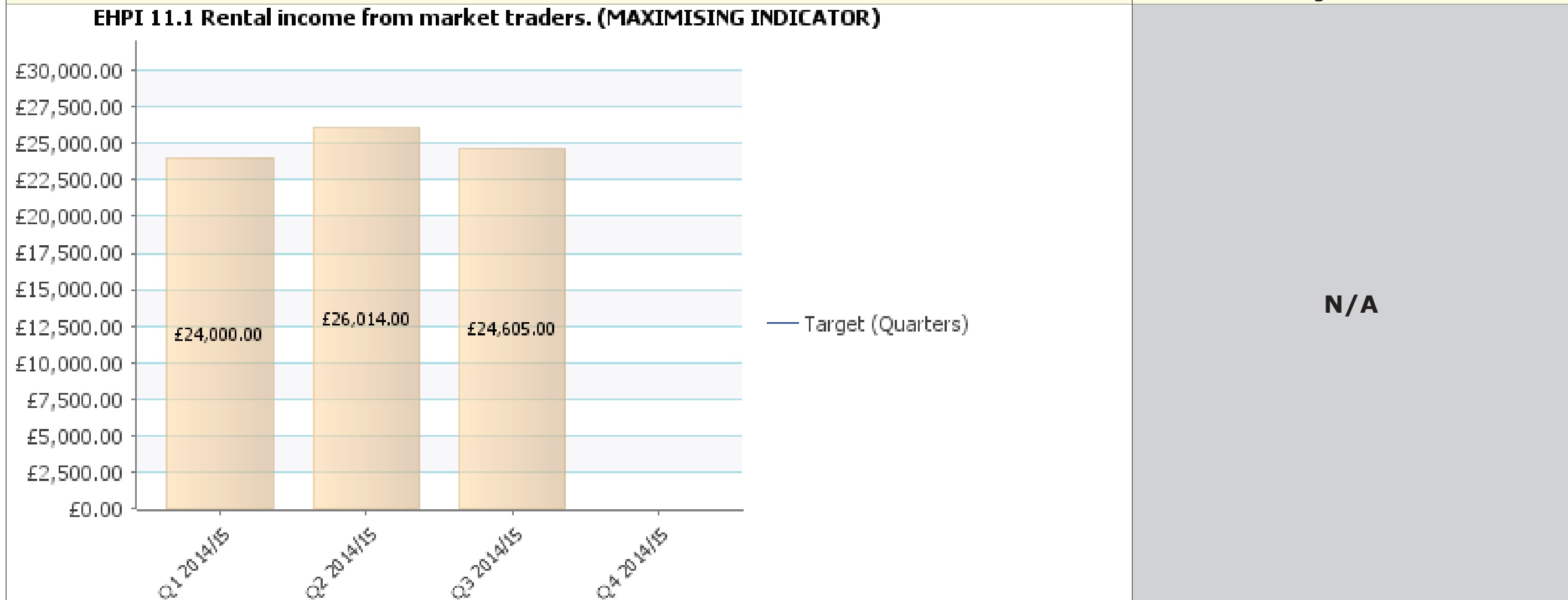


Traffic Light Unknown
Corporate Priority: Prosperity

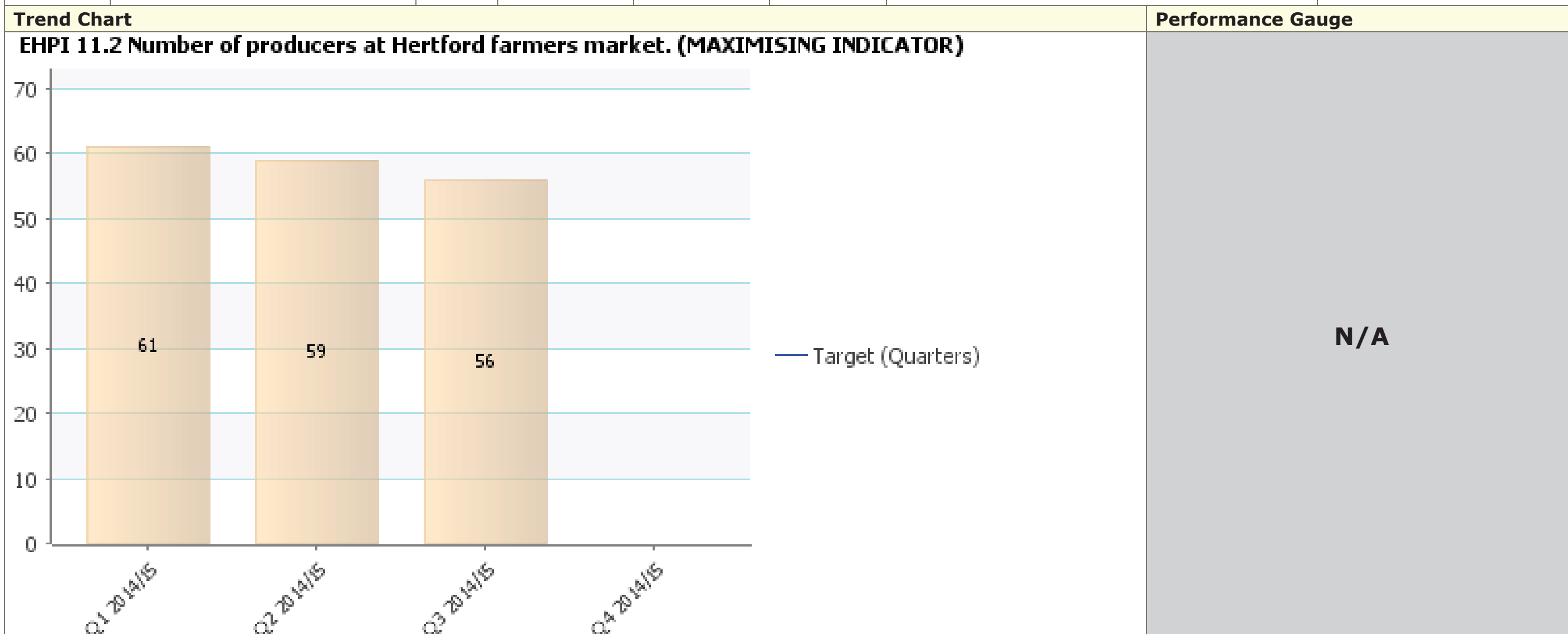
Economic Development

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 11.1	Rental income from market traders. (MAXIMISING INDICATOR)	N/A	£24,605.00	N/A	↓	Total rental income for Quarter 3 was £24,605 which is lower than the previous quarter. This breaks down as follows Bishop's Stortford (Saturday) - £5,831, Bishop's Stortford (Thursday) - £4,802, Hertford - £11,043, Ware - £2,928.	None

Trend Chart **Performance Gauge**



Economic Development							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 18 November 2014
EHPI 11.2	Number of producers at Hertford farmers market. (MAXIMISING INDICATOR)	N/A	56	N/A	↓	During Quarter 3 a total of 56 producers attended Hertford Farmers Market, which is slightly lower than the previous quarter. The number of stalls at the farmers market is consistent with expectation based upon the evidence of the previous quarters. A fuller report will be provided when sufficient data has been collected to establish trends.	None





For information only: Performance Indicator Guidance

Sorted by PI code.

EHPI 3a - Usage: number of swims (under 16)
PI Definition
Total number at all pools
Data Source
Community and Cultural Services
Other Guidance
SLM – Sport & Leisure Management Ltd – contact made through the Leisure Services Manager.

EHPI 3b - Usage: number of swims (16 – under 60 year olds)
PI Definition
Total number at all pools
Data Source

Community and Cultural Services

Other Guidance

SLM – Sport & Leisure Management Ltd – contact made through the Leisure Services Manager.

EHPI 3c - Usage: number of swims (60 year old +)

PI Definition

Total number at all pools

Data Source

Community and Cultural Services

Other Guidance

SLM – Sport & Leisure Management Ltd – contact made through the Leisure Services Manager.

EHPI 4a - Usage: Gym (16 – under 60 year olds)

PI Definition

Total number from; Fanshawe, Grange Paddocks, Hartham & Leventhorpe

Data Source
Community and Cultural Services
Other Guidance
SLM – Sport & Leisure Management Ltd – contact made through the Leisure Services Manager.

EHPI 4b - Usage: Gym (60 + year olds)
PI Definition
Total number from; Fanshawe, Grange Paddocks, Hartham & Leventhorpe
Data Source
Community and Cultural Services
Other Guidance
SLM – Sport & Leisure Management Ltd – contact made through the Leisure Services Manager.

EHPI 129 - Response time to Anti Social Behaviour (ASB) complaints made to East Herts Council (EHC).
PI Definition
Number of ASB complaints made or referred to EHC ASB Officer that have response within two

working days (in line with minimum standards) from the total number of complaints received.

Data Source

Licensing and Community Safety

Other Guidance

Full details of minimum standards for ASB can be found on EHC website.

EHPI 181 - Time taken to process Housing Benefit new claims and change events

PI Definition

The average time taken in calendar days to process all new claims and change events in Housing Benefit (HB) and Council Tax Benefit (CTB)

New Claims: Any new claim to HB/CTB

Change Event: Notification of a change of circumstances which requires a decision to be made by the local authority but excluding automatic up-rating and annual council tax increases, batch changes to Council Tax liability, and revisions to earlier decisions, e.g. following an accuracy and/or management check or appeal/reconsideration/revision.

Time taken to process: The time elapsed between receipt of claim or notification of change event and a decision being recorded. The day on which the claim is received is counted as Day 1.

Decision: As defined in HB and CTB regulations

Date of receipt: Date that notification of the claim or change event was received by the authority. Either from the customer, Jobcentre Plus or The Pensions, Disability and Carers Service or other third party.

Good performance

Good performance is typified by a lower average number of calendar days taken to process new claims and change events

Data Source

Revenues and Benefits Services

Other Guidance

None.

EHPI 10.1 – Council Tax Support caseload.

PI Definition

This indicator will measure the total number of recipients of Council Tax Support with live claims on a particular date.

Data Source

Revenues and Benefits

Other Guidance

Data extracted from Capita System

EHPI 10.3 – Housing Benefit caseload.

PI Definition

This indicator will measure the total number of recipients of Housing Benefit with live claims on a particular date.

Data Source

Revenues and Benefits

Other Guidance

Calculated trend reports stats 121 and stats 122 produced as part of the Single Housing Benefits Extract (SHBE) programme to PTO.

EHPI 11.1 – Rental Income from Traders.

PI Definition

Rental income from traders. The markets that will be included are:

- Hertford Saturday
- Bishops Stortford Saturday
- Bishops Stortford Thursday

<ul style="list-style-type: none"> • Ware Tuesday • Plus individual pitch hires in the towns on non-market days
Data Source
Economic Development
Other Guidance
None

EHPI 11.2 – Number of Producers at Hertford Farmers Market.
PI Definition
This indicator monitors the total number of producers at Hertford Farmers Market.
Data Source
Economic Development
Other Guidance
None

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EAST HERTS COUNCIL

COMMUNITY SCRUTINY COMMITTEE: 10 MARCH 2015

REPORT BY CHAIRMAN OF COMMUNITY SCRUTINY

EVALUATION OF SCRUTINY 2014/15 AND WORK PROGRAMME PLANNING FOR 2015/16

WARD(S) AFFECTED: *none*

Purpose/Summary of Report

- To review 2014/15 and determine Community Scrutiny Committee's future work programme

RECOMMENDATION FOR DECISION:

That

(A)	The comments given as part of the evaluation exercise are collated and used to frame the draft 2014/15 Overview and Scrutiny Annual Report; and
(B)	the work programme shown in this report be agreed (subject to confirmation by the new 2015/16 committee)

1.0 Background

1.1 Items previously required, identified or suggested for the Community Scrutiny work programme are set out in **Essential Reference Paper B**.

2.0 Evaluation

2.1 During last year's scrutiny evaluation process, Members identified a number of areas of practice where they wanted to improve and these were included in the 2014/15 Action Plan. This document is included here as **Essential Reference Paper C**.

2.2 Reflecting back on the past year, Members are asked to:

- comment on progress against this action plan

- describe specific examples of successful practice from the work of this scrutiny committee
 - identify any challenges or barriers which they have met during this time.
- 2.3 Members are asked to recommend which, (if any) of the actions should be carried forward to the 2015/16 Action Plan and what additions or changes might be needed to strengthen the role of scrutiny in the coming year.
- 2.4 As part of the wider evaluation discussion, Members are asked to identify what they are most pleased to have achieved through scrutiny during the past year and what has been the most interesting or useful thing they have learned during the year.
- 2.5 Evaluation feedback from all the scrutiny committees and the Health and Wellbeing Panel will be collated and used to frame the draft 2014/15 Overview and Scrutiny annual report. This draft will be reviewed and approved by the scrutiny chairmen and presented to Council on 29 July 2015.
- 2.6 Any suggestions on how the function of scrutiny might be changed or improved will be considered by the new (2015/16) scrutiny chairmen and officers at their first meeting of the new civic year.
- 3.0 Work Programme Planning
- 3.1 A draft work programme for 2015/16 meetings of Community Scrutiny Committee is shown in **Essential Reference Paper B** (subject to confirmation). The timing of some items shown may have to change if they are dependent on publication of guidance or data from an external source (eg from central government).
- 3.2 Members are asked whether they wish to extend an invitation to one or more of the Executive/portfolio holders to attend a particular meeting or for a specific agenda item listed in the draft work programme.
- 3.3 Within the terms of the Police and Justice Act 2006, Community Scrutiny is designated the crime and disorder committee for this authority. The Crime and Disorder (Overview and Scrutiny) Regulations 2009, states that *“a crime and disorder committee shall meet to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions as the committee*

considers appropriate but no less than once in every twelve month period”.

- 3.4 No qualifying item is scheduled as yet for 2015/16 however time and space is available at either the November 2015 or March 2016 meeting of this committee for a qualifying topic to be included on the agenda (as identified and agreed by Members).
- 3.5 Members are asked whether there is any additional topic they wish to put forward for consideration by scrutiny in 2015/16 (subject to confirmation by the new committee at their first meeting in June 2015).
- 3.6 In suggesting topics, Members should have in mind the council’s agreed corporate priorities for the coming year (shown below) and be able to identify what tangible outcome(s) and benefits they would want to achieve through undertaking this piece of work.

PEOPLE: fair and accessible services for those that use them and opportunities for everyone to contribute
This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
PLACE: safe and clean
This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.
PROSPERITY: improving the economic and social opportunities available to our communities
This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.

4.0 Implications/Consultations

- 4.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**.

Background Papers:

Contact Member: Cllr Diane Hollebon – Chairman Community Scrutiny Committee

diane.hollebon@eastherts.gov.uk

Contact Officer: Jeff Hughes – Head of Democratic and Legal
Support Services
Extn 2170
jeff.hughes@eastherts.gov.uk

Report Author: Marian Langley – Scrutiny Officer
marian.langley@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

<p>Contribution to the Council's Corporate Priorities/ Objectives</p> <p>(2014/15 version)</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute. This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean. This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from the Executive and all Members and the public are asked through an annual item in the 'council tax' edition of LINK magazine which is delivered to every household.</p> <p>Members of each scrutiny committee (and the HWP) are consulted at every meeting as their work programme is a standing item on the agenda.</p>
<p>Legal:</p>	<p>According to the Council's constitution, the scrutiny committees are responsible for the setting of their own work programme in consultation with the Executive and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.</p>
<p>Financial:</p>	<p>Any additional meetings and every task and finish group has resource needs linked to officer support activity and time for officers from the services to make the required input.</p>
<p>Human Resource:</p>	<p>none</p>
<p>Risk Management:</p>	<p>Matters which may benefit from scrutiny may be overlooked. The selection of inappropriate topics for review would risk inefficient use of resources. Where this involved partners, it could risk damaging the reputation of the council and relations with partners.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect impact on the general wellbeing of residents of East Herts.</p> <p>The Health and Wellbeing Panel is set up to specifically focus in on issues and topics which have a direct and immediate impact on the health and wellbeing of all those who live, work or study in the district.</p>

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Community Scrutiny Committee work programme 2015/16 (DRAFT)

- inclusion of some items subject to any future change in 'status' of Health and Wellbeing Panel

2015/16 meeting	CIVIC YEAR date	topic	Contact officer/lead	Next Exec
Meeting 1/4 in 2015/16 Choice based lettings – how does the points system work: Induction held pre-Community Scrutiny	16 June 2015 TBC	• Report from Health and Well B Panel	• Chairman of the Panel	7 July 2015 4 Aug 2015 1 Sept 2015 TBC
		• Work programme 2015/16 – discussion with new committee	• Scrutiny Officer	
		• Community Grants review of 2014/15 applications and allocation (annual)	• Community Engagement Manager + Grants officer	
		• CVS report on projects commissioned or funded by EH	• Confirmed at Nov 2014 meeting	
		• Service Plan monitoring – Oct 2014 to March 2015 (Community only)	• Lead Officer - Corporate Planning	
		• Healthcheck through to Mar 2015 (which includes relevant 2014/15 Out-turns and Targets)	• Lead Officer - Performance	
Meeting 2/4 in 2015/16 ADD IN – review of fees and charges calculations and levels??	22 Sept 2015 TBC	• Report from Health and Well B Panel	• Chairman of the Panel	6 Oct 2015 3 Nov 2015 TBC
		• Hertford Theatre (end of financial year report)	• Head of Service with Theatre team	
		• Housing stock transfer – residual undertakings annual statement	• Housing Services Manager	
		• Update on actions under Ageing Well agenda	• confirm details nearer the time	
		• Work programme	• Scrutiny Officer	
		• Healthcheck through to xx 2015	• Lead Officer - Performance	
Meeting 3/4 in 2015/16	17 Nov 2015 TBC	• Report from Health and Well B Panel	• Chairman of the Panel	1 Dec 2015 TBC

		<ul style="list-style-type: none"> • ? 	<ul style="list-style-type: none"> • Housing Strategy and Development Manager 	XX
		<ul style="list-style-type: none"> • Housing Strategy action plan – annual progress report AND draft new strategy before it goes out for consultation (inc Empty Homes) 	<ul style="list-style-type: none"> • Scrutiny Officer 	
		<ul style="list-style-type: none"> • Work programme 	<ul style="list-style-type: none"> • Lead Officer Corporate Planning 	
		<ul style="list-style-type: none"> • Service Plans monitoring Apr 2015 – Sept 2015 (Community only) 	<ul style="list-style-type: none"> • Lead Officer - Performance 	
		<ul style="list-style-type: none"> • Healthcheck through to xx 2015 		
JOINT SCRUTINY	XX Jan 2016 TBC	<ul style="list-style-type: none"> • 2016/17 Budget items 		
JOINT SCRUTINY	XX Feb 2016 TBC	<ul style="list-style-type: none"> • 2016/17 Service Plans • 2015/16 Performance Indicator Estimates and 2016/17 Future targets 		
Meeting 4/4 in 2015/16	XX Mar 2016 TBC	<ul style="list-style-type: none"> • Report from Health and Well B Panel • Leisure Contract – year 7 • A 'crime and disorder' item needs to go in here (if one has not been presented earlier in the year) • ? • Healthcheck through to Jan 2016 • Work programme – planning for 2016/17 	<ul style="list-style-type: none"> • Chairman of the Panel • Head of Service and lead officer + SLM • Head of Service • Lead Officer - Performance • Scrutiny Officer 	XX

The four principles of good public scrutiny:

- ***provides ‘critical friend’ challenge to executive policy-makers and decision-makers***
- ***enables the voice and concerns of the public and its communities***
- ***is carried out by ‘independent-minded governors’ who lead and own the scrutiny role***
- ***drives improvement in public services***

Community Scrutiny	<ol style="list-style-type: none"> 1. To develop policy options and to review performance and scrutinise the policies of the Council relating to Licensing, Environmental Health, Crime and Disorder Reduction, Emergency Planning, Community Development, young people, Leisure, sport, arts, markets, diversity, grants, frontline Councillor engagement, valuing people, housing strategy, private sector housing, disabled facility grants, houses in multiple occupation, housing options, community meals, citizens’ advice, benefits, Local Strategic Partnership and health scrutiny. 2. To make recommendations to the Executive on matters within the remit of the Committee. 3. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change and review the performance of outside bodies on matters within the remit of the Committee. 4. To consider issues referred by the Executive, or members of the Committee and where the views of outsiders may contribute, take evidence and report to the Executive and Council on matters within the remit of the Committee. 5. To consider any item referred to the Committee by any Member of the Council who is not a member of this Committee and decide whether that item should be pursued on matters within the remit of the Committee. 6. To appoint annually Standing Panels as may be determined which shall be given a brief to consider a specified service area relating to matters within the remit of the Committee and report back to the Committee on a regular basis as determined by the Committee.
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WHAT WERE OUR PLANS FOR 2014/15?

Councillors have identified some areas in which they would like to further strengthen scrutiny in 2014/15:

What we want to do?	How are we going to do it? – an action plan for 2014/15
Actively look for ways to improve the level of community and public involvement in scrutiny	<p>Research and review how other (similar) authorities involve and engage the public in their scrutiny process.</p> <p>Continue to invite topic suggestions from residents and explore idea of getting issues raised through existing channels/agencies (including town/parish councils, youth councils, community groups, partnership meetings etc).</p>
Strengthen and highlight use of evidence from independent or outside sources.	<p>Scrutiny members (particularly Chairmen and Vice Chairmen) to make it clear that they would expect to see some comparative evidence when they commission a report.</p> <p>Use cost effective and timely ways of bringing external evidence into any review where relevant or requested: through expert (external) witnesses – in person or in writing, visits, surveys/questionnaires, published documents/research and good practice examples from other (similar) authorities.</p>
Clearly identify the ‘value added’ which scrutiny can bring to a topic and ensure this is monitored and recognised	<p>Focus scrutiny reviews on topics where there is real scope for influencing change and where measurable benefits for residents can be seen.</p> <p>Bring monitoring reports on progress/outcomes from reviews to the Chairmen and Vice Chairmen meeting (3xyear).</p> <p>Identify outcomes which can be used in council publications to illustrate the positive impact of scrutiny to raise awareness (not just in the Overview and Scrutiny Annual Report).</p>
Continue to keep scrutiny members informed and offer opportunities to develop skills needed	<p>Continue to offer induction training and information to any newly elected member(s) and offer refresher and update training for returning members.</p> <p>Continue to publish the scrutiny e-Newsletter every 6 months and make use of weekly bulletin (MIB) to update councillors on significant issues/developments and scrutiny events.</p> <p>Send councillors ‘pre briefing’ material where relevant to widen knowledge on the context/background to topics and offer briefing/clinics before critical budget meetings.</p>
Strengthen scrutiny of external public bodies and partners	<p>Where relevant, move from ‘scrutiny of’ to ‘scrutiny with’ partners when reviewing local services offered to residents.</p> <p>Identify opportunities (jointly with other councils where possible for efficiency) to scrutinise aspects of the Local Strategic Partnership, Local Enterprise Partnership, Community Safety Partnership or any common issue.</p> <p>When invited, contribute (in person or in writing) to scrutiny reviews run by other authorities on issues which impact on East Herts residents.</p>

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