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Jeff Hughes
Head of Democratic and Legal Support Services

MEETING	**:**	CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE	**:**	COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE	**:**	TUESDAY 17 MARCH 2015
TIME	**:**	7.00 PM

MEMBERS OF THE COMMITTEE:

Councillors G Jones (Chairman), S Bull, J Mayes, W Mortimer, T Page, M Pope, J Ranger, G Williamson (Vice-Chairman), J Wing and J Wyllie.

Conservative: Councillors G Cutting and C Rowley.
Liberal Democrat: Councillor M Wood.

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

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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 – 25 November 2014

    To confirm the Minutes of the meeting of the Committee held on
    Tuesday 25 November 2014 (Previously circulated as part of the
    Council Minute book for 17 December 2014).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Hertfordshire Local Enterprise Partnership (LEP) Member Update 2015
    (Pages 5 – 12).

6. East Herts IT Strategy 2015 – 2018 (Pages 13 – 56).

7. Monthly Corporate Healthcheck – October 2014 to January 2015/Quarter 3
    (Pages 57 – 136).

8. Scrutiny Work Programme (Pages 137 – 148).

9. 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.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 17 MARCH 2015

REPORT BY EXECUTIVE MEMBER FOR STRATEGIC PLANNING AND TRANSPORT

HERTFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP (LEP) MEMBER UPDATE 2015

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To provide a fact based update about the work of the Hertfordshire Local Enterprise Partnership (LEP) with information relating to funding levels and their sources, funding structures, projects identified for support and potential opportunities for East Herts.

RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY That:	
(A)	**Corporate Business Scrutiny give consideration to the report on the Herts Local Enterprise Partnership (LEP) now that a funding settlement has been agreed with Government; and**
(B)	**The Executive be advised of any recommendations.**

1.0   Background

1.1   This report updates the Member briefing on Hertfordshire Local Enterprise Partnership (LEP) provided for the Corporate Business Scrutiny Committee on 8th July 2014. The previous update contained information about the LEP Structure, the Strategic Economic Plan (SEP) and the European Strategic Investment Fund (ESIF). The report also cited potential projects that might benefit the District.

1.2   Since the last report the Government has agreed a financial settlement with Herts LEP known as the Growth Deal funded through the Single Local Growth Fund. The Government has set aside a total of £12bn to revitalise local economies via the 39

Local Enterprise Partnerships between 2015 and 2021. In July 2014 it announced a total of £6bn of funding of which Hertfordshire LEP was awarded £199.2m.

1.3 This report identifies the structure that will facilitate investment and specifies projects that the LEP intends to fund.

2.0 <u>Report</u>

2.1 **The Growth Deal**

2.2 Herts LEP is organising its programmes around four key themes and three geographical Growth Areas.

2.3 <u>Key themes</u>

1. Enabling flagship sites for housing and employment
2. Enhancing transport connectivity across the area
3. Growing the skills base
4. Creating jobs and supporting core sectors

2.4 <u>Growth Areas and Growth Area Forums</u>

2.5 The focus of the Growth Area Forums (GAF's) is to develop an economic vision for the sub-areas of the County. The proposed format of the Forums is to host biannual large, multi-stakeholder events to include Local Authorities (from the Forum geographical location), local businesses, key stakeholders such as HE Colleges, Research Institutes and Government Agencies. Each Forum will be chaired by a Local Authority LEP Board member and will report directly back to the main LEP Board.

2.6 The Growth Area Forums will also be a mechanism for the LEP to update stakeholders on its performance annually including progress in relation to SLGF projects. Task and Finish Groups will also be established to progress key priorities between each GAF where necessary.

2.7 <u>Enabling flagship sites for housing and employment</u>

2.8 The Growth Areas have been defined spatially around key transport corridors and Hertfordshire's towns.

2.9 A1(M) Growth Area Forum (Stevenage, Letchworth, Baldock, Welwyn Garden City, Hatfield, Hitchin)

2.9   M1/M25 Growth Area Forum (Watford, Hemel Hempstead, St Albans, Radlett, Elstree and Borehamwood, Bushey)

2.10   M11/A10 Growth Area Forum (Hertford, Hoddeston, Ware, Broxbourne, Cheshunt, Waltham Cross, Bishops Stortford)

2.11   The investment will help coordinate these growth areas, which span multiple local authority boundaries, and ensure that the Forums can build capacity to commission and take forward key projects.

2.12   <u>Enhancing transport connectivity across the area</u>
       Transport packages, totalling £67.23m of investment will be implemented across the county's Growth Areas. This funding is intended to reduce congestion on roads, improve access to rail transport and facilitate public transport, cycling and walking.

2.13   A1(M) Growth Area will be allocated £3.8 million to 2020/21, including £1.3 million in 2015/16 to reduce congestion and improve public transport.

2.14   M1/M25 Growth Area will be allocated £15 million to 2020/21, including £170,000 in 2015/15 to improve public transport, walking and cycling throughout Hemel Hempstead and town centre improvements for Watford.

2.15   M11/A10 Growth Area will be allocated £48.43 million to 2020/21, including £4.68 million in 2015/16. Proposals include improving access to rail transport, improvements to the Little Hadham bypass for the A12 and proposals to ease congestion on the A602
       .

2.16   <u>Growing the skills base</u>
       Ensuring that people have the skills that local employers need is among the top priorities for the LEP. £5 million of funding has been earmarked to improve skills provision throughout the county.

2.17   West Hertfordshire College will be provided with £5 million investment to 2020/21 (including £2 million in 2015/16) to upgrade existing facilities at the Hemel Hempstead campus, creating a 90,000 sq ft building and further creation/development of an employer-led training programme.

2.18   <u>Creating jobs and supporting core sectors</u>
       The LEP will provide support for SMEs throughout the county by providing them with the additional space that they need to grow.

The Growth Deal will also provide funding to advance Hertfordshire's expertise in the life sciences and pharmaceuticals industries.

2.19 Stevenage BioScience Catalyst Phase 2 to be allocated £3 million investment to accelerate the second phase of development at the UK's first 'open innovation' (a type of knowledge sharing) science park.

2.20 Broxbourne Enterprise Centre will provide 20,000 sq ft of space for new and small enterprises within the Hoddesdon Business Park, using £1.8 investment in 2015/16.

2.21 Rothamsted Research Centre, Daniel Hall Building will receive £500,000 in 2015/16 to improve the Daniel Hall Building, kick starting plans for a science park building on existing expertise in plant and soil science.

3.0 **Growth Deal Expansion**

3.1 The Government has also awarded £22.3m additional funds for 2016-2021 to Hertfordshire LEP bringing the total secured so far for a wide range of projects to £221.5m.

3.2 The projects announced as part of this expansion are:

3.3 An Evergreen Infrastructure Growth Fund of £12.5m which will support regeneration projects, new homes and jobs. Whilst the criteria for this fund has yet to be developed Herts LEP anticipate that some of it could be used to support infrastructure, innovation or skills projects around Bishops Stortford. The funding could be grant or loan depending on the viability of the development being supported. A briefing session on this fund has been set up for HCC and East Herts officers.

3.4 Hatfield to receive £6m to regenerate the town centre which is expected to create 241 new jobs and 97 new homes.

3.5 Oaklands College, Welwyn Garden City to be allocated £0.8m to fund at least 100 new science and technology apprenticeships

3.6 North Herts College to be allocated £0.4m for a Design and Innovation Centre , which will give small and medium-sized manufacturers access to state of the art equipment and engineering skills training.

3.7 University of Hertfordshire to receive an allocation of £2.5m for an innovation hub which will link SMEs with the academic and research facilities at the University.

4.0 **Infrastructure and the East Herts District Plan**

4.1 The Council will prepare an Infrastructure Delivery Plan (IDP) to identify the infrastructure necessary to support the development set out in the District Plan over the next twenty years. The IDP will set out what infrastructure is needed, where it is needed, when it is needed, who will be responsible for delivering it, and where the funding will come from. The IDP is likely to identify funding gaps for some items of infrastructure, and the Council may need to bid for funding to fill these gaps. Using the evidence set out in the IDP, the Council will work with the Local Enterprise Partnership (LEP) to identify potential sources of public funding, whether in the form of grants from central government or other funding sources. It is likely that the LEP will be receptive to bids which are aligned with the objectives set out in its Strategic Economic Plan for Hertfordshire.

5.0 **European Union Funding Opportunities**

5.1 Herts LEP has been allocated £61.5 million from European Structural Investment Funds (ESIF) for the period 2014 – 2020. The LEP's ESIF Strategy has been approved by Government and the first open call for projects was issued in March 2015.This funding comprises three elements. Each of these funding themes will require match funding (usually on a 50-50 basis).

5.2 A European Social Fund (ESF) allocation of £30 million. This funding will provide support for skills and social inclusion and will provide bidding opportunities for Further Education establishments including Hertford Regional College. A significant proportion of this money will be used to fund projects delivered by the Skills Funding Agency, the Department of Work and Pensions and the Big Lottery as part of the Governments "Opt In" arrangements.

5.3 A European Regional Development Fund (ERDF) allocation of £30 million. This funding will be focused upon SME Competitiveness and Innovation. There is an opportunity for East Herts to help develop projects that will deliver business advice and support and business incubation provision.

5.4   It is expected that the Herts Growth Hub will be partially supported by ERDF funding. The Hertfordshire Growth Hub is a service, matching established businesses that possess the drive and the potential to grow, with support and expertise to help them achieve their business ambitions. The service will operate on an outreach basis. It is important that this opportunity is made available to the businesses in East Herts that need support. When funding for this project has been signed off by the Government the project will recruit a team of advisers to deliver the service.

5.5   European Agricultural Fund for Rural Development (EAFRD) allocation of £1.52 million.

3.0   <u>Implications/Consultations</u>

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

<u>Background Papers</u>
Link to Herts LEP website
http://www.hertfordshirelep.com/
Hertfordshire Local Enterprise Partnership Member Briefing July 2014.

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IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	*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.
Consultation:	None undertaken or required
Legal:	None
Financial:	None. The report is an update on the work of a partner organisation.
Human Resource:	None.
Risk Management:	None.
Health and wellbeing – issues and impacts:	None.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 17 MARCH 2015

EXECUTIVE – 2 JUNE 2015

REPORT BY EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

EAST HERTS ICT STRATEGY 2015 – 2018

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

To introduce and summarise the ICT Strategy for East Herts Council set out in Essential Reference Paper 'B'.

RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY: That:	
(A)	The ICT Strategy detailed in Essential Reference Paper 'B' be scrutinised; and
(B)	The Executive be advised of any recommendations.
RECOMMENDATION FOR EXECUTIVE: That:	
(A)	The Council's ICT Strategy be approved as detailed in Essential Reference Paper 'B'.

1.0   Background

1.1   The Shared Service covering ICT and Print and Graphic Design Services was established in August 2013. During the first eighteen months of operation, the ICT Service has implemented a range of new systems and services that were urgently required by the Council. ICT Service Managers have also talked at length to managers and staff across the Council and with the Executive Member for Economic Development to understand how ICT can support the Council's key priorities for the future.

1.2   The East Herts ICT Strategy for 2015-2018 set out in **Essential Reference Paper 'B'** reflects these conversations as well as other documents such as the draft Customer Services Strategy

that set a strategic direction for the Council.

2.0   Report

2.1   The strategy draws a number of key conclusions about ICT in the Council. To be fully able to utilise technology in a transformational way, the Council must put in place strong foundations upon which to build. These foundations relate to ICT systems themselves, but also to the organisation's knowledge of IT, skills and aligned structures and governance systems. The progress made by the Council with respect to systems is set out diagrammatically below.

Progress in Implementing ICT Systems
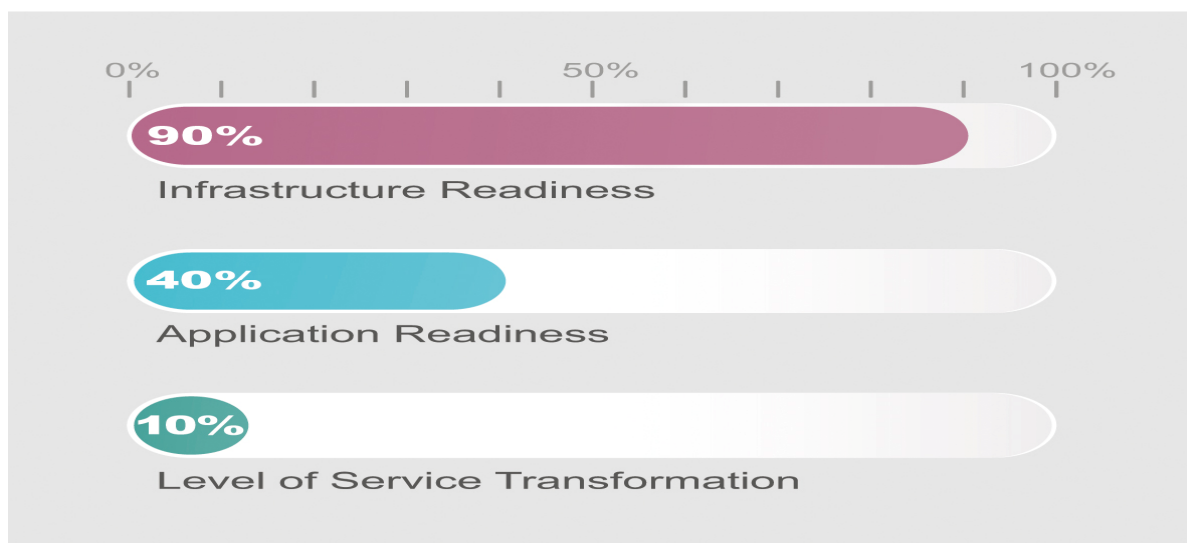
2.2   The main focus since the shared service was set up has been to implement new, improved infrastructure. The large majority of staff and Members can now access systems flexibly using any type of IT device from anywhere they have access to the internet. The new systems have been fully audited and are secure.

2.3   A programme of work to replace key East Herts business applications is also underway. A new system for Planning was implemented successfully on time and to budget in February 2015. Further new systems will be implemented during 2015-16 and the suitability of a range of other systems is to be reviewed.

2.4   Once systems are fit for purpose, the Council will be able to fully exploit opportunities to deliver digitally driven, more efficient services in line with the objectives of the Customer Services and other corporate strategies.

2.5   During 2015-16, ICT will also have capacity to deliver some

transformational work. It is likely that the majority of the work required to support the delivery of the customer services strategy and other major service based initiatives will be identified by services during the first two quarters of 2015-16. ICT staff will work alongside colleagues from Customer Services, Business Development and the services in question to support this review process. Work for the ICT Service to support the delivery of customer services projects cannot begin in earnest until specific project proposals have been identified and agreed. There is sufficient resource in existing ICT capital budgets to allow the service to recruit additional capacity to support this programme during 2015-16 if the need arises.

2.6   The focus for implementing the ICT Strategy is summarised in the table below. As much time as possible has been aside in years two to four of the strategy to support service transformation work.

Strategy Implementation: Overview

Year	Focus
Year 1	Complete Infrastructure work
	Replace Priority Business Applications
	Review Remaining Applications
	Pathfinder Transformation projects
Year 2	Complete Replacement of Applications
	Priority Transformation Projects
Years 3/4	Whole Focus on Service Transformation

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
None.

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Report Author: Henry Lewis – Head of Business and Technology Services, Tel: 01438 242496. E-mail: *henry.lewis@eastherts.gov.uk*

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	*People* **– Fair and accessible services for those that use them and opportunities for everyone to contribute** The strategy will support the delivery of improved and digitally enabled services in accordance with the Customer Services Strategy. *Prosperity* **– Improving the economic and social opportunities available to our communities** The strategy will support more efficient service delivery through the innovative use of IT systems.
Consultation:	The Strategy has been discussed widely amongst officers and with the Executive Member for Economic Development.
Legal:	There are no legal issues arising.
Financial:	There are no direct financial implications arising from this report. The ICT service has access to £400,000 of capital funding per annum to support delivery of priority projects. This funding is made available following approval, normally from CMT, provided that a persuasive business case has been provided.
Human Resource:	There are no HR issues arising.
Risk Management:	There are no significant risks that need to be raised at this juncture.
Health and wellbeing – issues and impacts:	There are no health and wellbeing issues arising.

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Essential Reference Paper 'B'

EAST HERTS ICT STRATEGY

2015-2018

1   <u>Executive Summary and Introduction</u>

1.1 <u>Executive Summary</u>

1.1.1   This strategy sets out a road map for ICT Services in East Herts Council to take ICT from its current position to one where ICT is fully able to support the way our future services will be delivered, described through our corporate plans.

1.1.2   To be fully able to utilise technology in a transformational way, the Council must put in place strong foundations upon which to build. These foundations relate to ICT systems themselves, but also to the organisation's knowledge of IT, skills and aligned structures and governance systems.

1.1.3   This strategy provides an assessment of the Council's current position in relation to these issues and charts a challenging way forward which will lead to the Council delivering transformational ICT services within the lifetime of the strategy. The Strategy is an East Herts only strategy, delivered by a Shared IT Service.

1.1.4   Section 2 of this strategy concludes that ICT should play an important role in the delivery of a range of different Council objectives. Most notably these are the delivery of digitally driven customer services, more efficient and flexible service delivery and improved communication. The section concludes that in order to deliver these objectives the Council requires both strong ICT systems (including infrastructure and business applications) and strong ICT knowledge and skills in the ICT Service and in key roles across the Council.

1.1.5   Section 3 of the strategy explains the significant amount of work that has now been done to deliver improved ICT infrastructure and also highlights the remaining priorities to implement networking and telephony solutions and wireless technology.

1.1.6   Section 3 also sets out the Line of Business Applications that require replacement and the list of those that need to be reviewed by the business in collaboration with the ICT Service to determine whether these systems are likely to remain fit for purpose throughout the lifetime of the ICT Strategy.

1.1.7   Section 4 of the strategy concludes that the ICT Service have made great progress in restructuring the service and implementing new roles but notes that progress is still required to develop staff into these roles. It is proposed that the future development of staff be prioritised.

1.1.8   Areas that have been developed and are now fit for purpose are identified in Section 4 of the report as being:

- Governance and performance management arrangements
- Improved Support for Members

1.1.9   Areas where it is recommended that more work be prioritised include:

- Delivering more resilience in ICT applications support
- Delivering improved key user and system administration arrangements across the organisation
- Improving ICT literacy in the Council
- Improving the accessibility of the ICT Service by introducing a service catalogue and customer self-service through the new service desk system
- Improvements in the way that ICT projects are managed

1.1.10 Specific areas that also need to be reviewed in the longer term to inform the future strategic direction of the way that ICT service are delivered are:

- The options for future partnership growth
- The opportunities presented by "cloud" technology

1.1.11 A key conclusion in this strategy is that if the Council wishes to use ICT to transform service delivery, then it must first ensure that there are strong foundations from which to build. The chart below sets out an overview of East Herts Council's current systems and their state of readiness to support service transformation.

ICT Systems: State of Readiness
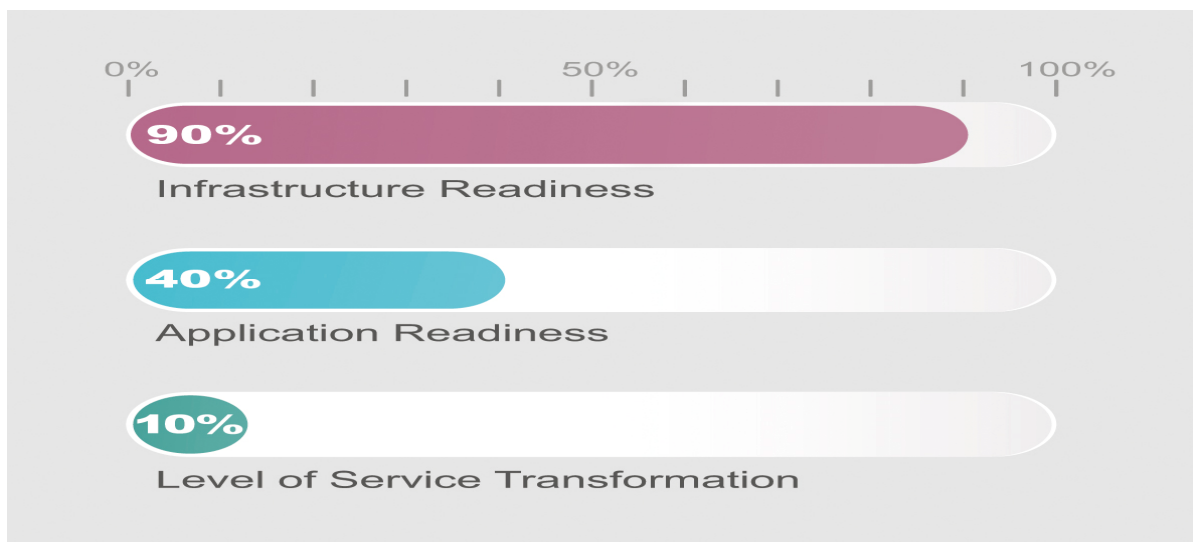
1.1.12 The chart demonstrates that the core foundations of the ICT service are now strong, with relatively little work required to bring them to full maturity. This is the area that has been focused upon during the first year of the shared service. However, there remains a significant amount of work to do to replace and review key business applications. Once applications have been replaced with more modern, open systems that enable data and information to be extracted and published on the web, to mobile devices and in other ways, then the opportunities to work with the business to transform services through ICT will really begin.

1.1.13 An implementation plan for the recommendations set out in this strategy is set out in Section 5 of this report. It is summarised in the diagram below and reflects the strategic approach set out above.

Strategy Implementation: Overview

Year	Focus
Year 1	Complete Infrastructure work
	Replace Priority Business Applications
	Review Remaining Applications
	Pathfinder Transformation projects
Year 2	Complete Replacement of Applications
	Priority Transformation Projects
Years 3/4	Whole Focus on Service Transformation

1.2 Introduction

The Strategy

1.2.1 This is a four year strategy and will cover the remainder of the minimum period that East Herts Council and Stevenage Borough Council agreed to share ICT services. This timeframe also aligns well with the likely timeframe for further significant investment in ICT infrastructure. One of the key outcomes that will be delivered towards the end of the four year period is a decision about whether to continue with a shared service, or whether other models of service delivery, via the cloud or through other arrangements should be pursued. It is important that this decision is made before any further significant and necessary investment in a shared infrastructure is made.

1.2.2 The strategy is divided into four key sections plus an introduction as follows:

- Supporting the Council
- Improving ICT: - Systems
- Improving ICT: People, Structures and Governance
- Implementation Plans

The Shared Service

1.2.3 East Herts Council agreed to implement a shared service with Stevenage Borough Council covering ICT and other services in August 2013. The service has now been operating for little over a year and has already delivered a considerable amount of change. The changes affecting systems, people and governance are set out within the appropriate parts of this report. In summary, they form a strong foundation from which to build and enable the key proposals set out in this strategy to be implemented.

1.2.4 The business case for Shared Services, including Print & Graphic Design as well as ICT, identified savings of £420,000 per annum (£210,000 per authority) to be delivered from 2014/15 onwards. This target has been achieved.

Development of the Strategy

1.2.5 The strategy has been developed following discussions with the Portfolio Holder for Economic Development and Members of the East Herts Council Strategic

Management Team. Services have been consulted individually on the sections of the strategy that impact directly upon them.

1.2.6 The Strategy also references best practice in the IT field and the approaches to delivering specific projects referred to in the strategy have been developed with the assistance of external consultants and suppliers where appropriate.

1.2.7 The delivery of the milestones set out in this strategy, referred to in the final section of the document, will be the subject of a specific performance measure that will be reported to the Corporate Business Scrutiny Committee alongside the other IT measures already in existence.

2   <u>Supporting the Council</u>

Future Use of ICT in East Herts Council

2.1   The Council wishes to use ICT to deliver services more flexibly than at present and in new and innovative ways. Faced with a more challenging financial future and with customers who rightly expect services to be delivered in more accessible ways, ICT should be a key tool used by managers to deliver improvements.

Digitally Driven Customer Facing Services

2.2   The recently agreed Customer Service Strategy refers to "Digitally Driven and More Efficient Services". This is an excellent example of how technology can be used to deliver services in ways that are much more flexible. Services delivered on-line can be accessed by customers:

- wherever they have access to the internet
- on a twenty four seven basis
- from a variety of different IT devices including tablets, PCs, phones and laptops

More Efficient Services

2.3   ICT can be used to deliver services in more efficient ways to help deliver improved services or to drive financial savings. Some examples include:

- **use of mobile technology: - if Council officers are able to access IT systems when out of the office then they can work more efficiently and spend more time in the field where they add most value**
- **automating administrative tasks – by automating manual processes less time can be spent filling out forms and reducing the time spent on administrative tasks. This type of work also reduces the staff frustration that often arises when carrying out work of this type. Reducing bureaucracy is one of the aims set out in the Council's Here to Help Programme**
- **the availability of workflow systems provides opportunities to the business to review their processes and re-engineer them to operate more efficiently and effectively**
- **utilising improved document and records management systems will enable the Council to rationalise the number of physical and electronic records held and to reduce duplication of data**

Improved Communication

2.4   External communication is increasingly driven by non-traditional media such as Twitter and Facebook. The challenge for the Council is to utilise these mechanisms which customers prefer to access when delivering services. Technology will play a role in making this happen.

2.5   Improved internal communication is also an objective of the Council's Here to Help programme, and one which following recent discussions may be enabled by an improved Council intranet. A first class intranet would become the key system that all staff use to access information and to carry out transactions, such as making an annual leave request or completing an expenses claim.

2.6   A corporate review of the way that the business wants to use telephony services is underway currently, again as part of the Here to Help programme. ICT will support the implementation of the findings from the review.

How ICT Can Support The Delivery of Council Objectives

2.7   Key factors from an IT perspective to delivering these Council objectives are:

- **a strong core ICT infrastructure that is resilient and performs well**
- **excellent line of business applications. These need to be hold information in a way that is open and transparent so that data can be extracted easily and presented on other systems such as the Council's web-site or its intranet**
- **an organisation with strong ICT knowledge and skills, structures and governance mechanisms that allow the council to make the most of the ICT systems that are available**

The remaining sections of this strategy set out what needs to be done to deliver the objectives set out above.

3 Improved ICT Systems

3.1 ICT Infrastructure

Replacement of Out-of-Date Infrastructure

3.1.1 Over the course of the past year the core ICT infrastructure has been completely rebuilt in both East Herts and Stevenage. In the old infrastructure:

- servers and applications were maintained in four separate sites across East Herts
- there was a variable approach to delivering technology to staff and Members. In particular some systems were deployed to users using thin client (Citrix) technology, while others relied upon technology being deployed locally to desk tops
- as a result of the above, staff and members were restricted in their ability to access systems flexibly, for example when working from home or out of the office
- the lack of standardisation made IT support arrangements very difficult to fulfil
- the majority of infrastructure components including servers, storage, network switches and firewalls were at the end of their productive lives
- no reliable and quick IT business continuity solution was in place to support the business
- underlying levels of infrastructure resilience were very low

The new Solution

3.1.2 ICT Services are now delivered from two separate datacentres based in Stevenage. There is full continuity of service to ensure that in the event of a catastrophe at either site (for example fire or flood), full services can be delivered to the two partner Councils within 4 hours from the remaining site.

3.1.3 The new services are also much more resilient. Services have been designed so that if key infrastructure components such as servers and storage systems and key services, such as the internet, fail, then back-up components and services automatically take over to provide a seamless service.

3.1.4 The underlying technology that supports the new infrastructure is modern and up to date. East Herts can be confident that the infrastructure technology and architecture that has been adopted will serve the Council well for up to another 10 years, before a further fundamental change to the technology will be required.

3.1.5 In the meantime the datacentre architecture has been introduced in a way that is easily scalable. If the service expands to incorporate new partners or new services, no fundamental redesign of the infrastructure will be required. More of the standard storage and server solutions would be procured and added to the existing estate to so that sufficient capacity exists to take on the additional users and services that would be supported.

3.1.6 The new technology allows services to be accessed from any device, provided that staff or Members have access to the internet, safely and securely. In this respect, IT is able to support the Council should it wish to pursue further policies promoting flexible working or flexible use of its operational buildings.

3.1.7   Because the technology has been standardised, the process of supporting it and resolving issues as they arise is more straightforward. Many more issues can now be dealt with straightaway by contacting the IT help desk in a matter of minutes. Previously IT staff would have had to visit a member of staff to resolve problems.

> **The new infrastructure technology has now been operating in some areas for almost a year. While it is generally functioning well, it is proposed that a review of its operation and the various assumptions made about the scale of the infrastructure components, such as levels of storage and numbers of servers, should now be undertaken. The review should be completed by November 2015 so that any budgetary issues can be accounted for in 2016/17.**

Networking and Telephony

3.1.8   East Herts Council's legacy network and telephony solutions have been problematic for a number of years, exhibiting both reliability and performance issues. The process of replacing these legacy systems with more robust technology that offers better value for money is now well underway. Under the new proposals being implemented:

- each East Herts building will be provided with two higher performance network links than those available previously. Each of these links will be operating continuously so that if either fails, the other will automatically and seamlessly take over the traffic from the failed link. This will be achieved by implementing load balancing solutions alongside the networking improvements
- each link will be procured from different suppliers using infrastructure owned by different companies, normally Virgin Media and British Telecom. By doing this the service will be protected if there are external issues which result in either provider's network going down, which although it happens rarely can have major implications for service delivery
- the new better performing networking solutions will be delivered for approximately the same annual revenue cost as the current solutions
- the new telephony solutions will be similar technology to that currently used but upgraded to a more reliable and proven version. Telephony services will be provided from two links into the data centres in Stevenage and in turn delivered to East Herts Council across the networking solutions that are being implemented. Again, resilience is delivered through the provision of two links
- the new telephony solutions, which are being implemented for both partners, will result in much reduced call costs and savings of approximately £40,000 between the two Councils

3.1.9   Delivery of new networking and telephony solutions is a major priority for East Herts and the plan is that the project will be complete by the end of the first quarter of 2015/16.

> **It is recommended that work on implementing the new networking and telephony proposals is prioritised as proposed for completion by June 2015**

Wireless Technology

3.1.10 East Herts customers, like public and private sector customers everywhere, will expect to be able to access IT services wirelessly if visiting Council buildings. Members, who are increasingly using tablets and other devices that connect wirelessly, and other visitors to the Council such as consultants, engineers, auditors and trainers also expect to be able to access the Council's or their own IT networks over the internet. For security reasons the Council is precluded from allowing such users to access the Council network directly using their own equipment. For all concerned effective wireless services offer the best way to deliver IT services flexibly and safely. Effective wireless services also offer the opportunity for staff who wish to use their own devices at work the opportunity to do so, if that is a policy that the Council wishes to explore further.

3.1.11 Wireless services at East Herts Council are currently very limited. The service at Wallfields was largely implemented as a by-product of the video streaming service used to publish committee meetings. The service is not fit for purpose and is only available in a limited part of the building. The other wireless service is available at Hertford Theatre and its adequacy also requires review. No wireless is available in Bishops Stortford although the main Customer Service Centre delivery is focused there.

3.1.12 A project is now underway to deliver improved wireless services. In the first instance a business case is being drawn up which will be based upon:

- surveys of the various buildings to understand any physical limitations or issues that need to be overcome
- discussions with officers and Members to understand the demand for wireless services so that what is delivered is fit for purpose now and will continue to be for the foreseeable future
- in particular an assessment will be made of the type of services that will be accessed through the wireless service. For example if trainers wish to access high bandwidth video content, which is likely, then the systems need to be sufficiently robust and offer sufficient bandwidth to enable this to be delivered effectively. As the Council increasingly accesses streamed video content via the internet, the wireless services (and the main council network) need to be sufficiently robust to support this. Wireless services may need to be flexible and configurable to allow certain types of access to be prioritised at certain times to avoid high bandwidth use on the part of individual users to paralyse the overall network.

3.1.13 The delivery of wireless, particularly in the building at Wallfields has, like the delivery of improved networking and telephony solutions referred to above, been prioritised. It is anticipated that the business case will be available by March 2015 and that work to deliver wireless to support Members will be delivered well before the election and the introduction of the new Members' ICT policy.

> **It is recommended that proposals to deliver improved wireless services, including improved services for the office in Wallfields as part of the first phase, be prioritised as proposed. The overall project should be complete by September 2015.**

IT Security

3.1.14 ICT systems have been designed to account for the differing levels of security required to safeguard data across different parts of the partner Councils. This complies with current best practice and Public Services Network (PSN) rules around data security. Two separate networks have been established, the general network that is used by the majority of staff, and a second network used to manage particularly sensitive data or services, which is referred to as the Impact Level 3 (IL3) network in line with the classification system adopted by central government.

3.1.15 Different security rules apply to the two networks which reflect the sensitivity of the data that is being protected. Data within the IL3 network is subject to the rules set out by the Public Services Network team in the Cabinet Office. These involve strict restrictions on how data within this network can be accessed, particularly if accessing systems remotely from home, and on the type of device used to access data. For example, staff can't use their own equipment to access data or services within the IL3 network. The system is designed so that data held within the IL3 network can't leak into the general network. The Cabinet Office, have accepted that a reduced level of security can apply to data on the general network because the two networks have been properly separated and reflects the different nature of security levels required. This means that staff or Members are able to access systems and data from the general network from home using their own equipment if they wish.

3.1.16 The level of security applied to the general network is in line with the best practice recommended by the Information Commissioner. ICT security received a substantial level of assurance from the most recent Internal Audit review of the service during 2013/14. ICT Security policies have all been reviewed over the course of the last 12 months. Policies are now being redrafted for consultation with staff in both Councils and formal adoption.

> **It is recommended that work to draft new ICT security policies be prioritised for completion by the end of June 2015.**

3.2 Business Applications

3.2.1 For the purposes of this strategy document, the various IT systems that are deployed to support Council staff doing their jobs, are referred to as Business Applications. Business applications are normally built for a particular purpose, for example to manage Housing Benefit and Council Tax Services or Parking Services. However, business applications can also be corporate, such as document management or geographic information systems. These systems are designed to fulfil particular functions across a wide range of different service areas.

3.2.2 A key priority for most Council services is to ensure that the business applications that they use meet business needs and will continue to do so in the future. From a strategic perspective it is very important to understand the extent to which the business applications within the two Councils meet business needs overall and , consequently, the level of future investment that will be required.

Assessment of Business Applications

3.2.3 A baseline assessment of Business Applications has been undertaken by the ICT Team in discussion with service managers.

Table: Baseline Assessment of Key Business Applications

System/System Status	Comments
Key Systems that should remain in place	
Revenues and Benefits System	Market Leading Solution
Financial Management System	Solution recently implemented. Additional modules are under consideration.
Key Systems Being Replaced	
The Planning Management System	Project to implement a new solution at an advanced stage
The Building Control Management System	Being replaced by the same system to be used by Planning
The Environmental Health Management System	To be replaced in early 2015/16 by the same system to be used by Planning
The Licensing Management System	To be replaced in early 2015/16 by the same system to be used by Planning
The Human Resources System	Work to specify, evaluate and procure a new system to be scheduled
Key Systems for Priority Review	
The Elections Management System	There have been significant software issues associated with the implementation of Individual Elector Registration which have been very time consuming to resolve
The cash receipting and income management system	Although recently upgraded, the system is expensive to support and difficult to use
The corporate document management system	New document management solutions are being introduced to support Planning, Building Control and Environmental Health as part of the new system implementation above. T Revenues and Benefits are interested in pursuing a solution better suited to their services' specific needs
Geographic Information Systems	The current solutions are old and are difficult to use when trying to deploy spatial information on-line
Housing/Choice Based Lettings System	A review of the system is currently being undertaken
Other Systems for Review	
Environmental Services Management System	System meets business needs. The ease of extracting data, presenting data spatially and on-line and integration requires assessment.
Parking System	The parking system will be reviewed as part of the process for reviewing the parking contract in 2017/18
Content Management System/Web site and Intranet systems	Review during 2016/17 following Intranet and Members' Extranet review

3.2.4　The assessment establishes a mixed picture as far as business applications are concerned. The following conclusions can be drawn:

- A number of the large systems that support major service areas such as Revenues and Benefits are strong systems which should remain in place beyond the lifetime of the ICT Strategy
- In other areas such as Planning, work is already underway to replace older systems with better performing more resilient solutions for the future
- There are a small number of systems such as the HR system, which do not meet business needs now and will not do so in the future where a replacement needs to be sought
- There are a large number of systems which require a more detailed review before a decision to continue with the current system or whether to replace can be made.

System Replacement

3.2.5　A finalised replacement programme can't be established until the review programme has been completed. Therefore, in 2015/16 the replacement programme will be focused upon those applications set out in the table above which it has already been determined will need to be replaced.

3.2.6　Of the systems set out in the table for replacement, the systems for Planning, Building Control, Environmental Health and Licensing will be shared with Stevenage Borough Council who already use the market leading solution. This will result in more resilient system support. Supporting applications in this way is one of the ways that the shared service has been able to deliver the £420,000 of annual revenue savings set out in the Shared Services Business Case.

System Review

3.2.7　In determining whether to replace a system there are a number of different factors that need to be taken into account. These are summarised at **Appendix A.** It is proposed that the priority service reviews be undertaken during 2015/16 in collaboration with the service managers concerned.　Once complete, these reviews will then serve to establish a complete programme for the replacement of Business Applications over the lifetime of this IT Strategy.　Resources for this programme have been sought through the budget, with a rolling programme of £400K per annum included in the capital programme.

> **It is proposed that the systems identified above as requiring replacement be replaced during 2015/16 in the first year of the new strategy**.

> **It is proposed that reviews of the applications identified above as "priorities for review" be carried out during 2015/16 to establish a full replacement programme for the remainder of the IT Strategy.**

4 Improving ICT Services: People, Structure and Governance

4.1.1 This section is not about the individual systems and technologies that are delivered to East Herts Council, but about how they are delivered. This section sets out plans to improve the way that the Shared ICT Service functions, priorities for improving engagement between the business and the ICT Service and, finally, work that needs to be done to review the future strategic options for delivering ICT services so that an informed decision can be made by Members about the future of the Shared ICT service in four years' time.

4.1.2 Section 3 of this strategy set out proposals to review and replace a number of the ICT systems deployed in East Herts Council. Some of the reviews are likely to establish that there is no need to purchase more technology, but instead a need to rationalise technology where we have multiple systems which fulfil similar business needs and to improve the way that we use technology that has already been purchased.

4.1.3 Moving forward into the future it is vital that the Council uses limited resources well and makes good procurement decisions around ICT. It is also imperative that having procured the right system, the Council maximises the benefit of that technology. To make this happen there need to be strong governance arrangements around the purchase of IT and there need to be staff in positions to influence the use of ICT across the business.

4.1.4 As discussed in the section on reviewing business applications, business decisions about ICT systems should be made collaboratively between ICT and service managers. This section sets out proposals to ensure that ICT and the business work together for the mutual benefit of the Council as a whole.

4.2 The ICT Service

4.2.1 Effective ICT Services require well trained, motivated and appropriately structured ICT managers and staff. The staff group in the ICT Team have borne an unprecedented level of change over the past 12 months. Key events for staff over the past year are as follows:

- TUPE transfer of ex East Herts staff to Stevenage Borough Council in September 2013
- A management restructure reducing posts by 2 full time equivalent staff was undertaken in October and November 2013
- All staff moved into new accommodation in Stevenage in December 2013. All staff now work flexibly across both Councils from a range of Council buildings as business needs dictate
- Stevenage staff were given notice of changes to pay and grade under new single status arrangements in June 2014
- A restructuring of all shared services staff (including ICT) was undertaken in September and October 2014 reducing ICT posts by four full time equivalent staff
- Ex East Herts staff transferred to Stevenage Borough Council terms and conditions of service in October 2014

4.2.2 Staff have also begun the change towards harmonising business practices across the two authorities and staff now support systems across both Councils.

4.2.3 The overall IT structure to take the service forward for the foreseeable future is now in place. New posts and job descriptions reflect the significant challenges facing the service and in particular the need for:

- The skill sets required to support the cutting edge infrastructure technology that has been introduced
- a more strategic approach to procuring and developing new applications technology
- strong supplier management skills
- collaboration skills and the ability to share and transfer knowledge more widely in teams and across teams to deliver greater service resilience
- more agility and responsiveness to emerging business needs so that technology can be harnessed to deliver savings and better performance in front line services
- more customer focus

New ICT Roles - Transition Plans and Staff Development

4.2.4 Following the recent staff restructuring exercise and recruitment to new ICT roles the service is drawing up transition plans to ensure that staff have a broader knowledge of systems and technologies. This will allow more flexibility in the way that staff are deployed and much greater levels of resilience in service delivery than was previously the case prior to the shared service being put in place.

4.2.5 The emphasis of the transition plans is different in the three ICT Teams, the Infrastructure Team, the Information Systems Team and the Service Desk Team.

Infrastructure Team

4.2.6 In the infrastructure team there are three key areas of service as follows:

- client delivery – including underlying windows software, the technology used to deploy the new hosted desk top solution and methods of deploying customer devices such as laptops, tablets and smart phones
- networks and telephony – knowledge of the core networking and telephony infrastructure, firewalls and network security
- core infrastructure – the underlying components of the infrastructure including servers and storage systems

4.2.7 The service has four Senior Support Engineers who all specialise in one of the above areas of service. The transition plans will establish a development process to ensure that all four have achieved a high level of knowledge across all three service areas. The service also employs three support engineers who have historically focused upon elements of the service outlined above, but have not had the opportunity to gain broader knowledge across all three.

4.2.8 Skills matrices have already been drawn up which identify that all seven staff have areas of considerable strength, but that as yet do not have the breadth of knowledge that the service requires. The transition plans will deliver this breadth of knowledge through a mix of formal external training, shadowing of colleagues and other activities. The transition plans are ambitious and expectations of staff are high. The transition plans will be completed in early 2015/16 and will start to deliver

improvements straight away. However, the staff development process will be lengthy and a fully resilient staff team will take approximately nine months to deliver, particularly given the other priorities that the service will be managing concurrently during this period. Once complete this same process will then be adapted on an on-going basis to ensure that staff development, based upon skills matrices, is embedded and that staff keep abreast of new systems and technology going forward. This is a necessity given the high speed of obsolescence of knowledge in the IT field.

Information Systems Team

4.2.9   The Information Systems Team need to have knowledge of different technologies and software tools used for developing applications as well as a knowledge of the different systems used to support the business. As there are over a hundred different business applications in East Herts ranging from very large applications such as the Revenues and Benefits system to small applications such as Photoshop, it is not feasible that each one of the seven staff in the team have a knowledge of each one. Instead, in order to deliver resilience in system support to the business, a benchmark has been set requiring that each key system be supported by at least two Information Systems Team staff. Historically, this has not been achievable in either East Herts or Stevenage because of the small size of the Information Systems Teams.

4.2.10   An assessment of the current levels of ICT support to the East Herts key applications has been set out in the table below. This demonstrates that the benchmark level of support is in place for a number of key systems such as the Revenues and Benefits system. Where new systems are being implemented, there are also plans to deliver resilient levels of support. There remain, however, a number of systems where progress is still required. The table below sets out these systems and the timetable for achieving full levels of resilience going forward. Where there is a high likelihood that the system will be replaced, the plan is to deliver the resilience for the new system rather than utilise scarce capacity on work that will be abortive on systems due for replacement.

Table: Resilience of ICT Applications Support

System	RAG Status	Comments	Target Date for Improvement
Revenues and Benefits System	Green	Two staff plus the IS Manager fully conversant with system	N/A
Financial Management System	Amber	ICT had little input into recent implementation	Sept 2015
The Planning Management System	Amber	1 Analyst fully conversant with solution and another being trained as part of systems implementation	April 2015
The Building Control Management System	Amber	As above	April 2015
The Environmental Health Management System	Amber	As above	April 2015
The Licensing Management System	Amber		
The Human Resources & Payroll System	Green	2 staff fully support system	N/A
The Elections Management System	Amber	System is constantly changing, but a very experienced systems analyst is supporting it	March 2016 unless system replaced
The cash receipting and income management system	Red	1 Systems analyst fully conversant with system. However, it is complex to support	Dec 2015 unless system replaced
The corporate document management system	Amber	1 analyst able to support	March 2016 unless system replaced
Geographic Information Systems	Amber	1 analyst able to support	March 2016 unless decision made to replace
Housing/Choice Based Lettings System	N/A	System is hosted	
Environmental Services Management System	Amber	System has been transferred to the IS Team to support.	June 2015
Parking System	N/A	System is hosted	
Content Management System/Web site and Intranet systems	N/A	Systems are hosted	

4.2.11 While the work above will deliver resilience in the team with regard to applications support, it does not deliver full flexibility throughout the team from an IT Development perspective. To be resilient and flexible and, therefore, able to support key Council priorities, the service must have sufficient staff well versed in the use of modern development technologies so that ICT can be responsive to emerging business needs. A priority for the team in the coming months will be to identify the key technologies that need to be understood and to make an assessment of the team's skills and knowledge against them. Formal skills matrices will be drawn up and a development programme established for staff in the same way as set out above for the Infrastructure Team.

Service Desk Team

4.2.12 The ICT Service Desk Team is very new with all 3 ½ staff newly employed since December 2014. As is the case above, skills matrices and development plans are being drawn up for all staff. While there are technical elements to service desk staffs' training needs, the major emphasis is upon customer focus training and support from Customer Services professionals in both councils is being sought to assist. Customer Services Managers from Stevenage were actively involved in recruiting the new team and ensuring that their customer services skills were strong.

> **It is recommended that plans to draw up and implement staff development plans across the three ICT Teams by December 2015 be agreed.**

> **It is recommended that a review of the key technologies required to support development in East Herts Council be undertaken by June 2015 to be incorporated into the development plans for Information Systems Team staff.**

> **It is recommended that the priorities and timeframes for developing resilience in applications support noted in the table above be agreed.**

4.3 How ICT Engages with the Organisation

Key Users and Systems Administrators

4.3.1 ICT Systems Administrators and Key Users have a vital role to play in ensuring that technology is well utilised by services. ICT staff concentrate on making technology work and developing technology to provide additional functionality for users. The responsibility for assessing how best to use the technology in different service areas lies with system administrators/key users. Key users also fulfil an important liaison role with ICT and take responsibility for training staff in the use of systems. In some parts of the Council, where ICT plays a major role in the way that services work, these roles may be full time. In others, the role may be part of a larger job. Key users may be managers or alternatively more junior staff. What is most important is that they are strong communicators, because they have to manage three types of

relationship, with ICT, with their own service's managers and with service staff in order to make the role work well. A summary of the role that a Key User or System Administrator would be expected to fulfil is set out in Appendix B.

4.3.2 Some service areas have particularly strong key user arrangements while in others arrangements are comparatively weak but there are plans to improve the way that key users work. Nonetheless, in some areas more work is required to establish the need for key user roles and to implement them where appropriate. In other areas there is a need to formalise arrangements and make sure they are sustainable and can support services in the future. An initial assessment of the strength of the systems administration and key user roles in key areas of the Council is set out in the table below.

Service Area	Status of Systems Admin/Key User Roles
Revenues and Benefits	Very strong
Web Site and Intranet	Very Strong
Environmental Health	Very Strong
Environmental Services	Very Strong
Planning	Arrangements being improved
Building Control	Arrangement being improved
Financial Management System	Good skills but capacity issues arise
Payroll and Human Resources	Capacity issues and need to improve
Elections and Democratic Services	Capacity issues and some need to improve
Cash Receipting and Income	No key user role
Communications	No key user role
Customer Services	Role under discussion. New management has strengthened arrangements

Note that the above table is draft subject to discussion with services

> **It is recommended that the Head of Business & Technology Services work with all services yet to implement very strong key user arrangements to establish an improvement programme. The initial review is to be completed by December 2015**.

Procurement of New Systems

4.3.3 Appendix A of this report sets out the various criteria that should be considered when reviewing Business Applications and determining whether any need to be replaced. The same criteria apply when determining which business applications to procure. Making a decision requires significant input from the ICT Service and from Service Managers. Failure to involve service management risks procuring a system that doesn't deliver what the business needs. Failure to involve ICT can result in purchasing a system which is difficult to support, hard to integrate and which duplicates functionality available elsewhere in the Council, thus providing poor value for money.

> **It is recommended that with immediate effect all business applications are provided with a named service owner within the organisation and that the procurement of all new ICT systems is signed off by the business owner and the Head of Business & Technology Services without exception. This same principle should be extended across all relevant governance systems and include processes for submitting business cases and initiating projects where ICT is involved.**

ICT Performance and Governance Arrangements

4.3.4 A range of performance measures and new governance arrangements have been put in place since the shared service was set up to ensure that both Partner Councils are able to prioritise the work of the IT Service and to receive feedback on performance.

Shared Services Partnership Board

4.3.5 The Board meets on a monthly basis. The board, which comprises the Director of Finance and Support Services in East Herts Council, the Director of Resources in Stevenage and the Head of Business & Technology Services takes an overview of all issues relating to IT (and the other services within the shared service) ensuring that the service is delivering in the business interests of both partners. Matters that can't be dealt with through the partnership board are escalated to the Corporate Management Team in East Herts and the equivalent body in Stevenage.

Information Technology Steering Group(ITSG)

4.3.6 The ITSG was in place before the shared service was set up, but the substance of what is dealt with through the group has been comprehensively revamped. The group which comprises members of the Senior Management Team plus key IT users meets every other month and considers the following:

- feedback on any major ICT incidents that have occurred for which formal incident reports are produced
- plans to deal with any key operational IT problems impacting upon system performance
- performance achieved against agreed measures over the period in question
- customer satisfaction reports
- the prioritisation of IT project work and use of the available IT development resource
- progress on key IT projects
- feedback on key service improvement initiatives such as the plans to introduce an Out of Hours Service , the IT service catalogue and this IT Strategy

4.3.7 The key purpose of the group is to provide transparency about the IT Service and feedback which can be considered by the Shared Services Partnership Board and/or the Corporate Management Team.

IT Security Group

4.3.8 A group has very recently been set up comprising officers from both Councils with responsibility for information, data protection and HR together with IT service representatives to consider:
- new ICT policies
- implications arising from any Data Protection incidents involving ICT (to date there have been no serious incidents)
- feedback from auditors and other regulators such as the Cabinet Office Public Services Network Team on ICT Security

4.3.9 As both Councils now operate from within one large network, a range of common policies need to be agreed relating to the security of the network. The group

provides the opportunity to do so and also to discuss other issues relating to the security of the IT environment.

Performance Measures

4.3.10 Performance measures and targets are listed in Appendix C to this report. The measures in place provide the opportunity to assess ICT operational performance, progress in delivering strategic improvements to ICT and to consider customer satisfaction through the quarterly surveys that are undertaken.

4.3.11 It is difficult to assess whether there has been an overall improvement in operational performance in ICT as no measures existed before the shared service was in place. In the first year of the shared service, ICT have successfully delivered against some targets, notably call abandonments levels are very low and the overall number of incidents is low. On the other hand there is room to make progress against a number of the other measures, particularly the speed of resolving ICT incidents and the overall satisfaction levels with the service. In part the performance issues can be explained by the inevitable glitches when delivering so much change, the need to restructure the staff team and to harmonise business processes, all of which are temporary issues now largely overcome. However, there is also a need to implement the improvements set out elsewhere in this report before the service is fully delivering the challenging expectations of both Councils.

Significant work has been completed to implement improved governance and performance management arrangements. It is proposed that these are now fit for purpose and no further major changes are required.

Delivering ICT Projects

4.3.12 Successfully delivering ICT projects requires excellent collaboration between the ICT Service and the business. Typically the business will be responsible for providing project management support and business resource to the project, while the ICT service is responsible for technical support.

Project Management

4.3.13 Effective project sponsorship and management needs to be provided. The project sponsor will normally be the named business owner for the system in question. The project manager may be resourced from within the business or may be a third party. The project manager should not normally be supplied by the ICT Service. Although a manager from IT may be involved in the project to coordinate the IT resource, he or she should not be managing the overall project.

4.3.14 There is a need to build project management and sponsorship capacity and skills in East Herts Council, an issue that will be taken on by the newly appointed Head of Business Development.

It is recommended that the Head of Business & Technology Services work with the Head of Business Development to review the approach to managing IT projects in East Herts. A timetable to achieve this during 2015-16 will be agreed once the new Head of Service has had the opportunity to confirm his priority work programme.

Resourcing IT Projects

4.3.15 IT projects are also reliant upon sufficient skilled IT resource being available to support the projects in question. The IT Service has developed a development programme for ICT which has identified the available in-house resources that can be called upon to support project work. The available in-house resource can then be prioritised by the Council and brought to bear on those projects which add greatest value.

4.3.16 The section above on ICT training also explains how staff are being developed to acquire a greater range of skills and knowledge across multiple technologies and systems so that the existing resource can be deployed more flexibly in line with business need.

4.3.17 The model for delivering ICT Services, however, is not wholly reliant upon in-house resource. Where there are opportunities to do so, projects will be taken forward using external ICT resource if there is a business case to do so. Typically external resource will be much more expensive than in-house resource so normally it will be deployed in the following circumstances:

- the nature of the work is highly specialised and the in-house team don't have these skills. These skills are unlikely to be called upon regularly in the future. An example is that the ICT Service employed a systems architect to support the design and implementation of the new infrastructure. This role is not required on a day to day basis and these skills will not be needed until the next major refresh of the infrastructure
- the work involves working with a new technology or system that the in-house team are currently unfamiliar with. The technology or system will play a major role in the future. In this case the in-house team need to be involved in the work as they need to develop knowledge about the technology so it can properly supported in the future. However, typically the team will work with a specialist external resource from a supplier or support company in the first instance. Formal transfer of knowledge to the in-house team will often be specified as a specific outcome sought from the consultancy work
- the work is a priority and skills and knowledge are available in-house, but the in-house team is already deployed on other priority work. In this case external resource is relatively straightforward to organise as no knowledge transfer or involvement in the work is required from the in-house staff beyond the supervision of the contractor or consultant involved

4.3.18 The current approach involving the use of in-house and external resource is considered to be a well balanced approach which provides flexibility to enable priority business work to proceed. The only significant limitation is that the in-house team needs to be involved to some extent in implementing new core technology as otherwise the risk that the technology will not be properly supported in the future is too high.

4.3.19 Over the past year and looking forward to the next couple of years there has and will be a considerable level of change involving ICT. During this period much of the change implemented to systems and technology has been and will be fundamental. Because these are core changes to systems, the in-house team must be involved and this may limit the pace of change to an extent. Nonetheless the degree of change already delivered and expected in the years to come is

nonetheless very large. Furthermore, once core changes have been made and once planned training for in-house staff has come into effect the capacity to deliver rapid change through the use of ICT will be greatly enhanced.

> **It is recommended that the current model for resourcing ICT work is fit for purpose and be endorsed.**

Agile and Flexible Ways of Developing ICT Solutions

4.3.20 While it is still the case that sometimes when procuring major ICT systems the best way forward is to adopt the traditional approach to specifying, tendering, evaluating and implementing solutions, this approach is necessarily time consuming. Furthermore, if, despite the best efforts of all involved the system ultimately delivered is not exactly what the business requires, opportunities to take remedial action are sometimes limited and often a considerable resource will have been expended.

4.3.21 Many current technologies, particularly related to web-service delivery, offer the opportunity to do things differently. Web service and other technologies often provide the opportunity to build small applications using a range of different software tools that are typically cost-effective to acquire and straightforward to use. In these circumstances, rather than embarking upon a time consuming procurement exercise, it is easier to build an application in stages. For example the first stage may be a proof of concept, which aims to demonstrate whether it is technically possible to deliver the key needs of the business. If the proof of concept is successful, the next stage may be to deploy a basic application which may then be built upon in an iterative way as the business establishes whether it is useful and identifies further business needs. The advantages of such an approach are:

- the work can be stopped easily following the proof of concept if the project is not going to work at a point that only low levels of resource have been expended
- applications can be deployed much more quickly. The business does not need to spend so much time considering detailed specifications of what is required, but focuses upon core business need. ICT are able to build the application in manageable pieces
- further iterations of the application can be taken forward once business benefits of the core application have been established. For example in the context of a web service to external customers, if there is strong take up of the service then further work on the application will be warranted to introduce additional functionality. Alternatively if there is low take-up then no further resource need be expended.

In summary an agile approach can offer a more flexible, cost-effective and business oriented approach to delivering ICT projects.

> **It is recommended that the agile approach is piloted and evaluated during 2015/16 once an appropriate project that would benefit from this approach has been identified.**

ICT Literacy

4.3.22 East Herts Council spends significant sums on procuring new ICT systems and on licensing systems year on year. A crucial factor, if the Council is to realise the benefit from the investment that has taken place, is to ensure that staff are ICT literate and get the most from the technology that is available to them.

4.3.23 Delivering ICT literacy is not straightforward. Firstly an accurate baseline of literacy for the organisation needs to be established. Secondly this baseline needs to account for the varying levels of literacy required in different roles. Finally the extent to which there is a mismatch between ICT skills and the established need should be identified and reassessed regularly as different forms of staff development are taken forward to reduce the identified gaps.

4.3.24 Different officers have a role to play in delivering improved ICT literacy:

- Managers have a responsibility for helping to identify the ICT skills required to fulfil the roles within their service areas and in assessing and supporting their staff to acquire the required skills
- HR have a role as they are responsible for staff development overall in the organisation and recognise the strategic importance that ICT literacy plays increasingly in delivering excellent services. They may be involved in commissioning or delivering training or other forms of staff development
- ICT need to ensure that the systems made available to staff are robust, resilient and user friendly. They can also help assess the literacy of staff as they will often be in contact with staff who struggle in their use of ICT. They may also be involved in training staff in the use of particular ICT systems
- Key Users have a major role in supporting managers to assess the potential for using ICT in different service areas and the skill sets required of staff as a result. They will also be responsible for supporting managers by assessing the skill sets of staff within their area and may also be involved in the provision of training to staff in specific business applications
- Staff themselves have possibly the most important role of all; to take responsibility for their own development and to be committed to improving their skills

4.3.25 Having invested in new infrastructure and committed to a process to renew business applications, the time is now right to thoroughly review the approach to delivering ICT literacy in the Council. The delivery of a review of the kind proposed above will also require an effective HR system that will enable baseline ICT skills to be captured and progress in acquiring skills and knowledge to be monitored. This system will be delivered once the current HR system has been replaced during year one of this strategy. On this basis, it is proposed that the bulk of the work to carry out and implement the ICT literacy review take place in year 2 of the strategy.

It is recommended that a review of ICT literacy be led by the head of HR and Organisational Development, supported by ICT to establish how literacy can be assessed, improved and managed within the Council. The review should incorporate a review of the facilities available for ICT training in the Council and be carried out during 2016/17 following the implementation of a new HR system.

4.4 Accessibility of the ICT Service

4.4.1 The implementation of a shared service for ICT and consequent changes to the way that the service is structured and located has placed a new emphasis upon ensuring that the service is accessible. There are a number of different elements to improving service accessibility as set out below.

Development of a Service Catalogue

4.4.2 Work to develop a service catalogue for ICT is underway and should be completed in draft by March 2015. The service catalogue provides a list of the services offered by the Shared Service together with an explanation of how to access the services, escalation processes, hours that the service is available and performance targets. The catalogue will also:

- Sign post staff to other areas for those services which are managed elsewhere that are often mistakenly believed to be ICT services
- Link to other information that customers may want to know, for example to lists of supported software
- Provide an explanation of ICT roles and contact information

4.4.3 The service catalogue has a number of functions. It offers a description of the service, but also provides a way of introducing ICT self- service (see the section on Customer Self Service), helps to market ICT services (see section on options for growing the ICT Service) and to benchmark ICT services as it provides a way of ensuring that like with like comparisons of services can be made.

> **It is recommended that the ICT Service publish a service catalogue by September 2015 covering all ICT services.**

A New ICT Service Desk and Customer Self Service

4.4.4 While the ICT Service expends much of its capacity working with services to improve their Business Applications, relatively little time has been spared historically to improve ICT Service Desk systems in either partner Council. The formation of the ICT shared service provided the opportunity to invest in a new, more modern ICT Service Desk and the first phase of the project to implement new system went live successfully in November 2014. Once implemented in full, the Service Desk system will be used to manage all aspects of the ICT service. The system will also be used as a service desk system by the Shared Print & Graphic Design Service and both Facilities Management Services in both Councils.

4.4.5 The completed phase I service desk project allows customer contacts from East Herts and Stevenage Borough Council to be recorded in the same place and for service performance to be automatically monitored and reported upon. The Service Desk also includes workflow functionality that allows incidents and service requests raised by customers to be managed more effectively. In particular:

- Incidents that are not resolved within the targeted timeframe of four hours are escalated to senior staff for action before the four hour timeframe has elapsed

- Different types of incident can be categorised more coherently allowing the service to analyse trends and target improvements to reduce incident numbers
- The system allows the status of service requests to be tracked so that progress can be fed back automatically to customers

4.4.6 The second phase of the service desk project is dependent upon the Service Catalogue being completed. The key elements that this phase will introduce are:

- Customer self service
- Improved asset management capability
- Integration with Active Directory

4.4.7 Customer self-service will allow some tasks to be automated that currently require intervention from ICT staff, such as password resets. It will also allow customers to request a full range of ICT services and to report incidents on-line. Finally it will provide on-line access to information about the status of each service request and statistics about ICT performance in general.

4.4.8 The asset management functionality within the service desk will allow ICT to capture information about all relevant assets or ICT components in one place where this information can be more easily maintained and kept up-to-date. This will include information about physical assets, such as servers and other ICT equipment as well as a comprehensive inventory of all software licensed for both Councils, contracts, key contacts and other information crucial to a well- run service. This information is maintained now, but in a variety of formats in different locations. Some of the things that will be much easier to do once asset management has been implemented include:

- More straightforward estimates of future capital investment and the generation of planned replacement programmes
- More straightforward and tighter control over software licensing
- More effective change control processes
- Finally integration with Active Directory, the ICT system that is used to manage access to the ICT network, will allow the service to implement single sign on for a wide range of different applications on the network. Where single sign on is in place customers will not need to enter a separate password or other credentials to access applications once they have been successfully authenticated on to the overall network.

> **It is recommended that the ICT Service prioritise the delivery of the second phase of the ICT Service Desk project with the aim of delivering the service desk solution in full by September 2016.**

Improved Support for Members

4.4.9 Following the May 2015 election, the Business & Technology Services Team will be supporting Members in both Stevenage Borough Council and East Herts Council using the same approach. From this date, all Members will be using their own ICT equipment and software to access Council systems. This allows Members to access systems flexibly, using the equipment that suits them best. This policy has been in effect in Stevenage Borough Council for some time and was agreed by Executive in East Herts in August 2014.

4.4.10 When considering how best to support Members ICT need to take account of significant differences between the way that Council officers and Members work. In particular:

- Officers mainly access ICT systems during the working day while Members typically do so in the evenings and the week ends
- Members will typically want to access systems from home or when mobile. Although officers use systems flexibly, they more often access systems from Council offices

4.4.11 A similarity between Members and Officers, however, is that while some Members are very self- reliant in their use of ICT, others require more support.

4.4.12 Following the restructuring of the Shared Services ICT Team in September 2014, three ICT staff have been specifically designated to support Members in both Councils. These staff are being provided in addition to the existing support arrangements in place through the ICT Service Desk and which will be delivered in the future through customer self- service. The team comprises the ICT Services, Security and Standards Manager plus two ICT Technical Support Engineers. While Member support comprises only part of these officers' roles it is hoped that:

- With a team of three staff there will always be someone on hand to support Members if issues are urgent and can't be resolved in the normal way through the Service Desk
- That these staff will provide continuity for those Members who require additional support and that by developing closer working relationships staff will be able to support Members better and Members will develop more confidence with ICT systems

4.4.13 Furthermore it is anticipated that the new infrastructure technology that has been implemented will provide Members with a much improved experience when using ICT. The systems are designed to be available twenty-four-seven and are highly resilient. Therefore, while there are no immediate plans to extend ICT service desk support beyond the current hours of 8am-6pm during the week, it is hoped that because systems rarely fail then the requirement to contact ICT staff urgently will be minimal.

> **It is recommended that the ICT support arrangements for Members be reviewed in November 2015. At this point the new approach to Members ICT will have been running for 6 months and the new infrastructure implemented for the partnership will be mature.**

4.4.14 Currently there are no formal out of hours support arrangements for ICT systems. In practice, when there have been problems with systems failing, staff have invariably worked at weekends and late into the evening to try and remedy issues before the start of the next working day.

4.4.15 Feedback from senior officers in both partner Councils suggests that it is no longer appropriate to rely upon the goodwill of IT staff in this way. Both Councils are highly reliant upon the availability of ICT systems. Notwithstanding the high levels of resilience associated with the new systems that have been implemented, formal arrangements now need to be put in place in the best interests of both partner Councils and the IT staff concerned.

4.4.16 It is proposed that an Out of Hours ICT Service be designed and implemented that will fulfil the following set of business requirements:

- To allow essential upgrade work to be carried out outside normal business hours where the work would otherwise cause significant disruption to the business
- To ensure that key staff are available to recover core systems outside working hours so they are available for use at the beginning of the next working day
- To ensure that work can begin to recover specific systems immediately where these systems are routinely required out of hours or at particular times of the year

4.4.17 The ICT service currently delivers most of the above on a best endeavours basis. Systems that might be required at particular times of the year might include the Revenues and Benefits system during year end, the elections system at election time. Some services, such as Hertford Theatre, work outside normal Council working hours as a matter of course and require systems to be available in the evenings and the weekends throughout the year.

4.4.18 An effective Out of Hours service for ICT will also support staff who wish to work more flexible hours, a practice that will be focused upon in the new People Strategy being drafted by the Head of Human Resources and Organisational Development.

4.4.19 Systems referred to as "Core" include all the components of the infrastructure which need to be in place before other systems can run, such as the Hosted Desk Top, network and telephony systems, servers and storage.

4.4.20 It is not intended that ICT operate the Service Desk outside the currently supported hours of 8am to 6pm on working days. The emphasis for the Out of Hours service is to ensure the availability of critical systems. The Head of Business and Technology Services has run a pilot Out of Hours arrangement for Hertford Theatre during the Pantomime season in December 2014. The aim will be to set up a new formal service, following consultation with staff, in the first quarter of 2015/16 and with the results and analysis from the pilot.

> **It is recommended that an ICT Out of Hours Service be launched by the end of June 2015 to deliver the service summarised in the section above.**

4.5 **Future Options for Delivering ICT**

Further Partnership Growth

4.5.1   When setting up the Shared ICT Service both Councils envisaged a relationship that would endure. While provision has been made to review the future of the partnership in four years' time, (prior to further significant investment being made to replace equipment at the end of its life), there is also a desire to establish whether the Shared Services arrangement can grow further by taking on additional partners or by selling services to other organisations. It is anticipated that this growth will take place once work to improve ICT services to the originating partners has been substantially completed.

4.5.2   A number of factors will make the process of taking on additional partners more straightforward that the project to implement the Shared Service so far:

- The same technology would be used to support a new partner as has now been implemented for East Herts and Stevenage. By the time that a new partner comes on board the ICT Team will also have a mature understanding of the new technology and will be able to support it in full. Technological risks will, therefore, be low. The difference will only be in the scale of the technology required
- Service catalogues, customer self- service and other planned improvements to IT such as an Out of Hours Service will also be in place and should help to both clarify the service offered to prospective partners as well as offer improvements to the solutions currently in place

4.5.3   On the other hand, there are other factors, mainly cultural ones, which will need to be overcome if successful service growth is to be achieved. Experience of working with other organisations to set up partnerships emphasises how important it is to select the right kind of partner and the importance of building strong working relationships between decision makers in the prospective partner organisations. For this reason further service growth will depend upon the BATS Management Team and staff forging strong working relationships with prospective partners but also upon strong links being built at a strategic level, amongst Members as well as senior managers.

It is recommended that the Head of BATS, the Director of Finance & Support Services at East Herts and the Director of Resources at Stevenage Borough council set out an approach for further growth of the partnership by September 2015.

Technology in the Cloud

4.5.4   There has recently been significant interest from Government and in the media regarding the potential of "Cloud Computing" to transform the way that organisations deliver ICT. The term cloud computing is used in a variety of (sometimes conflicting) ways but for the purposes of this document should be considered as follows:

- Delivering Business Applications from outside the local ICT environment
- Delivering infrastructure from outside the local ICT environment

4.5.5   Currently infrastructure and the large majority of business applications are delivered to East Herts and Stevenage Councils from the two new data centres at Daneshill House and Cavendish Road in Stevenage. If delivered form the cloud, these services would be delivered from data centres located elsewhere. Depending upon the model for delivering cloud technology this might be achieved by commissioning all services from one provider of cloud computing solutions or by commissioning services from a variety of different providers. If the Council were to introduce a cloud based solution in this way then ICT services would still need to be delivered locally, to support the deployment of local equipment, to manage the network and telephony links to the remotely managed servers and business applications and to manage the contracts with the cloud based supplier/s.

The Current Situation

4.5.6   Both Councils have recently invested significant sums in new infrastructure technology which has been used to create the two new data centres from which all partner ICT services are now delivered. These two data centres are in effect, a private cloud, for the two Councils and other partners should the service expand further. All infrastructure is delivered through the new data centres.

4.5.7   Almost all Business Applications are currently delivered through the local data centre in Stevenage and the majority of business applications in East Herts are delivered in this way.

4.5.8   Having made a major in data centres there is little sense in pursuing an option to transfer to large scale delivery of services through the cloud in the short term. Other reasons why a short term decision to pursue cloud based services would not be recommended include:

- The maturity of the market. Comprehensive, infrastructure as a service solutions are not yet available for local authorities. The costs of delivering cloud based services are difficult to assess in the medium term as the market is not mature
- When procuring solutions in the cloud, services are referenced in very different ways. For example, when procuring infrastructure services commissioners must be able to quantify needs for example in terms of amounts of data and memory in a way that ICT services would not have needed to do historically. The new data centre environment that the Councils now use are allowing ICT to identify performance requirements for different sets of users to the level of granular detail that would be required for the first time. This data will in due course allow the Councils to become mature commissioners of cloud services if this is the agreed way forward. At present, insufficient data exists to accurately quantify the services that would be required

- Both Councils have now completed work to implement new infrastructure. Moving to a cloud based solution in the short term would involve further prolonged service disruption while new solutions bedded in. The opportunity to pursue the reviews of business applications and the other key programmes of work set out in Section 2 of this strategy would be disrupted and delayed
- There are a number of significant statutory questions about the management of data in a cloud environment that have not been fully answered. For the time being this imposes restrictions on the services that can be delivered in this way
- There are also a number of other complications that arise when delivering services through the cloud such as the difficulties in integrating systems and extracting data from systems which may be physically located in different ICT environments in different part of "the cloud".

> **It is recommended that the option to deliver infrastructure as a service through the cloud or to transfer existing major line of business applications into the cloud be assessed during 2017/18. This will allow time for the market to mature and will fit in with the likely timetable for making further large scale investment in ICT infrastructure.**

4.5.9   In the short term, there are a small number of East Herts Line of Business Applications currently being delivered through the cloud and increasingly options to choose cloud based options when making procurement decisions. These systems are typically managed by the services in question with little input from the ICT Service, arrangements that normally work well. However, there is a need to agree a clearer framework for managing hosted systems and for some criteria that will help to determine whether cloud based or internally supported solutions should be chosen when procuring new systems. Issues that need to be considered from a day to day management perspective include:

- Liaison arrangements between the system supplier and ICT to ensure that the solution can be deployed effectively in the East Herts ICT environment
- Support required by services from ICT to assist them when managing the supplier
- ICT staff's (lack of) knowledge about the systems when called upon to support services

4.5.10 From a procurement perspective issues include:

- The additional costs being paid to system suppliers to host the solutions
- Whether it is more straightforward to support the system in a hosted environment or to implement the solution
- The interdependence between the hosted solution and other existing non-hosted applications
- The nature of the data held remotely and confidence relating to its security
- The ease of data retrieval should the contractual arrangement with the hosted supplier come to an end

It is recommended that a short review take place to establish a framework for the effective management of hosted applications and the procurement of new hosted systems by October 2015.

5   Implementation

5.1   Implementation Plan

5.1.1   A chronological implementation plan for taking forward the recommendations set out in this strategy is set out in the table below.

Table: Implementation Plan

Year	Action	Target Date	Ref
1	Implement named owners for all IT Systems	April 2015	4.3.3
1	Implementation of Improved Networking & Telephony Infrastructure	June2015	3.1.9
1	Launch ICT Out of Hours Service	June 2015	4.4.20
1	Review of key development technologies	June 2015	4.2.12
1	Draft of new ICT Security Policies	June 2015	3.1.16
1	Implementation of Corporate Wireless Solution	Sept 2015	3.1.13
1	Publish an ICT Service Catalogue	Sept 2015	4.4.3
1	Agree approach for further growth of partnership	Sept 2015	4.5.3
1	Establish a framework for the management of hosted applications and the procurement of new hosted systems	Oct 2015	4.5.10
1	Review Members' ICT Support Arrangements	Nov 2015	4.4.13
1	Post Implementation Review of Infrastructure	Nov 2015	3.1.7
1	Complete Implementation of staff development plans	Dec 2015	4.2.12
1	Review of Key User Arrangements	Dec 2015	4.3.2
1	Business applications replacement programme	March 2016	3.2.7
1	Review of priority business applications	March 2016	3.2.7
1	Pilot and Evaluate the agile approach to developing solutions	March 2016	4.3.20
1	Application Resilience Programme	March 2016	4.2.12
2	Deliver the second phase of the ICT Service Desk project	Sept 2016	4.4.8
2	Review ICT Literacy in the Council and implement improved solutions	March 2017	4.3.25
2	Business Applications Replacement programme arising from year 1 applications review	March 2017	3.2.7
3	Review opportunities for transferring major ICT services into the cloud	Mar 2018	4.5.8
TBI	Review approach to identifying and managing IT projects	TBI	4.3.12

5.1.2   The implementation programme for the strategy is very ambitious and much of the work is front loaded in year one. The advantage of this approach is that as much capacity as possible will be made available to support service transformation during the later years of the strategy, once the remaining work to put strong foundations in place has been completed and the business' transformation priorities have been established.

5.2 Financing the Strategy

5.2.1   East Herts Council has set aside a rolling capital programme of £400,000 per annum to invest in ICT. The detailed IT programme in future years will depend upon a number of factors including the outcome of the Business Applications review programme that is proposed, specific projects agreed to take forward the Customer Services strategy and the shape of the business transformation programme being supported by ICT in general. While costs can't be understood in detail until these programmes are defined by the business, the proposed level of funding will be sufficient to make a substantial difference. If additional funding is required over and above that already proposed, business cases will be drawn up setting out the benefits that will result from additional investment so that effective decisions can be made.

5.3 Monitoring Implementation of the Strategy

5.3.1   The implementation of this strategy will be monitored using existing governance arrangements, in particular the Shared Services Partnership Board and the IT Steering Group. There is an action set out in the IT Service plan to deliver the strategy which will be monitored and reported to Corporate Business Scrutiny as part of the normal quarterly monitoring process. The strategy will also be discussed with the portfolio holder for Economic Development in the regular one to one meetings that take place with the Head of Business and Technology Services.

5.3.2   In addition to the above it is proposed that a performance measure, "Percentage Delivery of milestones in the IT Strategy" be agreed and reported alongside other IT performance measures and targets. There are twenty two separate actions to be implemented in the strategy set out in the implementation plan above, eighteen of which are deliverable during 2015/16. If each action equates to one milestone then the cumulative milestone targets deliverable by each quarter during 2015/16 are set out in the table below.

Percentage Delivery of ICT Strategy Targets, by Quarter 2015/16

Quarter 1		Quarter 2		Quarter 3		Quarter 4	
5	27%	8	44%	13	72%	5	100%

CRITERIA FOR REVIEWING BUSINESS APPLICATIONS

There are a wide range of factors that need to be considered when determining whether to replace an application as follows:

FUNCTIONAL FACTORS
Does the Application Deliver the Key Functionality that the Business Needs?
This is the most important criterion of all as if the functionality that is lacking is business critical then the system will need to be replaced. This is a factor that can only be properly assessed by the business itself, rather than the ICT Service.
Does the Application Deliver the Key Functionality that the Business Needs for the Future or Will this Functionality be Developed?
All services change and ICT Systems need to be a help rather than a hindrance to that process. The business should work with ICT to understand how service changes may impact upon the need for investment in ICT in the future.

OPERATIONAL FACTORS
How Robust is the System
Does the system function well on a day to day basis or does the system fail regularly? There will be an incident history for each system that will help to answer this question.
How Well Supported is the System?
Is the system supplier responsive and able to fix issues quickly if incidents do occur?
How Easy is the System to Use?
Is the system intuitive and straightforward for a user with reasonable IT skills to operate?

CAPACITY/RESOURCE FACTORS
Cost of the System
Is the system expensive to license and support? Is the system expensive to develop further?
IT Resource
If the system is not robust, does it use up significant ICT resources to support it as a result?
Flexibility of Support/Development
Can the system only be supported or developed by the System Supplier, or are other companies accredited to support the system?

SUSTAINABILITY FACTORS
Market Share
Does the system have a strong or a weak market share. Systems with poor market share are rarely well supported in the longer term. There are also risks that such systems become de-supported, sometimes at short notice.

TECHNOLOGICAL FACTORS
Open Standards
Systems that are developed with open standards are straightforward to integrate with other applications. This factor is important if the applications holds data that needs to be shared on-line, made available spatially or otherwise passed on to other systems.

STRATEGIC FACTORS
Breadth of Functionality/Design
Does the system deliver business needs across multiple services? Local Authorities have large numbers of services and large numbers of business applications as a result. Systems that meet the business needs for multiple services are welcome as they help us to reduce the overall number of applications that are supported, to focus ICT support in a more efficient way and to reduce cost.

Potential to Harmonise Systems between Partner Councils
Do both Councils need to change systems or has one Council a system that could be used to support both Councils going forward? Sharing services provides the opportunity to harmonise business applications between East Herts and Stevenage Borough Councils.

KEY USER/SYSTEM ADMINISTRATOR ROLE

A Key User or System Administrator is expected to work across three areas to be effective in the role.

Relationship with ICT
The key user will act as the main point of contact with the ICT Team:

- To support the management of ICT incidents. The key user is able to provide feedback to ICT on the way that the incident is impacting upon services. They also help to coordinate communication of the incident to service staff
- To sign off new ICT services on behalf of service management and to lead for the service when testing new systems
- To provide informed feedback on ICT performance
- To liaise with ICT Management and senior staff to develop options for procuring or developing new technology

Relationship with Service Management
- To advise service management on opportunities to deploy existing technology more widely across the service
- To advise management of staff training needs
- To advise management on technological issues that are impacting upon service performance

Relationship with Service Staff
- To work with service management and staff to understand ICT training needs
- To liaise with HR to coordinate the provision of external IT training for staff
- To train staff directly in the use of business applications
- To identify common ICT issues or themes arising with staff and coordinate their resolution with ICT

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 17 MARCH 2015

MONTHLY CORPORATE HEALTHCHECK – OCTOBER 2014 TO JANUARY 2015/QUARTER 3

REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

WARD (S) AFFECTED: All

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Purpose/Summary of Report:

- To set out an exception report on the finance and performance monitoring for East Herts Council for the period October to January /Quarter 3 for 2015.

RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY: That	
(A)	**Financial and performance information be scrutinised and the Executive be advised of any recommendations.**

1.0 Background

1.1 Only performance data relevant to the scrutiny committee's remit is contained in this report. In addition Corporate Business Scrutiny (CBS) also receive details on performance indicators that are 'Red' and 'Amber' that would ordinarily be reported to Environment Scrutiny and Community Scrutiny. This is because of CBS's overall responsibility for performance management.

1.2 The report contains a breakdown of the following information by corporate priority:

- Salary, Capital and Revenue variance.
- Performance information (based on the performance indicator suite that is reported on a monthly basis and where relevant quarterly data).

1.3 **Essential Reference Paper 'B'** shows the Dashboard performance indicator summary analysis. 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/quarterly basis.

Essential Reference Paper 'D' shows the Expected Variance at the 31 March 2015 on the Net Cost of Services by Priority

Essential Reference Paper 'E' shows summarised information on salary costs.

Essential Reference Paper 'F' shows detailed information on the capital programme.

Essential Reference Paper 'G' shows explanations of variances on the Revenue Budget reported in previous months.

Essential Reference Paper 'H' shows the amounts committed against the Contingency budget in 2014/15

Essential Reference Paper 'I' shows the council's 2014/15 savings.

Essential Reference Paper 'J' Provides guidance notes and definitions for the performance indicators relating to Corporate Business Scrutiny.

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 Financial and Performance Analysis for each Council priority

2.1 This part of the report looks at financial and performance information on an exception basis for each of the Council's priorities. This section is therefore reviewing the Net Cost of Services.

2.2 The financial aspects of this report are based on budgetary information from April 2014 to January 2015. The financial figures are best estimates for the forecast outturn based on year to date information. Strategic Finance and budget holders will continue to monitor budgets throughout the year and report any exceptions

where necessary.

2.3   Details of budget variances reported against the Net Cost of Services in previous months can be found in **Essential Reference Paper 'G'.** Movements from the position reported in previous months are highlighted in the paragraphs that follow and in **Essential Reference Paper 'D'.**

2.4   The forecast outturn for the Net Cost of Services budget (Original Estimate) shows an underspend of £779k.

2.5   A summarised salaries monitoring report for the period April to January 2015 is attached at **Essential Reference Paper 'E'.** Currently a favourable variance of approximately £35,000 has been identified comparing salary costs for the financial year with the approved annual budget.

2.6   The variance reflects the following:

- Minor overspends due to the vacancy factor not being achieved and the use of agency staff
- The impact of the national and local Pay Award.
- The resizing of the Revenues & Benefits service included funding for new staff. Recruitment is taking longer than originally anticipated and agency staff have been engaged where available to cover vacancies but these are also in short supply. Consequently £68k of the £179k funding made available has not been committed, a carry forward request will be put through in 2015/16 to allow cover if recruitment remains a challenge.

People

Financial analysis

2.7   Housing Options temporary accommodation service has had unprecedented demand in the last six months particularly from large families that were intentionally homeless and required more than one room. This has resulted in an overspend of £24k.

2.8   Expenditure on Housing Options rent deposits will be lower than budgeted for due to additional funding received from DCLG. A underspend of £15k is predicted.

2.9   The forecast favourable variance for repayment of renovation grants has improved from the £23k previously reported to £31k. This is due

to an increase in number of grants repaid.

Performance analysis

2.10 **EHPI 181 – Time taken to process housing benefit new claims and change events**. Performance did not meet the target for January 2015 and therefore was 'Red' for this month. However, the short-term trend for the month shows that performance had improved and is expected to continue improving.

2.11 **EHPI 3b – Usage: number of swims (16 – under 60 year olds)**. Performance was 'Amber' for Quarter 3. This was an improvement compared to the quarter 2 performance when the status was 'Red'. However performance was 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.

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

Place

Financial analysis

2.12 The forecast adverse variance for development management appeals costs has increased from the £40k previously reported to £120k. This increase is due to a recent appeal being awarded against the Council. The increase in costs that will need to be paid over is an estimate at this stage the Council has not yet received the final settlement.

2.13 Due to increased business the anticipated favourable variance reported against commercial waste income has increased by £8k to £44k.

2.14 Additional income of £24k was previously reported in relation to the new Safestyle partnership, the number of applications has been less than expected and income of £15k is now projected.

Performance analysis

2.15 **EHPI 2.6 – Percentage of residual waste (refuse) sent for**

disposal. Performance was 'Amber' for Quarter 3 for the second consecutive quarter. The performance trend is similar to that experienced last quarter. This is a rolling quarter covering the periods from September 2014 to November 2014.

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

Prosperity

Financial analysis

2.16 Use of car parks continues to be buoyant following the change made by Council in September 2014 to pay and display charges. Usage has increased from last year and It is now estimated that the shortfall in income arising from the changes is £30k instead of the £198k shortfall originally forecast. This means that less budget is now needed from the Priority Spend Budget.(See paragraph 3.2).

2.17 The favourable variance of £52k previously reported due to increased income levels at Hertford Theatre has increased to £62k.

Performance analysis

2.18 **EHPI 5.2b – % of complaints about the Council and its services that are upheld: 2nd stage – appeal**. Performance was 'Red' for Quarter 3. Performance was off target due to one stage 2 complaint which was upheld. This is the first time this indicator has been off target in 2014/15.

2.19 **EHPI 9.2 – Percentage resolution of ICT incidents within 4 hours.** Performance was 'Red' for Quarter 3. This is the third consecutive quarter this indicator has not met its target. For the first three quarters of 2014/15 the IT Service has been operating with two separate service desk systems neither of which is fit for purpose. Tracking calls has been very difficult as a result. A new system was implemented in January 2015 and performance has now improved to over 80% in the new calendar year. This improvement will be reflected in the figures for the fourth quarter.

2.20 **EHPI 9.4 – Percentage of calls abandoned on ICT service desk.** Performance was 'Red' for Quarter 3 and this is the first time the measure has been off target. The service has been understaffed in the service desk team during November and December while it tries to appoint to the new structure. Performance fell as a result but the year to date position is within the annual target.

2.21 **EHPI 9.5 – Percentage of ICT calls resolved at first point of contact.** Performance was 'Red' for Quarter 3. This is the third consecutive quarter this indicator had not met the target. The ICT Service was restructured during the third quarter and the ICT Service Desk was operating at a much reduced staffing level as a result. The remaining vacancies in the service desk team were filled in January this year. While, staff will need some time to get up to speed, there are now firm foundations upon which to build for the new financial year.

2.22 **EHPI 9.6 – Satisfaction with ICT services.** Performance was 'Red' for Quarter 3. This is the third consecutive quarter this indicator has not met its target. Satisfaction with users fell in the third quarter because of legacy reliability issues and problems in the Bishop's Stortford telephone exchange outside the council's control.

2.23 **EHPI 5.2a – % of complaints about the Council and its services that are upheld: 1st stage**. Performance was 'Amber' for Quarter 3. Performance has improved in the short term trend, however this is the third consecutive quarter where the target had not been met. Performance was slightly off target as five out of 16 stage 1 complaints were upheld.

2.24 **EHPI 8 – % of invoices paid on time.** Performance was 'Amber' for January 2015. There was a small dip in performance due to a delay in processing invoices in one section and delays in transfer of information. Remedial action has been taken and we do not expect this to reoccur. Overall performance in the month was 97.1% against a target of 98.5%.

2.25 **EHPI 12c – Total number of sickness absence days per FTE staff in post**. Performance for January has resulted in this indicator being outside council standards for the first time this year. As a result the short and long term trends are indicating that performance is declining (i.e. getting worse). Total absence for the year so far is 3.52 days (end of year target is 6.5 days) and the indicator is off target this month due to a number of ongoing long term sickness cases which HR Officers are working on with service managers. We are still below the overall target however.

2.26 **EHPI 9.7 – Delivery of Key ICT Projects.** Projects are monitored in a more detailed and individual way through the IT Strategy Group (ITSG) making this indicator redundant. It will be deleted from the corporate basket for 2015/16.

2.27 **EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy**.

Performance not currently available. Consultation on the draft strategy commenced in January 2015 with the aim to launch the Strategy on 1st April 2015. Therefore monitoring against strategy milestones are expected to commence from Quarter 1 in 2015/16.

2.28 The following indicators were 'Green', meaning that the targets were either met or exceeded for January/Quarter 3 for 2015. They were:

- EHPI 5.1 – % of complaints resolved in 14 days or less
- EHPI 5.4 – % of complaints to the Local Government Ombudsman that are upheld
- EHPI 9.1 - Percentage availability of core ICT systems during supported hours.
- EHPI 9.3 – Average Incidents per day
- EHPI 10.2 – Council tax collection, % of current year liability collected
- EHPI 10.4 – NNDR (Business rates) collection, % of current year liability collected

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

3.0   Total Revenue Budget and Forecast Outturn position

3.1 This part of the report reviews the forecast outturn position for the Council's total revenue budget this includes both net cost of services and corporate budgets.

3.2 Priority Spend budget – The total budget for 2014/15 is £547k. As per paragraph 2.16 the estimated use of the priority spend budget to offset the introduction of pay and display changes has reduced from £198k to £30k. Therefore the budget remaining is £517k.

3.4 Contingency budget – The original 2014/15 budget is £513k, which allows for unforeseen events to be funded in-year. Currently there is a balance of £162k. Details of the items funded from the contingency budget can be found in Essential Reference Paper 'H'.

3.5 A number of tree inspections have been identified and Executive have agreed that these are funded from the Contingency Budget. The exact sum is still being calculated.

3.6 Following our latest valuation an investment placed with Investec has resulted in an increase in value of £120k.

3.7 It is anticipated that there will be an underspend of £1.5m in the total

revenue budget at the end of this financial year. This is made up of:

- £779k of extra income and underspend in various budget items in net cost of services, as reported in paragraph 2.4.
- A £318k net increase in the combined total income from NDR and section 31 grant income, as reported in the previous Healthcheck report.
- A £307k surplus from the collection fund that was not included in the original estimate, as reported in the previous Healthcheck report.
- A £120k gain on an investment placed with Investec.

3.8 This underspend could increase to £2.1m if the unallocated amounts in the Contingency Budget (£162k) and New Homes Bonus Priority Spend Fund (£517k) are not used.

4.0 Capital Programme

4.1 The table below sets out summarised projected expenditure to 31 March 2015 on the capital programme (shown in column 3) whilst **Essential Reference Paper 'F'** contains detailed information with comments from project control officers on the individual capital schemes.

4.2 The latest forecast shows a further underspend on the capital programme from that being reported in the Budget Report (a £205k underspend from the proposed Revised Estimate).

	Column 1	Column 2	Column 3	Column 4
Summary	**2014/15 Original Estimate**	**2014/15 Revised Estimate**	**2014/15 Projected Outturn**	**Variance Col 3 – Col 2**
	£'000	**£'000**	**£'000**	**£'000**
People	1,970	564	486	(78)
Place	874	660	585	(75)
Prosperity	671	1331	1,279	(52)
Re-profiling potential slippage	(250)	0	0	0
Total	**3,265**	**2,555**	**2,542**	**(205)**

4.3 The movement of £205k from the Revised Estimate comprises of schemes slipping into the new financial year as detailed below in paragraphs 4.4 -4.12 (£172,220), schemes where minor savings have been made in the capital budget (£55,910) and new capital schemes that are fully funded by Section 106 monies.

4.4 The scheme to renew the pool heat exchanger at Grange Paddocks Swimming Pool has slipped due to technical issues. Executive agreed that the budget of £17,840 is reprogrammed as slippage into the 2015/16 capital programme.

4.5 £80k of the Decent Homes Grant capital budget has already been reprogrammed into 2015/16. Anticipated spend, however is £30k. Executive agreed that a further £10k is slipped into the 2015/16 capital programme when this issue can be resolved.

4.6 Peripheral additional work around the seating at Hertford Theatre is now programmed to take place in 2015/16. Executive agreed that £11,500 is reprogrammed as slippage into the 2015/16 capital programme.

4.7 Due to ongoing negotiations with the fishing club regarding the Wetland Habitat Project at Pishiobury Park, Executive agreed that the £12,180 budget is slipped into the 2015/16 capital programme

4.8 The works at Southern Country Park for Board walk installation have been tendered and will be awarded in February. This scheme has to be delayed until September 2015 due to nesting birds. Executive agreed to slip £80,400 into the 2015/16 capital programme.

4.9 The scheme for Boiler room works at Wallfields is 95% complete, however further works are required to the Council Chamber plant and these are programmed for April 2015. Executive agreed that £10,300 is slipped into the 2015/16 capital programme.

4.10 The previously approved £30k for land improvement works has been reclassified as a revenue item as the land is not owned by East Herts Council. Executive agreed that this budget is slipped into the 2015/16 capital programme to be utilised for other land improvement works.

4.11 The referral rate from HCC for Housing adaptations has been very low which has resulted in the demand on the Disabled Facilities

Grant budget being lower than anticipated. Therefore the remaining budget of £50k will be unspent in 2014/15.

4.12   A new scheme for Play equipment at Watton-at-Stone for £28,790 will be fully funded from section 106 contributions.

5.0   2014/15 Savings

5.1   The external auditor requires the council to establish whether the 2014/15 savings offered up by Heads of Service and Managers and agreed by Members to set the 2014/15 Council Tax, have actually been achieved. This is monitored and reported on a quarterly basis. **Essential Reference Paper 'I'** sets out those savings and using a RAG system of Red, Amber or Green, Heads of Service and Managers have indicated the relevant RAG with accompanying narrative as to the savings status.

5.2   As at the end of the third quarter 98% of the £584,660 of planned savings have been classified as 'Green' or 'Amber' or alternative action taken.

6.0   **CONCLUSION**

6.1   In conclusion Members are asked to:

- Scrutinise the financial and performance information contained in this report and advise the Executive of any recommendations.

7.0   Implications/Consultation

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

Background Papers

2013/14 Estimates and Future Targets Report, **Essential Reference Paper 'B'** – For complete list of performance indicators that are being monitored for 2014/15.

http://online.eastherts.gov.uk/moderngov/ieListDocuments.aspx?CId=119&MId=2311&Ver=4

Contact Member:

Councillor Tony Jackson – Leader of the Council.

Contact Officer:

In terms of performance issues

Ceri Pettit – Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

In terms of financial issues

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Report Author: Karl Chui – Performance Monitoring Officer, Extn: 2243. karl.chui@eastherts.gov.uk

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IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	*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.
	Place – Safe and Clean
	This priority focuses on sustainability, the built environment 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 opportunities and delivering cost effective services.
Consultation:	Performance monitoring discussions have taken place between Directors and Heads of Service.
Legal:	There are no legal implications arising from the report.
Financial:	Financial discussions have taken place between Directors and Heads of Service and implications highlighted throughout the report.
Human Resource:	There are no Human Resource implications arising from the report.
Risk Management:	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.

Health and wellbeing – issues and impacts:	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.

Corporate Business Scrutiny Summary -Essential Reference Paper B

6 PIs at Red **5** PIs at Amber **6** PIs at Green **19** Total number of PIs

Current PI statuses
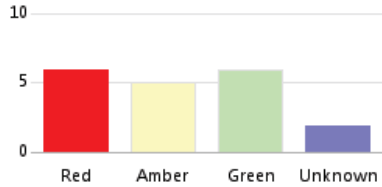
PIs at Red
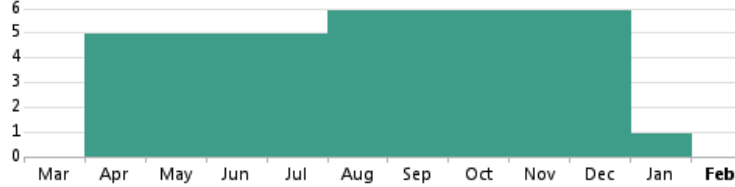
Best Performing (PIs)	Value	Target	Gauge
EHPI 5.1 % of complaints resolved in 14 days or less. (...	88.24%	70.00%	
EHPI 10.4 NNDR (Business rates) collection, % of curr...	91.4%	83.0%	
EHPI 9.3 Average ICT Incidents per day (MINIMISING I...	8.46	12.00	
EHPI 5.4 % of complaints to the Local Government O...	.00%	.00%	
EHPI 10.2 Council tax collection, % of current year lia...	91.5%	91.8%	
EHPI 9.1 Percentage availability of core ICT systems d...	98.35%	99.00%	
EHPI 8 % of invoices paid on time. (MAXIMISING INDI...	97.10%	98.50%	
EHPI 5.2a % of complaints about the Council and its ...	31.25%	30.00%	
EHPI 3b Usage: number of swims (16 – under 60 year ...	18,418	19,500	
EHPI 2.6 Percentage of residual waste (refuse) sent f...	47%	46%	
EHPI 12c Total number of sickness absence days per ...	0.57 da...	0.54 da...	
EHPI 9.4 Percentage of Calls Abandoned on ICT Servi...	10.50%	8.50%	
EHPI 9.6 Satisfaction with ICT Services (MAXIMISING I...	44.43%	65.00%	
EHPI 9.2 Percentage Resolution of ICT Incidents With...	58.46%	88.00%	
EHPI 9.5 Percentage of ICT Calls Resolved at First Poi...	48.74%	75.00%	
EHPI 181 Time taken to process Housing Benefit new...	13.7 da...	10 days	
EHPI 5.2b % of complaints about the Council and its ...	100.00%	25.00%	
EHPI 9.7 Delivery of Key ICT Projects (MAXIMISING IND...		75.00%	
EHPI 9.8 Delivery of Key Milestones in the ICT Strateg...			

Improving (PIs)	Value	Target	History
EHPI 5.2a % of complaints about the Council and its ...	31.25%	30.00%	
EHPI 5.1 % of complaints resolved in 14 days or less. (...	88.24%	70.00%	
EHPI 10.2 Council tax collection, % of current year lia...	91.5%	91.8%	
EHPI 10.4 NNDR (Business rates) collection, % of curr...	91.4%	83.0%	
EHPI 9.3 Average ICT Incidents per day (MINIMISING I...	8.46	12.00	
EHPI 181 Time taken to process Housing Benefit new...	13.7 da...	10 days	
EHPI 9.1 Percentage availability of core ICT systems d...	98.35%	99.00%	

Deteriorating (PIs)	Value	Target	History
EHPI 5.2b % of complaints about the Council and its ...	100.00%	25.00%	
EHPI 9.4 Percentage of Calls Abandoned on ICT Servi...	10.50%	8.50%	
EHPI 12c Total number of sickness absence days per ...	0.57 da...	0.54 da...	
EHPI 3b Usage: number of swims (16 – under 60 year ...	18,418	19,500	
EHPI 9.6 Satisfaction with ICT Services (MAXIMISING I...	44.43%	65.00%	
EHPI 9.5 Percentage of ICT Calls Resolved at First Poi...	48.74%	75.00%	
EHPI 9.2 Percentage Resolution of ICT Incidents With...	58.46%	88.00%	
EHPI 8 % of invoices paid on time. (MAXIMISING INDI...	97.10%	98.50%	

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October to January Corporate Business Scrutiny Healthcheck 2014/15

Traffic Light Red
Corporate Priority: People

Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 5.2b	% of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)	🛑	100.00%	25.00%	⬇	Performance was off target as one stage 2 complaint was upheld.	**None**

Trend Chart

Performance Gauge

EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)

Revenues and Benefits

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 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 and therefore was 'Red' for this month. However, the short-term trend for the month shows that performance had improved and is expected to continue improving.	None

Trend Chart	Performance Gauge

EHPI 181 Time taken to process Housing Benefit new claims and change events. (MINIMISING CUMULATIVE INDICATOR)

Bar values: 8.1 days, 8.5 days, 9.4 days, 10.9 days, 11.8 days, 13.4 days, 14.1 days, 14.1 days, 13.7 days, 13.1 days, 12.6 days, 9.2 days, 5.9 days, 7.4 days, 6.4 days, 8.6 days, 11.1 days, 13.4 days, 13.4 days, 13.6 days, 13.8 days, 13.7 days

Target (Months)

January 2015 result
10.1 days
10.6 days
0 days
13.7 days
20 days

Traffic Light Red
Corporate Priority: Prosperity

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.2	Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)	🔴	58.46%	88.00%	⬇	Performance was 'Red' for Quarter 3. For the first three quarters of 2014/15 the IT Service has been operating with two separate service desk systems neither of which is fit for purpose. Tracking calls has been very difficult as a result. A new system was implemented in January 2015 and performance has now improved to over 80% in the new calendar year. This improvement will be reflected in the figures for the 4th quarter.	**None**

Trend Chart	Performance Gauge

EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)	🔴	10.50%	8.50%	⬇	Performance was 'Red' for Quarter 3. This is the first time the measure has been off target. The service has been understaffed in the action desk during November and December while we try to appoint to the new structure. Performance fell as a result but the year to date position is within the annual target.	None

Trend Chart	Performance Gauge

EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)

Target (Quarters)

Values: 13.41% (Q1 2013/14), 18.27% (Q2 2013/14), 10.07% (Q3 2013/14), 9.40% (Q4 2013/14), 6.82% (Q1 2014/15), 5.03% (Q2 2014/15), 10.50% (Q3 2014/15)

Q3 2014/15 result
9.01%
8.59%
.00%
10.50%
30.00%

ICT Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.5	Percentage of ICT Calls Resolved at First Point of Contact (MAXIMISING INDICATOR)	🛑	48.74%	75.00%	⬇	Performance was 'Red' for Quarter 3. The ICT Service was restructured during the third quarter and the ICT Service Desk was operating at a much reduced staffing level as a result. The remaining vacancies in the service desk team were filled in January this year. While, staff will need some time to get up to speed, there are now firm foundations upon which to build for the new financial year.	None

Trend Chart	Performance Gauge

EHPI 9.5 Percentage of ICT Calls Resolved at First Point of Contact (MAXIMISING INDICATOR)

ICT Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.6	Satisfaction with ICT Services (MAXIMISING INDICATOR)	🛑	44.43%	65.00%	⬇	Performance was 'Red' for Quarter 3. This is the third consecutive quarter this indicator has not met its target. Satisfaction with users fell in the third quarter because of legacy reliability issues and problems in the Bishop's Stortford telephone exchange outside the council's control.	None

Trend Chart	Performance Gauge

EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)

Bar values: Q1 2013/14 58.66%, Q2 2013/14 58.00%, Q3 2013/14 58.66%, Q4 2013/14 56.00%, Q1 2014/15 53.67%, Q2 2014/15 59.33%, Q3 2014/15 44.43%

Target (Quarters)

Q3 2014/15 result
61.10%
64.35%
.00%   44.43%   100.00%

Traffic Light Amber
Corporate Priority: People

Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 5.2a	% of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)	⚠	31.25%	30.00%	⬆	Performance was slightly off target due to five out of 16 stage 1 complaints were upheld.	**None**

Trend Chart	Performance Gauge

EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 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

EHPI 3b Usage: number of swims (16 – under 60 year olds). (MAXIMISING INDICATOR)

Performance Gauge

Q3 2014/15 result
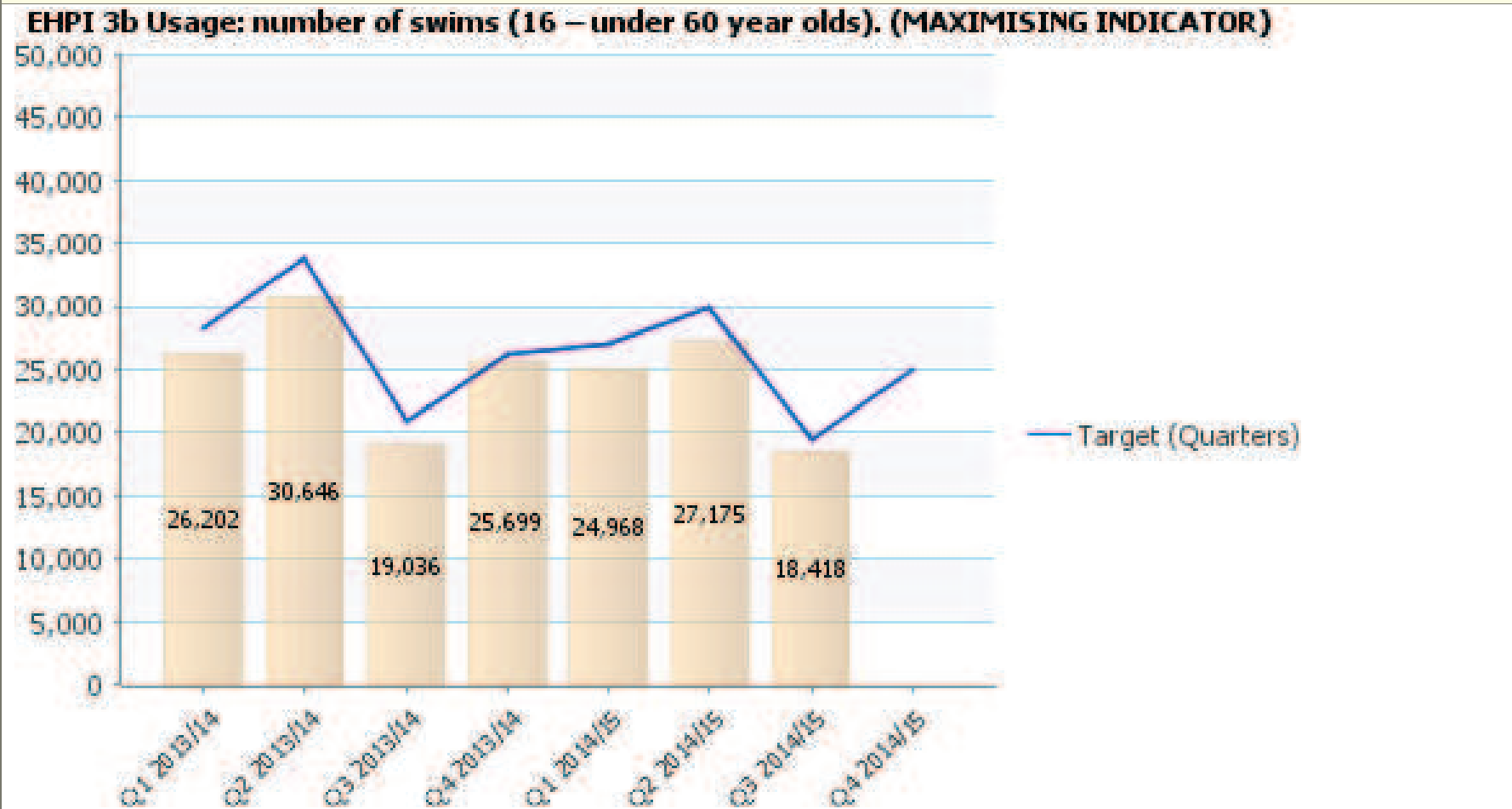
Traffic Light Amber
Corporate Priority: Place

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal. (MINIMISING INDICATOR)	⚠	47%	46%	▬	The performance trend is similar to that experienced last quarter. This is a rolling quarter covering the periods from September 2014 to November 2014.	**None**

Trend Chart	Performance Gauge

EHPI 2.6 Percentage of residual waste (refuse) sent for disposal. (MINIMISING INDICATOR)
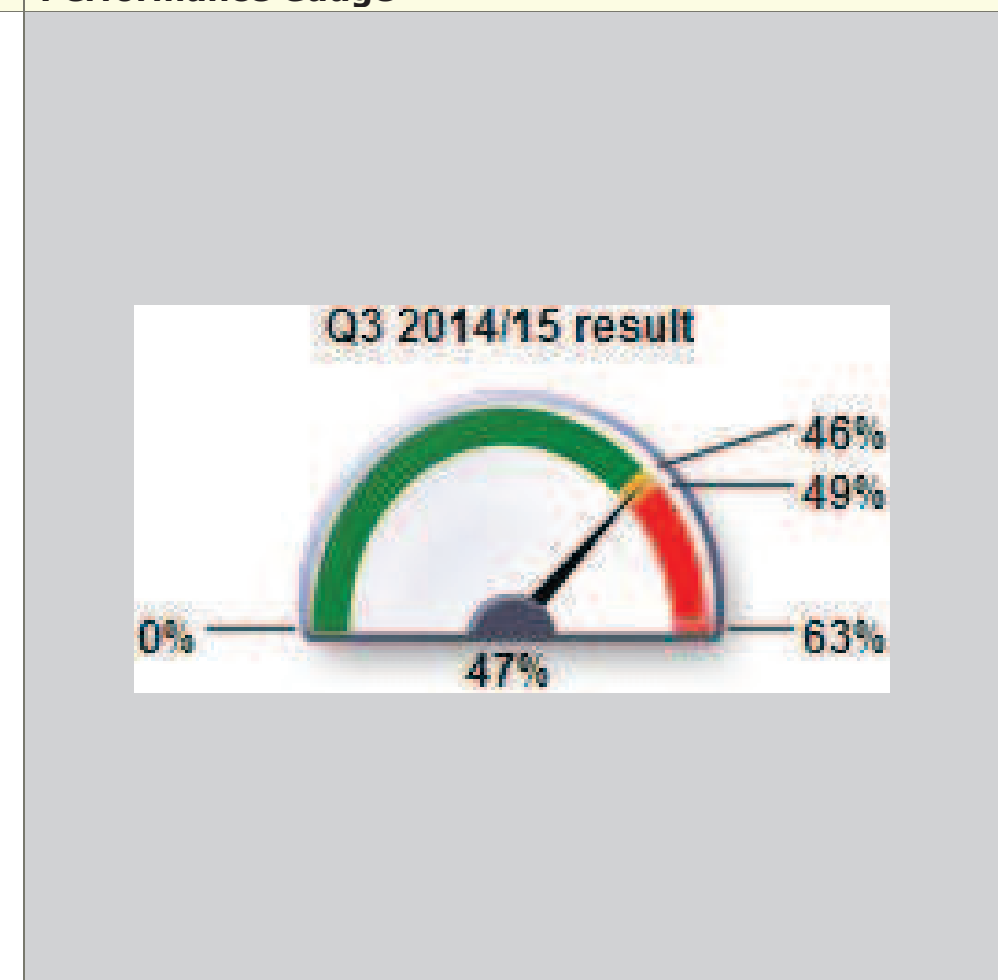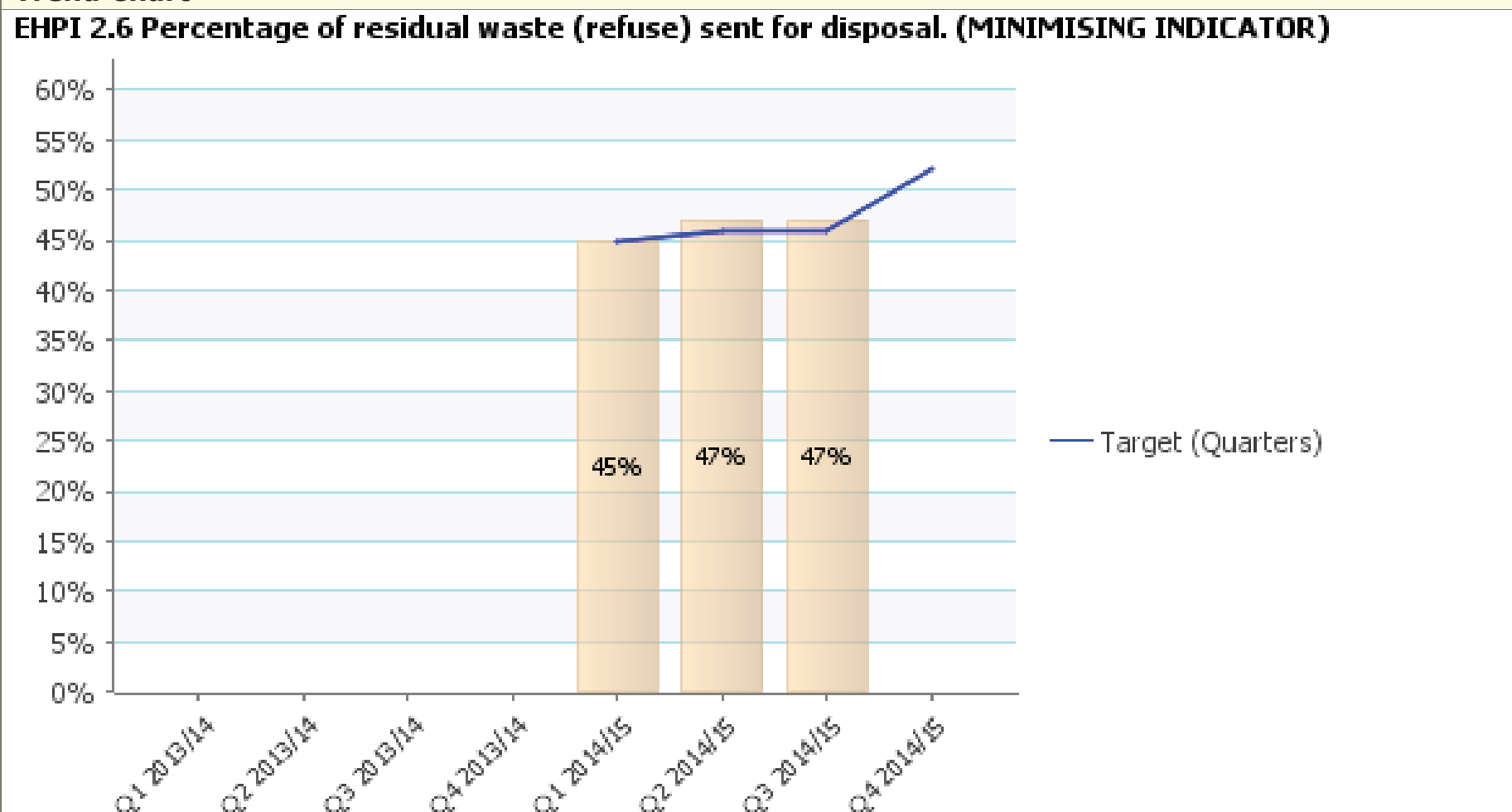
Traffic Light Amber
Corporate Priority: Prosperity

Governance and Risk Management

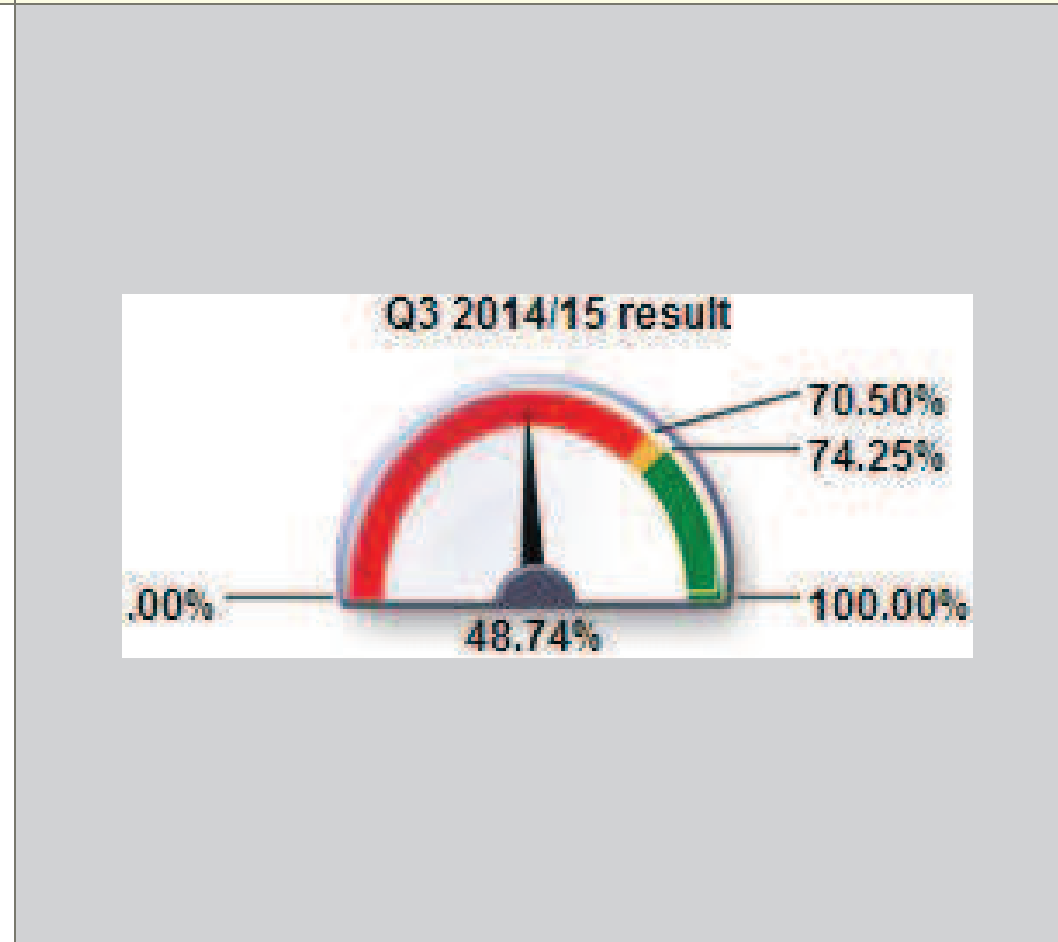| PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 8	% of invoices paid on time. (MAXIMISING INDICATOR)	⚠	97.10%	98.50%	⬇	There was a small dip in performance due to a delay in processing invoices in one section and delays in transfer of information. Remedial action has been taken and we do not expect this to reoccur. Overall performance in the month was 97.1% against a target of 98.5%.	**None**

Trend Chart

Performance Gauge

EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)

Target (Months)

January 2015 result

92.59%
97.52%
110.00%

.00%   97.10%

People and Property							
PI code	**Short Name**	**Status**	**Current Value**	**Current target**	**Short term trend**	**Notes**	**Recommendations made during last Scrutiny meeting on 25 November 2014**
EHPI 12c	Total number of sickness absence days per FTE staff in post (MINIMISING INDICATOR)	⚠	0.57 days	0.54 days	⬇	Performance for January has resulted in this performance indicator performing outside council standards for the first time this year. As a result the short and long term trends are indicating that performance is declining (i.e. getting worse). Total absence for the year so far is 3.52 days (end of year target is 6.5 days) and the indicator is off target this month due to a number of ongoing long term sickness cases which HR Officers are working on with service managers.	**None**

Trend Chart	Performance Gauge

EHPI 12c Total number of sickness absence days per FTE staff in post (MINIMISING INDICATOR)

Traffic Light Green
Corporate Priority: People
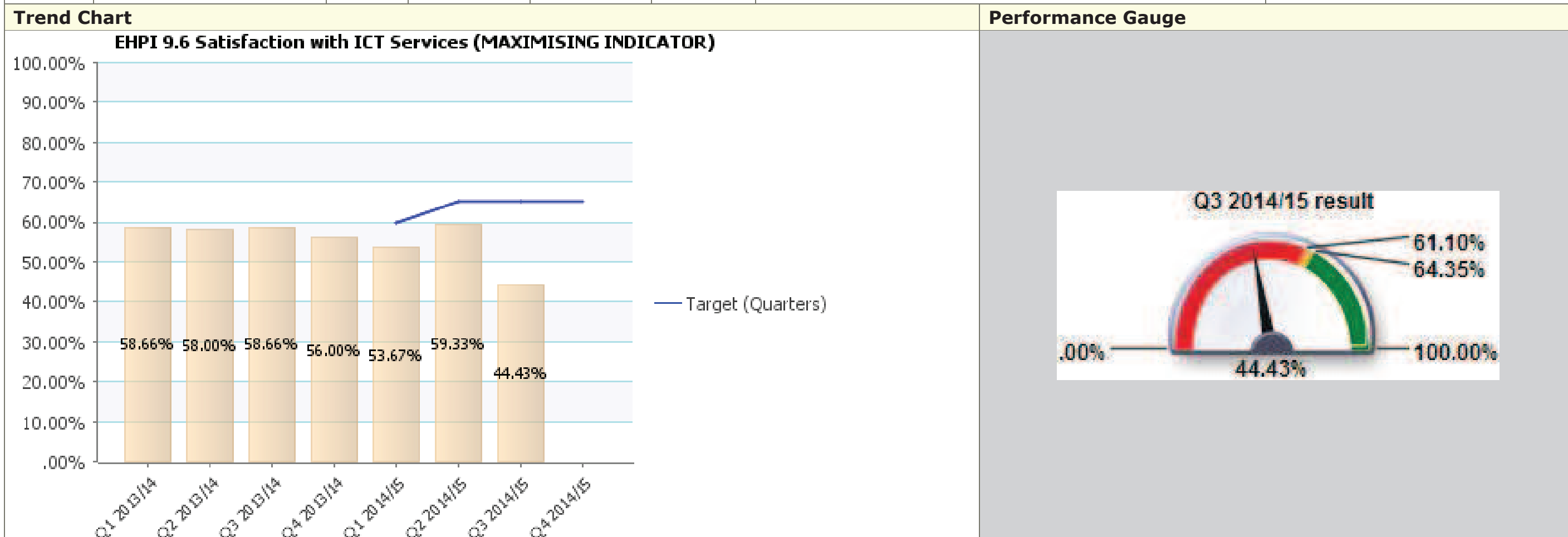
Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 5.1	% of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)	✅	88.24%	70.00%	⬆	Performance is exceeding target. 17 complaints received - one stage 2 complaint was 18 days overdue but logged incorrectly so should be 14 days. Actions to resolve this issue going forward have been implemented.	**None**

Trend Chart
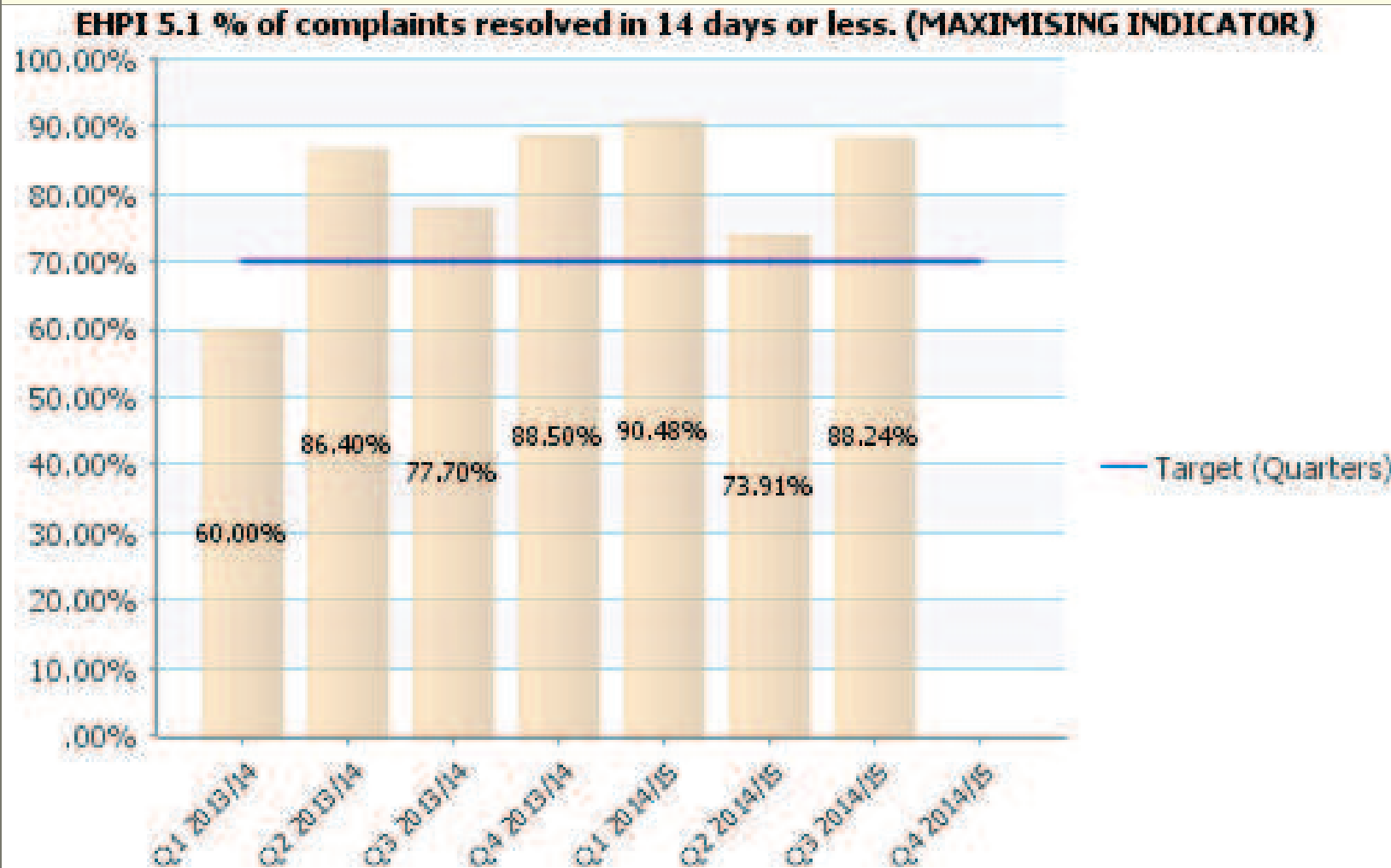
Performance Gauge

Customer Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 5.4	% of complaints to the Local Government Ombudsman (LGO) that are upheld (MINIMISING INDICATOR)	✅	.00%	.00%	▬	Performance on target. Two LGO complaints were received, Neither were upheld.	None

Trend Chart	Performance Gauge

EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)

Traffic Light Green
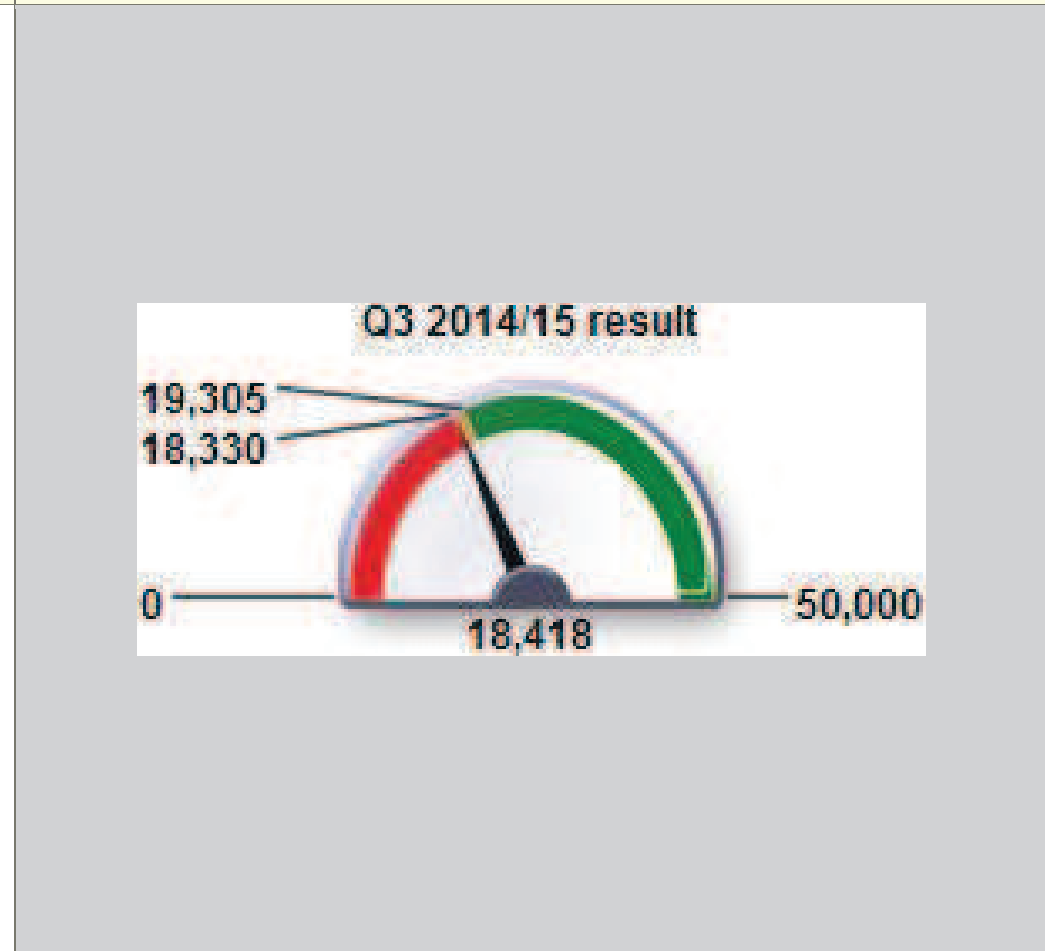**Corporate Priority:** Prosperity

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.1	Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)	✅	98.35%	99.00%	⬆	Performance is still marginally below target for the year to date (however performance is still within the target threshold). The large majority of the reliability issues have related to legacy systems due to be replaced in the next 2 to 3 months.	**None**

Trend Chart
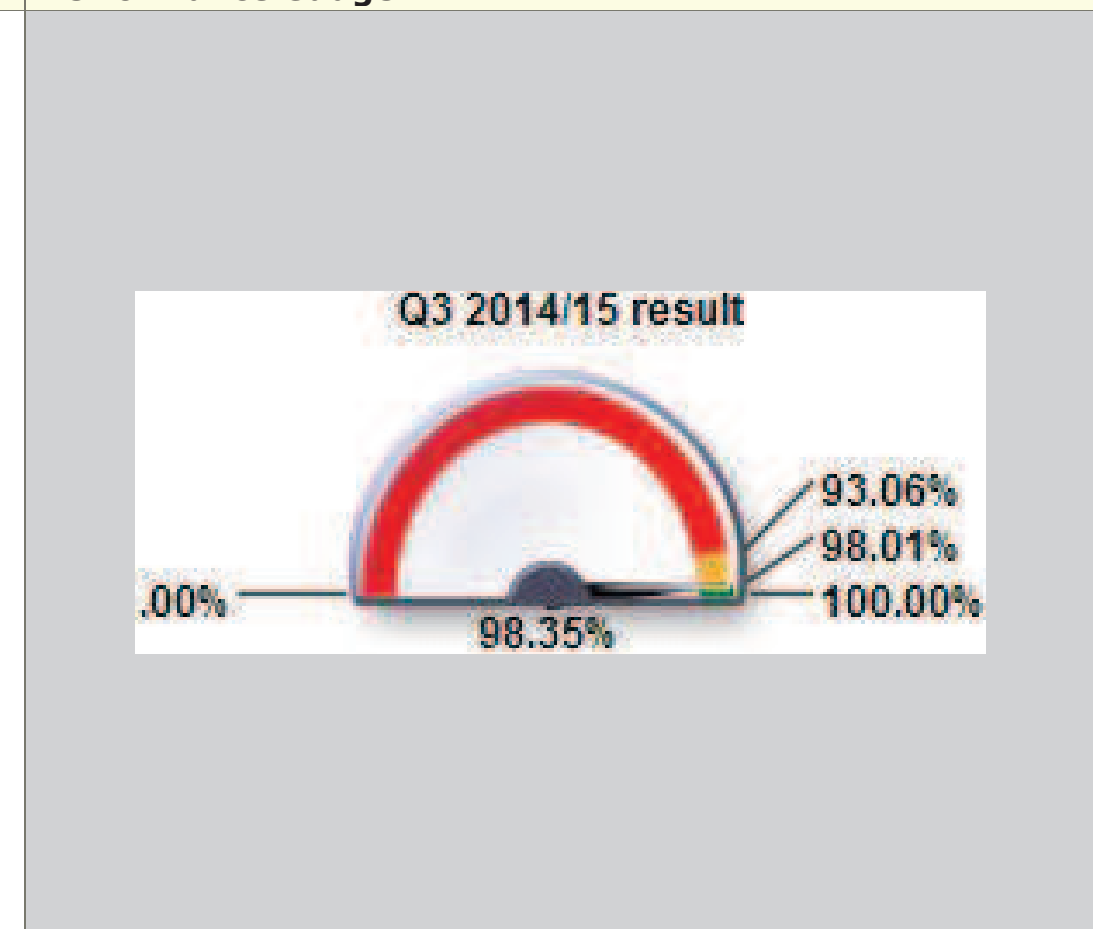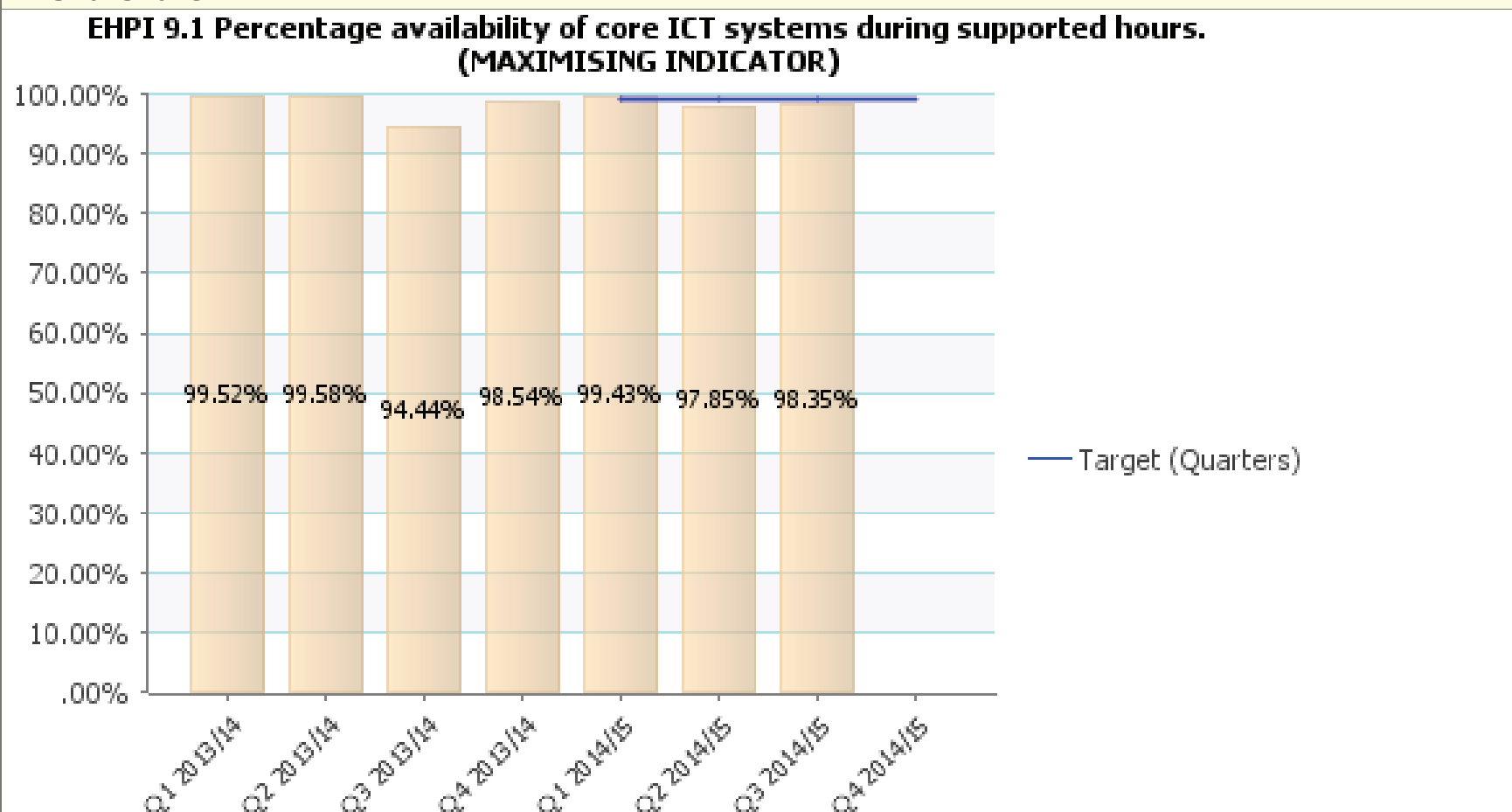
EHPI 9.1 Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)

99.52% 99.58% 94.44% 98.54% 99.43% 97.85% 98.35%

Target (Quarters)

Q1 2013/14, Q2 2013/14, Q3 2013/14, Q4 2013/14, Q1 2014/15, Q2 2014/15, Q3 2014/15, Q4 2014/15

Performance Gauge

Q3 2014/15 result
93.06%
98.01%
100.00%
.00%
98.35%

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.3	Average ICT Incidents per day (MINIMISING INDICATOR)	✅	8.46	12.00	⬆	Performance exceeding target.	None

Trend Chart	Performance Gauge
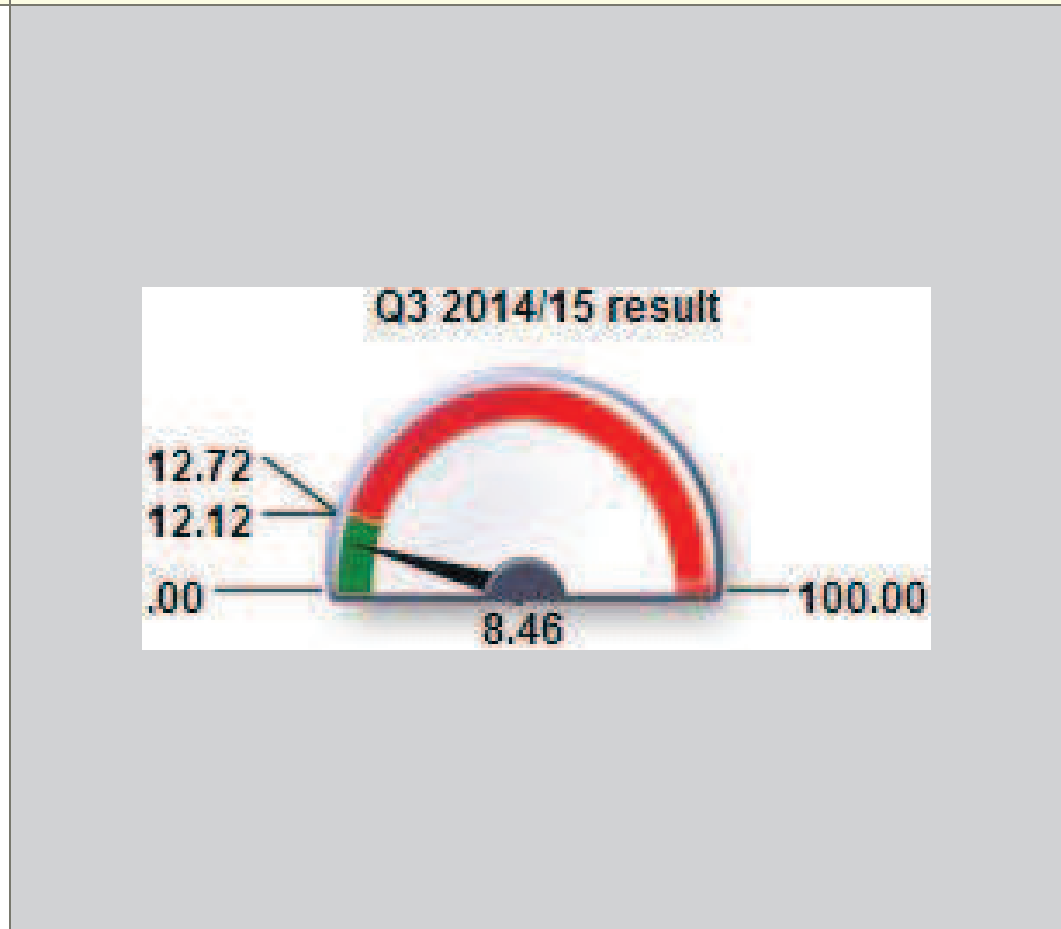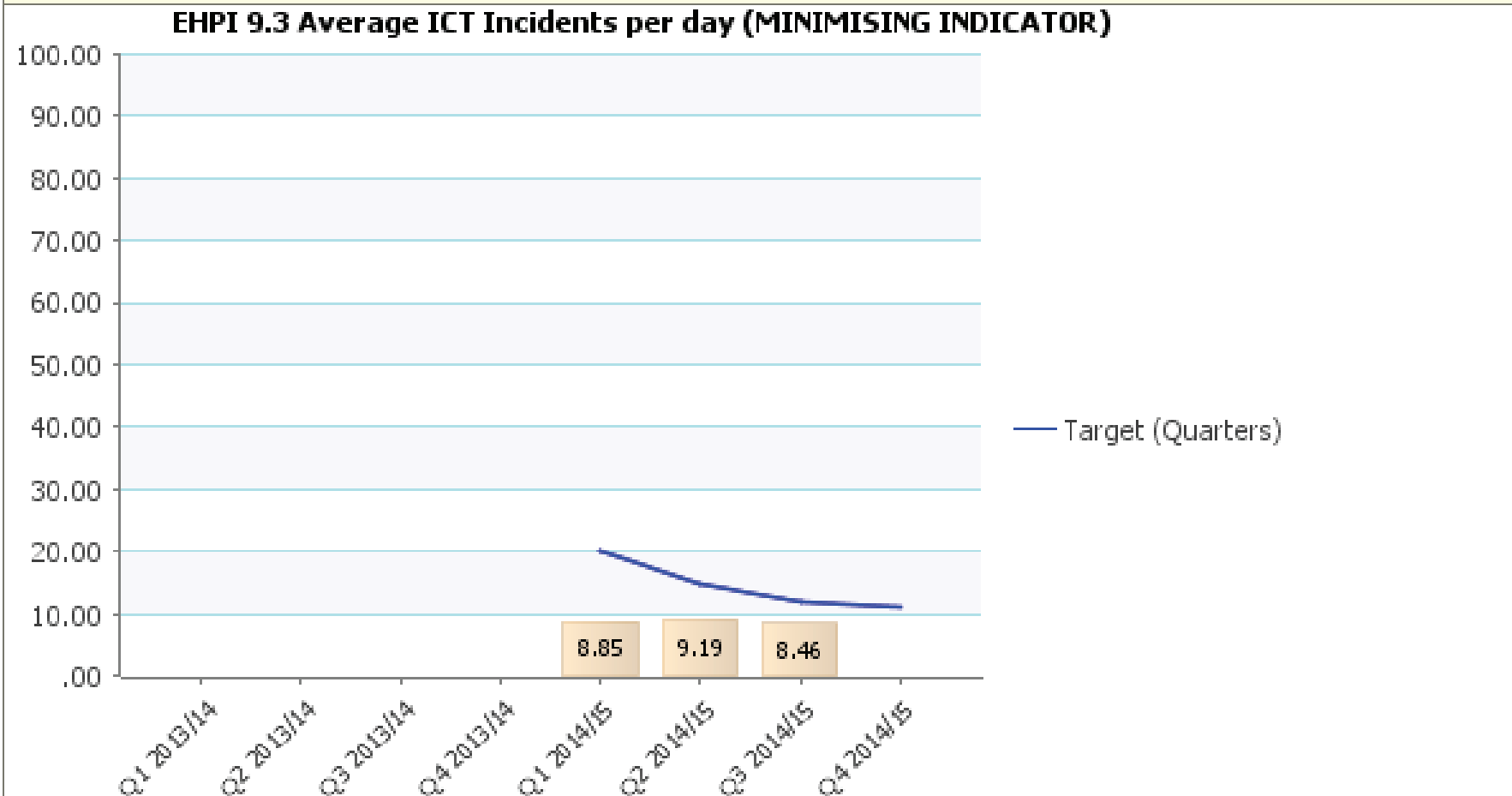
EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)

— Target (Quarters)

Values: 8.85, 9.19, 8.46

Q1 2013/14, Q2 2013/14, Q3 2013/14, Q4 2013/14, Q1 2014/15, Q2 2014/15, Q3 2014/15, Q4 2014/15

Q3 2014/15 result

12.72
12.12
.00
8.46
100.00

Revenues and Benefits							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 10.2	Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	✅	91.5%	91.8%	⬆	Performance is within the target threshold for January 2015.	**None**

Trend Chart	Performance Gauge
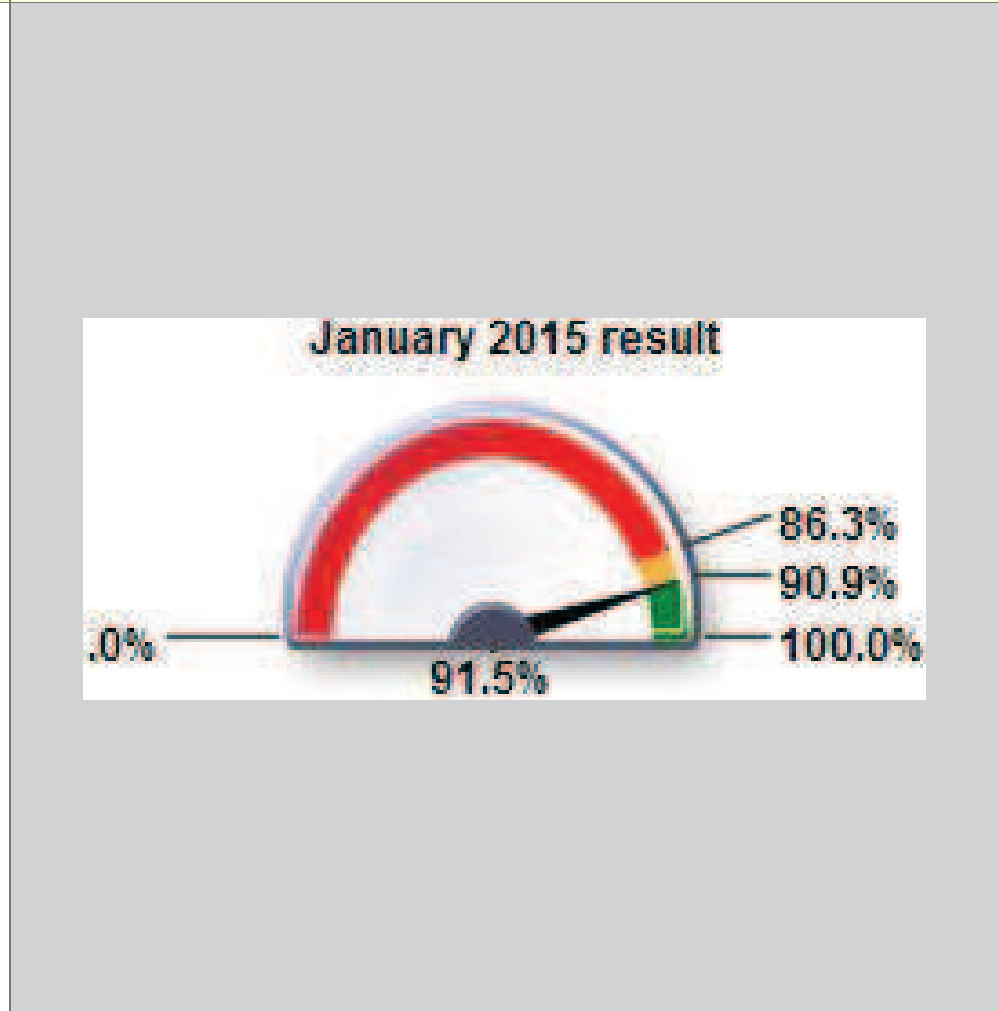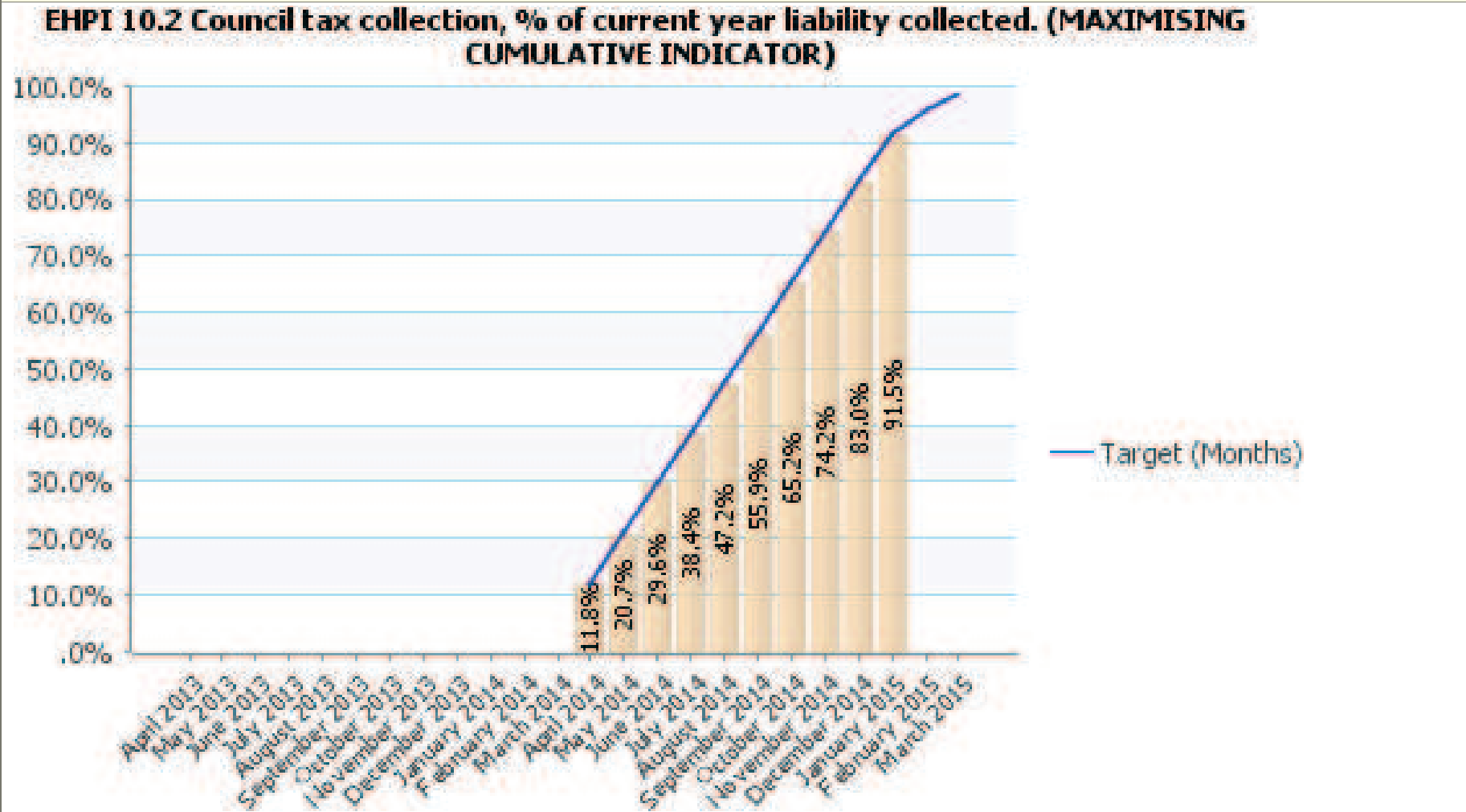
EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)

Target (Months)

January 2015 result
86.3%
90.9%
100.0%
.0%
91.5%

Revenues and Benefits

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	✅	91.4%	83.0%	⬆	Performance for January 2015 is exceeding the target.	None

Trend Chart	Performance Gauge

EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)

January 2015 result
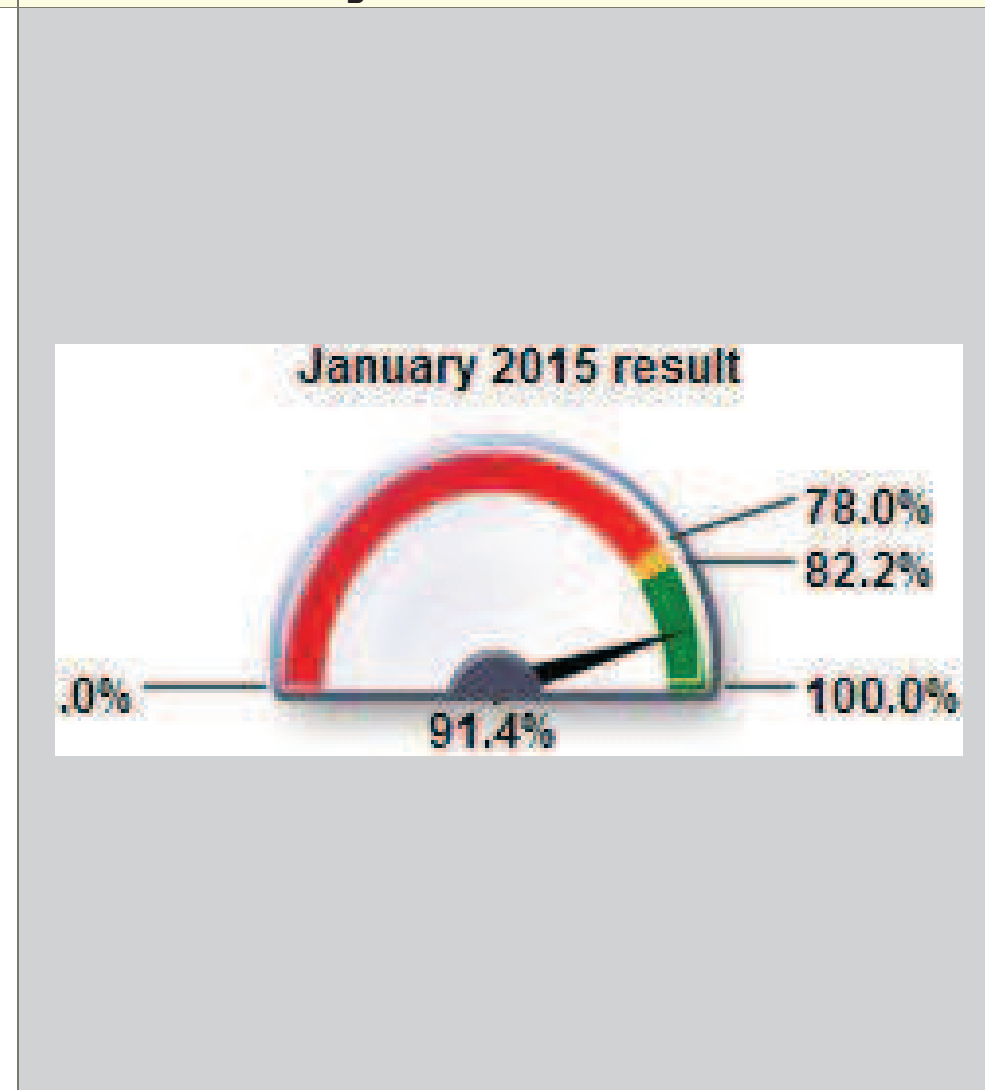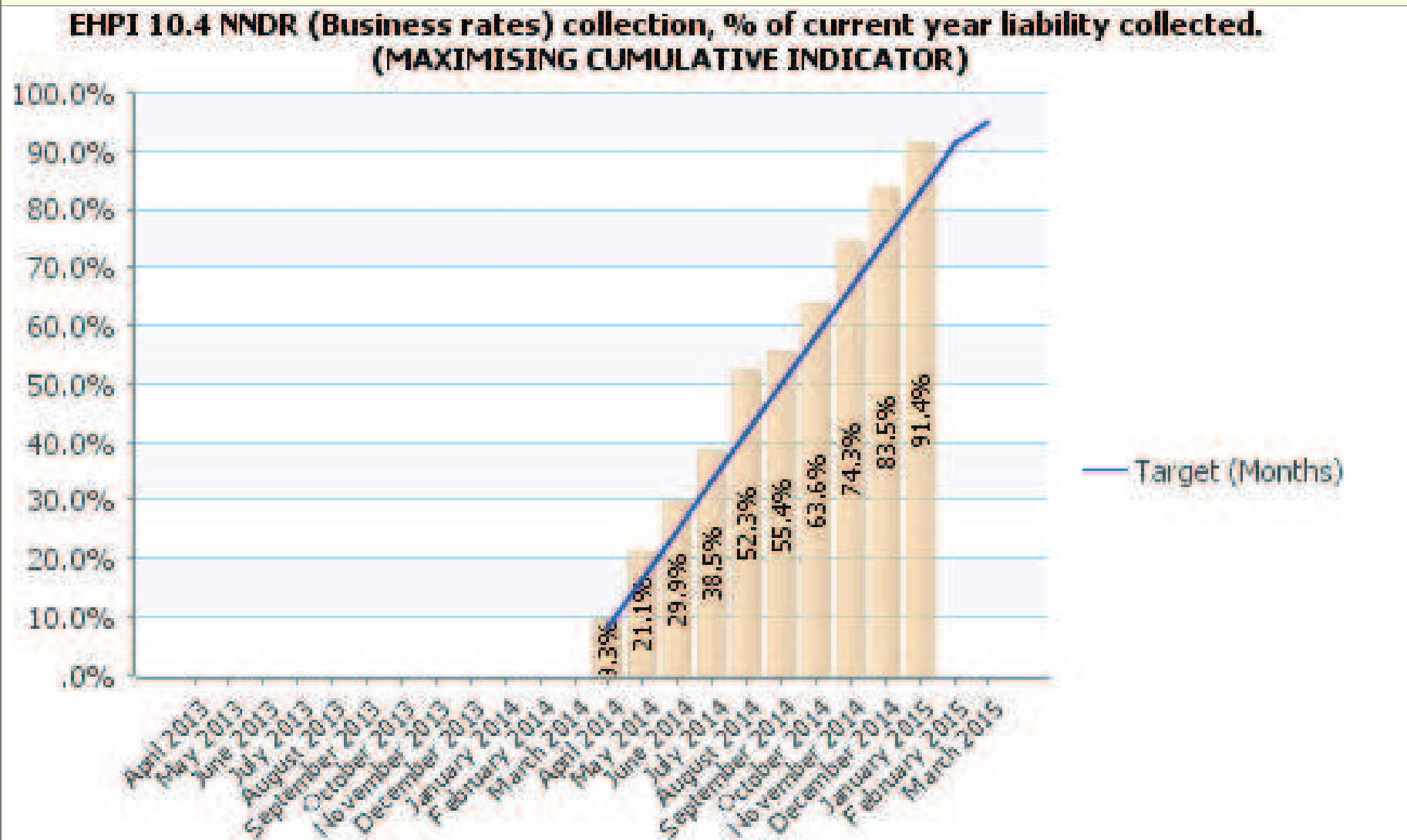
Traffic Light Unknown
Corporate Priority: Prosperity

ICT Services

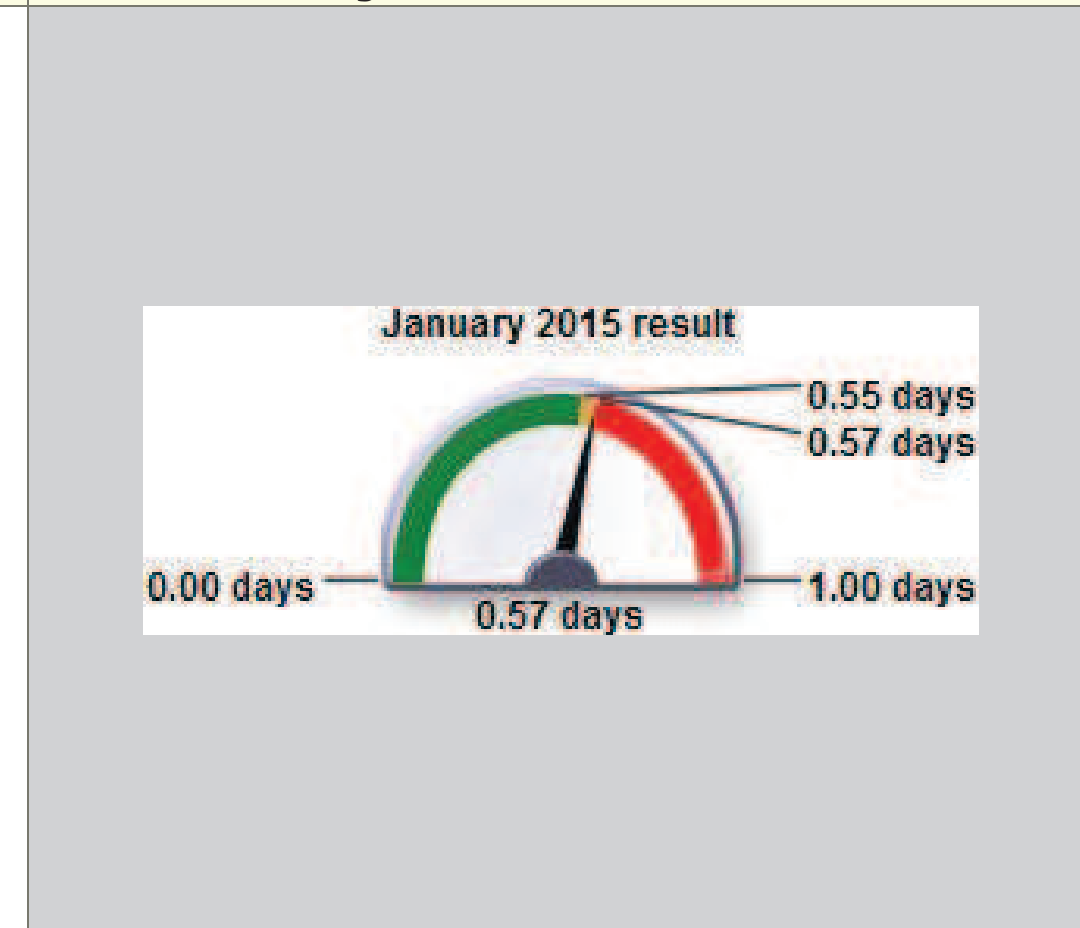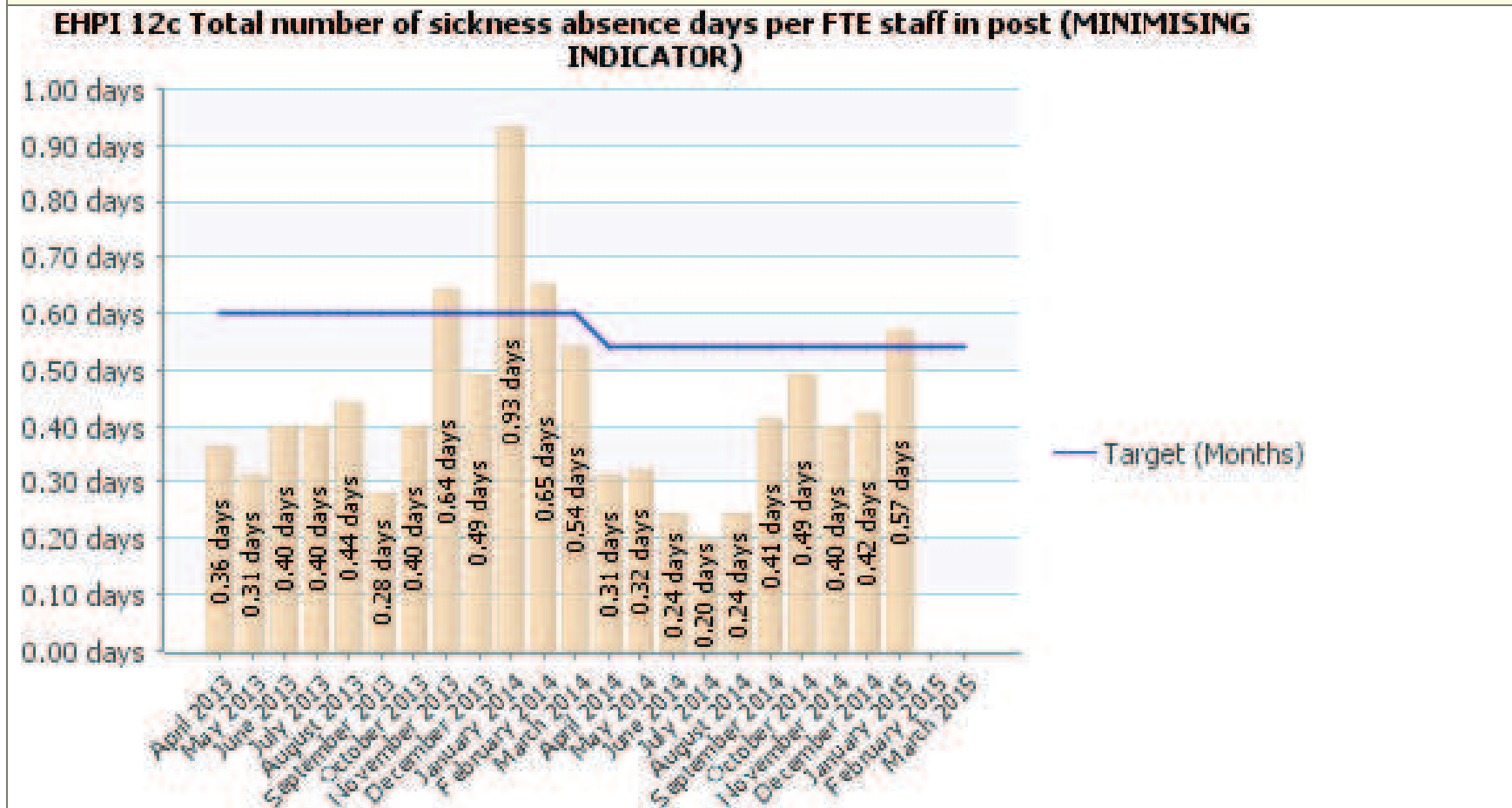| PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.7	Delivery of Key ICT Projects (MAXIMISING INDICATOR)	N/A	N/A	75.00%	N/A	Performance data for this indicator is not available, the service has proposed for this indicator to be deleted.	**None**

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 25 November 2014
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)	N/A	N/A	N/A	N/A	Performance not currently available. Consultation on the draft strategy commenced in January 2015 with the aim to launch the Strategy on 1st April 2015. Therefore monitoring against strategy milestones are expected to commence from Quarter 1 in 2015/16.	**None**

PI Status	
🔴	Alert
🔺	Warning
✅	OK

Short Term Trends	
⬆	Improving
▬	No Change
⬇	Getting Worse

Expected variance at 31 March 2015 by Priority

	Current period		Variance since last month		Expected variance at year end	
	Favourable	Adverse	Favourable	Adverse	Favourable	Adverse
	£000	£000	£000	£000	£000	£000
(1) People						
Staff salaries (ERP D)	35	0	0	0	35	0
Car expenses	28	0	0	0	35	0
Land charges income	24	0	8	0	20	0
IT Licences	0	24	0	2	39	0
B&B charges	9	0	3	0	8	0
Renovation Grant (Repayment)	31	0	8	0	31	0
Assess accessibility of website	10	0	0	0	10	0
Leisure contract	0	41	0	1	0	17
Citizens Advice Bureau	0	149	0	0	0	20
Housing Options Temporary Accomoda	0	9	0	9	0	24
Housing Options Rent Deposits	25	0	25	0	15	0
(2) Place						
New Homes Bonus grant	33	0	0	0	33	0
Contracted litigation service	12	0	2	0	5	0
Dev Mgmt appeals	0	33	0	0	0	120
Police Community Safety Officers	0	20	0	0	0	22
DCLG Housing Options Grant	0	50	0	0	0	50
Kerbside dry recycle collection	0	66	0	6	0	95
Trade bin disposal	102	0	53	0	0	7.5
Parking enforcement contract	176	0	12	0	103	0
Ring-Go expense	0	15	0	2	0	16
Refuse contract	0	2	0	3	24	0
Green waste collection	0	1	0	0	5	0
Dry recycling income	0	90	0	14	43	0
Paper banks income	0	7	0	0	0	4

Recycling miscellaneous	5	0	0	0	4	0
Trade waste collection	0	20	2	0	0	22
Trade bin income	38	0	4	0	44	0
Clinical contract collection	0	3	0	0	0	4
Clinical waste disposal	3	0	1	0	0	3
Clinical waste income	16	0	0	1	16	0
Market fees	0	18	0	1	0	20
Recycling textile bank	0	10	14	11	0	12.5
Recycling contribution (other LAs)	0	396	36	0	0	35
Domestic paid loads income	7	0	2	0	5.5	0
Street cleansing contract	14	0	0	0	0	15
Public conveniences rent	0	5	0	0	0	6
Pest control income	0	0	0	0	0	10
Wallfields electricity	12	0	1	0	10	0
Wallfields rent	0	4	0	1	0	7
Charington House electricity	103	0	2	0	107	0
Charington House service charge	0	27	0	0	0	27
Premises NDR revaluation Costs	0	13	0	3	0	8
Premises NDR costs	36	0	0	0	36	0
Building control safestyle partnership	15	0	0	9	15	0
Planning section supplies & services	7	0	2	0	7	0
Local development plan upkeep	0	15	0	7	0	55
Flood grant expenditure	0	34	0	3	0	31
Private sector tenancies	2	0	0	0	3	0
Housing options contributions	34	0	0	0	6	0
Single person homeless payments	0	15	0	0	8	0
Environmental pollution surveys	17	0	11	0	19	0
Engineering and Land Drainage	0	1	0	2	0	10
Stray Dog Publicity	0	4	0	0	0	4
(3) Prosperity						

Investment income	0	0	7	0	0	82
Accountancy - subscriptions	0	4	0	0	0	3
Legal Fees	0	28	0	4	0	25
Housing benefits	0	0	0	0	470	0
Environmental health misc. hire	0	3	2	0	0	3
Development management charges	323	0	28	0	300	0
Planning pre-application charges	4	0	0	5	15	0
Development mgmt monitoring fees	16	0	5	0	24	0
Other development mgmt (income)	10	0	7	0	10	0
Other development mgmt (spend)	12	0	0	0	13	0
Licence fee income	28	0	0	9	8	0
Jackson Square car washing	4	0	1	0	6	0
Parking pay & display income	17	0	7	0	0	30
Parking new charging policy	0	12	0	0	0	12
PCN income	0	43	4	0	0	36
Car parking consultancy	5	0	0	0	5	0
Bishops Stortford Parking Futures	13	0	2	0	15	0
Environmental coordination	14	0	1	0	6	0
Hertford Theatre	203	0	38	0	62	0
Car Parks Repairs & Maintenance	0	8	0	8	0	5
TOTAL	**1443**	**1162**	**288**	**93**	**1620.5**	**841**
Net Projected Underspend						**779.5**

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SALARIES/AGENCY/APPOINTMENT OF STAFF

SECTION	APPROVED BUDGET	APPROVED BUDGET PROFILE To 31.01.15	ACTUAL EXPENDITURE To 31.01.15	VARIANCE TO PROFILE AT 31.01.15	PROJECTED OUTTURN 2014/15	Outturn Variance To Approved Budget 2014/15
	£	£	£		£	£
Finance & Support Services	4,955,470	4,129,558	4,197,719	68,161	4,920,330	(35,140)
Neighbourhood Services	3,957,490	3,297,909	3,230,170	(67,739)	3,899,950	(57,540)
Customer & Community	2,871,070	2,392,561	2,446,201	53,640	2,928,040	56,970
Summary	**11,784,030**	**9,820,028**	**9,874,090**	**54,062**	**11,748,320**	**(35,710)**

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CAPITAL EXPENDITURE MONITORING 2014/15

@ 31st January 2015

SUMMARY	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate
	£	£	£	£	£	£	£	£	£
People - focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable & delivering strong services	1,969,700	19,010	(1,425,020)	563,690	292,456	18,045	310,501	486,150	(77,540)
Place - focuses on sustainability, the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	874,140	44,530	(258,570)	660,100	403,519	32,002	435,521	585,140	(74,960)
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities & delivering cost effective services	671,120	270,750	389,600	1,331,470	435,499	64,990	500,489	1,279,060	(52,410)
TOTAL	3,514,960	334,290	(1,293,990)	2,555,260	1,131,474	115,037	1,246,511	2,350,350	(204,910)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)		250,000	0					0
GRAND TOTAL	3,264,960	334,290	(1,043,990)	2,555,260	1,131,474	115,037	1,246,511	2,350,350	(204,910)
Reconciliation of Original to Revised Estimate									
Slippage from 2013/14	334,290								
Other Amendments	(1,043,990)								
	2,555,260								

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
	Leventhorpe Swimming Pool *											
72338	Renew main supply fan to the main pool area	S. Whinnett	25,000		(25,000)	0			0	**0**	0	This project was scheduled for 2014/15, however some revenue repair work has been completed on the Air Handling system and this work is not needed in the short term. Therefore this project has dropped back to 2016/17 within the Capital Programme. Under the joint provision agreement, Leventhorpe Academy would be required to fund 40% of the capital works.
72354	Gym Air Conditioning Replacement & Roof Refurbishment (Note 1). Remove existing unreliable air conditioning system & replace with new fully compliant system. Works to include refixing of related trunking to facilitate the replacement of the roof covering	S. Whinnett	0		30,000	30,000	18,332	9,425	27,757	**30,000**	0	The air conditioning has now failed completely and cannot be repaired. It is integral with the roof, which is also leaking. £25,000 has been bought forward from 2015/16 to 2014/15. Exec on 2.9.14 agreed that the £25,000 budget be increased to £30,000 to allow for inflationary increases and a contingency. Works 95% completed.
	Hartham Swimming Pool											
72339	Replacement Fire Exit Doors & Frames	S. Whinnett	0		(1,270)	(1,270)	(1,272)		(1,272)	**(1,270)**	0	Scheme completed.
72340	Replace Main Pool Circulating Pumps	S. Whinnett	16,960		(16,960)	0			0	**0**	0	Scheme completed 13/14, therefore, budget not required in 14/15.
72349	Pool Hall Air Handling Renewal - to remove the existing unreliable air handling plant serving the pool hall & replace with a new energy efficient system	S. Whinnett	100,000		(85,000)	15,000	2,250	8,620	10,870	**15,000**	0	SLM project management on behalf of the Council. Scheme delayed by SLM as weren't able to meet their Xmas closure deadline. However, fees have been paid this year with the balance of £85k slipping into 15/16 as works needs to be rescheduled.
	Grange Paddocks Swimming Pool											
72343	Renew Pool Heat Exchanger & defective pipework	S. Whinnett	0		17,840	17,840			0	**0**	(17,840)	Due to technical issues, this scheme will need to be re-programmed for mid 2015.
	Fanshawe Swimming Pool *											
72345	Refurbish/Replace Pool Filters, to maintain efficient operation of the pool filter & pool water quality	S. Whinnett	20,000		(20,000)	0			0	**0**	0	There is no immediate need to do this work in the current year and it has therefore been dropped back in the Capital Programme to 2016/17. Under the joint provision agreement, Chauncy School would be required to fund 40% of the works.
72346	Replace Pool Circulating Pumps	S. Whinnett	20,000		(20,000)	0			0	**0**	0	See above
	Private Sector Improvement Grants											
72602	Disabled Facilities (Note 2)	S. Winterburn	595,000	11,760	(306,760)	300,000	151,057		151,057	**250,000**	(50,000)	Budget reflected likely need according to previous trends, but referral rate from HCC has been very low. Spend to date is now £177k, which together with likely spend from our commitment indicates that budget of £250k is likely to be sufficient this year, allowing for likely spend of £240k plus any proceeding better than expected. Remaining budget therefore offered as savings. Unlikely that HCC referral rates will increase significantly next year, so 15/16 budget of £450k is likely to be sufficient.
72605	Disabled Facilities - Discretionary	S. Winterburn	50,000		(50,000)	0			0	**0**	0	No Discretionary grants under consideration this year. Had slipped £30k, leaving £20k potential spend this year. However, no spend is now likely, and the £20k is offered as a saving.
72606	Decent Home Grants	S. Winterburn	120,000		(80,000)	40,000	13,623		13,623	**30,000**	(10,000)	£80k already slipped to 2015/16, and consider scheme changes for then. Anticipated spend based on current commitment is £30k.

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
72604	Energy Grants	S. Winterburn	20,000		(19,000)	1,000	664		664	1,300	300	£40k budget for this year (£20k + £20k slippage from 14/15) was to allow wider range of incentives to be included in Assistance Policy. However, resource was directed to the re-launch of our insulation grants, and taking advantage of external funding, therefore budget reduced back down to £20k for this year. Despite promoting energy grants on Christmas bin hangers, spend of only £1,300 is likely due to availability of external free schemes. £19k has already slipped, to allow more expensive hard to treat measures in next financial year, if scheme approved.
72685	Future Social Housing Schemes	S. Drinkwater	820,740		(820,740)	0			0	0	0	No current commitments. Registered Providers are currently awaiting the outcome of bids to the HCA. If unsuccessful they may approach the Council for funding. First priority is to spend S106 sums which have been collected for affordable housing. Agreed with Director of Neighbourhood Services that this budget has slipped into 2016/17.
71201	Capital Salaries	S. Chancellor	26,000			26,000			0	26,000	0	
	Community Capital Grants											
72442	Capital grants provide the right tools for people to get involved with projects that improve facilities such as green spaces or community buildings – inspiring ownership and pride.	C. Pullen	156,000	5,730	(37,530)	124,200	100,452		100,452	124,200	0	Remaining projects for 13/14 are set to claim by their deadlines and payments will be made subject to inspections. In final funding round in 14/15, 19 grant applications were received and 17 were awarded a grant.
72582	LSP (Local Strategic Partnership) Capital Grants (Note 3)	W. O'Neill	0	1,520		1,520			0	1,520	0	LSP board determines when grants are going to be awarded.
	Presdales Pavilion, Ware											
72545	New Paving & landscaping at the front of the pavilion	M. Kingsland	0		9,400	9,400	7,350		7,350	9,400	0	Remaining budget has been spent on further works required to pavilion & car park.
	TOTAL		**1,969,700**	**19,010**	**(1,425,020)**	**563,690**	**292,456**	**18,045**	**310,501**	**486,150**	**(77,540)**	

*   Expenditure on Joint Use Pools 40% funding sought from HCC/schools as appropriate.

Note 1. Joint Provision Agreement does not apply to the Gym, EHC is liable for 100% of the costs

Note 2. Government funding of £240,174 in 14/15 and assumed £175,000 from Better Care Fund in both 15/16 and 16/17.

Note 3. Expenditure to be funded from PRG

CAPITAL MONITORING 2014/15
PLACE
@ 31st January 2015

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
	Hertford Theatre											
72705	Upgrade of seating in the auditorium	W. O'Neill	0		109,000	109,000	92,626		92,626	97,500	(11,500)	5% retention of £4,875 to be paid at the end of the financial year. Balance to slip as peripheral additional work around the seating will need to take place in 15/16.
72594	Renew Boilers	S.Whinnett			80	80	80		80	80	0	Small overspend i/r 13/14 commitments.
	Historic Building Grants											
74102	Enable grants to be offered to the owners of historic buildings to encourage their maintenance and upkeep.	K. Steptoe	55,000	(5,930)		49,070	28,886		28,886	49,070	0	Anticipated that total spend will be within budget.
	Refuse Collection & Recycling											
75165	Containers Replacement Programme	C. Cardoza	100,000			100,000	83,508	13,266	96,774	100,000	0	Spend is as expected. Budget will be fully spent by year end, if not before.
75145	Replacement Litter Bins	C. Cardoza	5,500			5,500	4,970		4,970	5,500	0	Will spend full budget.
75152	Commercial Waste Bins	C. Cardoza	33,500			33,500	22,705	1,599	24,304	33,500	0	Will spend full budget.
75170	Comingled Recycling Service - Wheeled Bins	C. Cardoza	0	5,160		5,160	4,590		4,590	5,160	0	Will spend full budget.
72504	Play equipment & infrastructure replacement	C. Cardoza	50,000			50,000	9,064		9,064	50,000	0	On target
	Art in Parks Project											
72506	To work with local artists to develop cultural & artistic features in public open spaces (Note 3)	C. Cardoza	0		5,000	5,000	800	353	1,153	5,000	0	Local artist commissioned to produce chainsaw sculptures at Pishiobury Park using fallen timber at the site. Work coincided with the Friends of the Park's "ParkFest" event in May. Further works planned later in the year.
	The Bourne, Ware											
72585	Replace existing equipment with natural play equipment & installation of new fencing around the play area. (Note 1)	C. Cardoza	40,760		20,000	60,760	38,201	9,916	48,117	60,760	0	Work nearing completion. Residents and local Members have requested the installation of a fence around the new play area, subject to public consultation.
	Pishiobury Park, Sawbridgeworth											
72507	Wetland Habitat Project - improvements to boardwalk/paths permitting safe access to the wetland area of the park (Note 2)	C. Cardoza	0		12,180	12,180			0	0	(12,180)	The fishing club have now indicated that they wish to pull out of the land swap and so the project is to be suspended, however, Asset Management are still negotiating with the fishing club, will know whether a new deal is viable within 4 - 6 weeks, therefore, scheme to slip into 15/16.
	Hartham Common, Hertford											
72508	Potential projects include development of water play area, improvements to car parking & pedestrian access (Note 4)	C. Cardoza	25,000		(25,000)	0			0	0	0	Unable to attract external funding stream this year. Project has slipped into 15/16 to allow alternative funding sources to be pursued.
	Great Innings, Watton-at-Stone											
72509	Installation of Multi Use Games Area (MUGA) to provide a ball game facility for local young people & will reduce levels of nuisance caused to neighbouring residents relating to noise & escaping footballs (Note 5)	C. Cardoza	80,000			80,000	62,858	6,543	69,401	80,000	0	Installation now complete. Expect to fully spend.
	Southern Country Park, Bishop's Stortford											
72510	Boardwalk installation across balancing pond to improve the functionality & attractiveness of this Green Flag award winning park (Note 6)	C. Cardoza	80,400			80,400			0	0	(80,400)	The boardwalk installation at Southern Country Park is in line for commitment this year. The works have been tendered and will be awarded next month. However, works are likely to slip as there is potential that this will now be delayed if there are any birds nesting in the reedbeds near to where construction is due to take place. Bird nesting season starts in March and ends in August so if this does happen the work will be completed in September 2015.
	3G Artificial Turf Pitch development at Hartham Common, Hertford.											

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
72514	To replace the under utilised Hartham Common tennis courts with 3 floodlit 3G 5-a-side pitches (Note 8)	C. Cardoza	85,000		(84,800)	200	195		195	200	0	Submission to Development Management delayed due concerns raised by the Environment Agency about light levels from floodlighting impacting on biodiversity. Following further work, the Environment Agency has now agreed to the plans and these are being submitted to Development Management Committee for approval. Due to timescales, this scheme has slipped into 15/16.
72515	Play Equipment at Play Area, Station Road, Watton-at-Stone (Note 9)	C. Cardoza	0	0		0	28,793		28,793	28,790	28,790	Fully funded from S106 monies.
	Energy Efficiency & Carbon Reduction Measures											
75168	Intsallation of solar panels at Wallfields, Hertford	C. Cardoza	45,000		(45,000)	0			0	0	0	Unfortunately the planned feasibility study on the installation of proposed PV panels has been delayed, so the mini tender process proposed by the Procurement Officer has yet to start, therefore, scheme slipped into 15/16.
	Castle Weir Micro Hydro Scheme											
72591	To provide a small Hydro-electricity turbine in the river Lee at Hertford Weir. This is an invest to save project and will generate electricity providing power for Hertford Theatre and for sale to the Grid. The scheme is subject to a rigorous approval process by the Environment Agency for flood risk and protection of biodiversity.	C. Cardoza	203,980		(200,980)	3,000	3,000	325	3,325	3,330	330	Revised plans submitted to Env Agency for consideration in Oct/Nov. Will review timing of planning application subject to feedback. Response not yet received from EA and given planning and procurement timetable it is now unlikely that the project will be completed in the current financial year. Project has slipped to 2015/16
	Bell Street, Sawbridgeworth											
72513	Modernise the public convenience facilities, whilst providing storage space for Sawbridgeworth T C, relieving EHC of the ongoing revenue burden of this service provision	C. Cardoza	70,000		(70,000)	0			0	0	0	Project behind schedule due to staff vacancies and other priority projects. Estates Team currently working on design specification, scheme slipped into 15/16 due to timescales.
74105	Environmental Enhancements to East Herts town centres	P. Pullin	0		66,250	66,250	23,243		23,243	66,250	0	Expecting the Town Centre Enhancement money to be spent by the end of the financial year. The Sawbridgeworth project has already completed and an invoice is being processed. Bishop's Stortford are on profile to spend by the end of December. Expecting Ware TC to complete by the end of March.
74106	Heart of Bishop's Stortford - Market Improvement Scheme	P. Pullin	0	45,300	(45,300)	0			0	0	0	The Heart of Bishop's Stortford funding (originally provided through the countywide Local Strategic Partnership) is on hold until we identify opportunities for the market emerging from the Henderson's development. However, this ambition will be subject to review if insufficient progress is made with the development. Slipped into 15/16.
	TOTAL		874,140	44,530	(258,570)	660,100	403,519	32,002	435,521	585,140	(74,960)	

Note 1. Provision to attract external funding.

Note 2. £5,000 funded from Riversmead Housing Association S106

Note 3. This project will require match funding to maximise the potential of this project and this sum reflects provision for this.

Note 4. Currently working with the Countryside Management Service to lever in external funding

Note 5. Fully funded from S106 monies

Note 6. £70,400 funded from S106 monies

Note 7. Agreed annual management fee reduction of £17,000 over 8 years

Note 8. Relates to provision for energy efficiency measures following C3W. This is subject to bids for grant funding.

Note 9. Fully funded from S106 monies

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
71442	Revenues & Benefits Programme	H. Lewis	0	18,600	(10,600)	8,000	1,200		1,200	8,000	0	
71395	EDM - Corporate	P. Tyler	11,070	5,000	(16,070)	0			0	0	0	
71414	Replacement Hardware (Note 1)	P. Wain	5,000	7,980		12,980	1,274		1,274	12,980	0	
71431	Establishment of LES & internet links to replace MPLS	P. Wain	0		34,640	34,640			0	34,640	0	
71443	Civica ICON Upgrade	H. Lewis	0	25,770	(7,420)	18,350	18,351		18,351	18,350	0	
71444	BACS Software	P. Tyler	0	21,980		21,980			0	21,980	0	
71435	Funding for Applications	P. Tyler	350,000		(77,210)	272,790	4,227		4,227	272,790	0	
71437	Windows Server Licensing	H. Lewis	5,000			5,000			0	5,000	0	
71416	Merging IT systems - Licensing & Env Health	B. Simmonds	15,000		78,800	93,800			0	93,800	0	
71418	Mayrise Upgrade	J. Petrie	0	2,050		2,050			0	2,050	0	
71420	Integrated Dev Mgt and Bldg Ctrl Systems	K. Steptoe	0		181,700	181,700	65,500		65,500	181,700	0	
71438	EH 50% share of technical/project management costs	H. Lewis	0	23,110	9,530	32,640	1,440		1,440	32,640	0	
71439	Service Desk & Utilities	H. Lewis	0	27,170	(12,170)	15,000			0	15,000	0	
71440	Shared service print investment costs 50%	H. Lewis	0	20,500		20,500			0	20,500	0	
71441	Shared service accommodation costs 50%	H. Lewis	0	7,000	(7,000)	0			0	0	0	
71447	Data Centre Implementation	H. Lewis			10,000	10,000	4,975		4,975	10,000	0	
71448	New Devices	H. Lewis			5,500	5,500	5,512		5,512	5,510	10	
71449	New Desktop Software	H. Lewis			5,000	5,000			0	5,000	0	
	Car Parks:-											
75269	Bell Street, Sawbridgeworth - Resurfacing & Lining	S. Whinnett	0	1,200	(1,330)	(130)	(130)		(130)	(130)	0	Scheme completed.
75271	Causeway Car Park, Bishop's Stortford - essential repairs incl. resurfacing of defective areas, drainage repairs, re-lining, repairs to lighting and planted areas	S. Whinnett/D. Kingsbury	0	0	30,000	30,000	22,556		22,556	22,560	(7,440)	Completed, underspend as works to planted areas not carried out.
	Council Offices, Wallfields, Hertford											
71274	Boiler Room Works - refurbishment of certain elements of plant	S. Whinnett	60,000			60,000	35,912	13,795	49,707	49,700	(10,300)	Works commenced, 95% completed. Further works required to Council Chamber plant programmed for April 2015.
71269	Security Gates & Fencing to Side Access to Boiler Room to ensure that this area is kept secure.	S. Whinnett	15,000			15,000	9,091		9,091	9,090	(5,910)	Scheme completed.
71275	Refurbishment Works to Old Building, to include lighting replacement	S. Whinnett/R. Crow	0	6,730		6,730	(5,023)	7,578	2,555	6,730	0	Lighting improvement works in progress.
71276	Equality Access & Card Control to Doors to make all staff doors equality compliant & secure	S. Whinnett			(800)	(800)	(800)	800	0	(800)	0	Commitment from 13/14 to be cancelled.
71277	Lift Improvements, to ensure that the lift complies with all current health & safety requirements	S. Whinnett	25,000		9,420	34,420	32,952		32,952	32,950	(1,470)	Scheme completed.
71278	Refurbishment of Windows, to ensure the efficient and safe operation of the windows so as to provide a comfortable environment for staff	S. Whinnett	15,000		(15,000)	0			0	0	0	Need to programme for warmer summer months. Therefore, slipped into 15/16.
	Cricketfield Lane, Bishop's Stortford											
72598	Resurface Footpath & Retainment Works to provide a safe pedestrian route for the public	S. Whinnett	75,000		(63,880)	11,120	10,968	156	11,124	11,120	0	Reduced scheme following a review.
	Compliance Software System											
71445	Comprehensive system to record & update information related to all areas of compliance in Council properties	S. Whinnett	10,000		(70)	9,930	9,926		9,926	9,930	0	Scheme completed.
71203	Replacement of Chairs & Desks	R. Crow	10,000	(1,180)		8,820	8,942	761	9,703	10,000	1,180	There are a number of furniture issues that have come out of the "Space Utilisation" report approved by CMT that will need to be funded from this budget, but detail on precise requirement has yet to be built up.
75157	Footbridge over the River Stort, Bishop's Stortford	A. Osborne	0	87,400		87,400	47,405		47,405	87,400	0	Work to rectify the defects/repairs on the Stort bridge is progressing and anticipate spending the remaining money before year end.

Exp Code	2014/15 Approved Schemes	Project Manager	2014/15 Original Estimate	2013/14 Slippage	2014/15 Any Other Amendments	2014/15 Revised Estimate	2014/15 Actual to Date	2014/15 Commitment to Date	2014/15 Total Spend to Date	2014/15 Projected Spend	2014/15 Variance between Projected Spend & Revised Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
72568	North Drive, Ware - reconstruct road & drainage	A. Osborne	14,750	(780)	(13,440)	530	527	750	1,277	2,050	1,520	The existing capital budget is insufficient to carry out any effective surfacing of this road so we are hoping to link the upgrade of the road to private developments that are coming forward in the local area. These are only in the early stages and unlikely to be sufficiently progressed before year end, therefore, £13,440 slipped into 15/16. Spend to date relates to pothole work.
	River & Watercourse Structures											
75160	Improve, maintain & renew structures along rivers and watercourses to alleviate possible flooding throughout the district.	G. Field	47,500	18,220		65,720	(870)	35,250	34,380	65,720	0	Further flood alleviation works have been identified and are still waiting EA consent. The work to upgrade and automate the weir gate in Hertford Castle Grounds has commenced and is ongoing. There have been problems with access and water levels and now that the gates have been raised and inspected it is evident that some further structural remedial works are required. A report on their condition with recommendations is being prepared. The structural bridge surveys are now complete. We are still waiting to receive the final reports before prioritising any works required, depending on resource & budgets available.
	Land Improvement Works	G. Field			30,000	30,000			0	0	(30,000)	It has now been confirmed that the land in question is not owned by EHDC and is therefore classed as a revenue item. £30k to slip into 15/16 to enable £50k per annum capital budget to be utilised for other land improvement works.
75162	Repairs & Renewals Scheme (Flood Grants) Note 2	G. Field	0	0	220,000	220,000	156,422		156,422	220,000	0	Total amount of grants approved £260,722.85. Outstanding payments for 19 properties , all residents have been contacted & in most cases their work is progressing. Some of these grants will be paid out in 15/16 as dependant on when the works are completed. Deadline is 30th June 2015 to claim all monies back from DEFRA.
71251	Installation of Automated Telling Machines at Hertford & Bishop's Stortford	N. Sloper	12,800			12,800	5,142	5,900	11,042	12,800	0	KPR Midlink and the Shared IT Service are in the final stages of testing with go live anticipated by end of 2014.
	TOTAL		671,120	270,750	389,600	1,331,470	435,499	64,990	500,489	1,279,060	(52,410)	

Note 1.   Funding for future years as follows (as agreed at 23.7.13 Exec):-
2017/18 - £35,000
2018/19 - £154,950
2019/20 - £67,010
2020/21 - £74,000
Note 2.   Fully funded from DEFRA

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SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

Projected Outturn
£'000

1.1	April	0	
	May	35	Adverse
	June	222	Favourable
	July	289	Favourable
	August	205	Favourable
	September	377	Favourable
	October	407	Favourable
	December	626	Favourable

ITEM (in order of Corporate Priority)   **MONTH(S) REPORTED**

People

1.2   TURNOVER   April

There are no financial issues this month regarding this priority.

1.3   TURNOVER   May

The Forecast Outturn for 2014/15 is expected to result in a favourable variance of £59k. The projection includes vacancies within the Planning Section and the opting out of the Pension Auto Enrolment Scheme by fifteen (15) members of staff (Para 2…. of report)

1.4   CITIZENS ADVICE BUREAUX   May

Demand for advice increases significantly during periods of recession, placing added pressure on resources. In response to this, an additional £20,000 will be required in each of the financial years 2014/15 and 2015/16, to be met from contingency in support of the Citizen's Advice Bureau.

1.5   CAPITAL PROGRAMME   May

Re-profile of Capital Programme for Portfolio as follows:
People – Community Capital Grant -Slippage of £40k.

1.6   RENOVATION GRANT   June

Income is being received from the repayment of renovation grant which was not expected this year. At the end of June, £8,290 had been received.

1.7   B&B CHARGES   June

Income from Bed & Breakfast charges is expected to exceed budget by approximately £3,000.

1.8   CONSERVATION OFFICER'S CONTRACT   July

CMT is requested that the conservation officer's contract within planning and building control should be extended to the end of the financial year. This will enable the officer to continue with the work being undertaken. The cost of this contract extension will be funded from other salary savings within the planning & building control service. This is already included in the salary monitoring as a cost to the section.

1.9   RENOVATION GRANT   July

Income is being received from the repayment of the renovation grant which was not expected this year. At the end of July 2014, £13,000 had been received.

1.10   LAND CHARGES   July

Development in the district was initially higher than anticipated, however this has not continued in June 2014 and July 2014. Outturn variance of land charges has been revised from £50k to 30k favourable.

1.11   HR EXTERNAL RESOURCE   August

A special item of £20k was approved last year for 2014/15 financial year to bring in an external resource to facilitate HR operations. However, following CMT approval on 24 June 2014 to extend the existing contract of a temporary member of staff to August 2015, it is recommended that the budget be moved from the Agency budget to the Salaries budget.

1.12   ASSESS ACCESSIBILITY OF WEBSITE   September

The project to assess the accessibility of the East Herts Council website has been deferred until 2015/16 due to capacity issues. This will result in an underspend of £10k in the current year.

1.13   IT LICENCES   October

A favourable variance of £39,000 on the IT Licences budget is expected due to licence cost savings from the implementation of Civica Financials and £10,000 of growth no longer required.

1.14   LEISURE CONTRACT   October

The leisure contract budget includes a savings item of £17,000 for a 3G artificial turf pitch development at Hartham Common. This item was flagged as 'Amber' in 'ERP H – Savings' in Septembers month's healthcheck report. The saving is no longer considered achievable for 2014/15 due to slippage in the associated capital project caused by the need to review design proposals in response to concerns raised by the Environment Agency. Savings may however be achievable in 2015/16 or future years depending on when the capital project can be carried out. An adverse variance of £17,000 is therefore reflected in the Net Projected Underspend figure and will be closely monitored for 2015/16.

1.15   LEASE CARS   December
Following the withdrawal of the lease cars for staff and a review of the essential user allowance, car expenses are lower than the 2014/15 approved estimate; resulting in a favourable variance of £35,000

Place

2.0   CONTINGENCY   May
The original 2014/15 budget includes a planning contingency sum of £513,000 which allows for unforeseen events to be funded in-year. Currently there is a balance of £282,000 which if not required during the year will result in an additional favourable variance to absorb the **£35,000 overspend reported** for the period. The current assumptions are that the remainder of this budget are also fully utilised in 2014/15. Future Healthcheck reports will consider if there are further calls on this sum.

2.1   KERBSIDE DRY RECYCLING   May
The decision to haul materials to the re-processor in exchange for a higher material price, has resulted in a projected overspend of £80,000. It is expected that this will be offset by additional income over time; however it is too early to estimate how much additional income will be made at this stage.

2.2   DCLG (HOUSING OPTIONS GRANT)   May
Following changes to the Government's 2014/15 funding arrangement, the assumed £50,000 DCLG (Housing Options) grant has been incorporated within the Council's Revenue Support Grant.

2.3   VIREMENT FROM CREDIT UNION TO RENT DEPOSITS BUDGET   May
CMT are asked to approve a request to vire £30k from Credit Union to rent Deposits. The Council gave £26,000 to the credit union in 2013/14, of which they have carried over £15,000 to this financial year. To date, they have given out approximately £11,000 in loans of which they have received £1,500 in loan repayments. Currently therefore, they do not need any top up of grant. This will be reassessed in January 2015. (This virement has been approved by Executive on 1 July 2014).

2.4   CAPITAL PROGRAMME   May
There is no Re-profile request for this portfolio

2.5   TRADE BIN DISPOSAL   June
Trade bin disposal is likely to overspend by £3,000 due to an under accrual in 2013/14.

2.6   ENFORCEMENT CONTRACT   June
Enforcement contract contingency budget of £25,000 which is held for the purpose of bedding in the contract is no longer required. Also the Mobile ANPR

camera implementation (£29,000) is impacted by the status of County Traffic Regulation Orders on Schools Zigzags. Delay has become necessary to ensure that Orders are in place.

2.7   RING-GO   June

Usage of the RingGo scheme increased by 106% between 2012/13 to 2013/14. Additional use increases the cost to the Council, as it is provided as a free service to the motorist.

2.8   CONTINGENCY BUDGET   June

The original 2014/15 budget includes a contingency sum of £513,000 which allows for unforeseen events to be funded in-year. Currently there is a balance of £245,000 which if not required during the year will result in a further favourable variance in addition to £222,000 underspend reported for the period. Future Healthcheck reports will consider if there are further calls on this sum. These budgets are mainly for one-off areas of spend; however, some service growth has been identified (detailed below) for inclusion in the 2015/16 base budget.

2.9   REFUSE CONTRACT   July

The refuse contract is currently predicting an underspend at year end. Non-core work is currently low. Inflation is also lower than anticipated (1.01% rather than 1.6%) making a difference of £6k on the full year projection. £22k was added to this account for property growth but this should have been added to the dry recycling contract code. This will be corrected at the probable stage.

2.10   GREEN WASTE   July

The green waste collection budget is currently on target but is slightly overstated due to inflation being lower than forecast.

2.11   DRY RECYCLING   July

The dry recycling service is expecting significant under recovery of income. Paper tonnage has continued to decline in line with national trends and income currently is £27k below profile. Comingled materials (glass, cans, plastics) - higher tonnage but not yet receiving higher price from removing soft plastics and therefore £23k under profile to date.

2.12   PAPER BANK   July

The paper bank income is currently under profile for the same reasons as kerbside paper above (see paragraph 2.12).

2.13   MISCELLANEOUS INCOME   July

There is additional miscellaneous recycling income from the sale of obsolete plant.

2.14   TRADE WASTE   July
        Trade waste expenditure is currently slightly above profile due to increased
        business. This is however offset by increased income.

2.15   TRADE BIN INCOME   July
        The trade bin income is currently performing better against profile due to
        increased business (based on Quarter 2 billing). A forecast of up to £50k
        additional income could be achieved by year end.

2.16   CLINICAL WASTE   July
        Clinical waste collections are expected to overspend due to extra business.
        However this is expected to be matched by a significant increase in expected
        income as a result of the extra business.

2.17   STREET CLEANSING   July
        The street cleansing estimate is now slightly overstated due to inflation being
        lower than forecast.

2.18   MARKETS FEES AND CHARGES   July
        The reduced income in markets fees and charges is a consequence of trends in
        retail in town centre shopping habits, including the tendency for shoppers to now
        use internet shopping and the use of out of town retail parks. These local trends
        are reflected in the markets industry nationally and have been reported by market
        authorities across the UK.

2.19   NEW HOMES BONUS SCHEME   July
        An additional grant of £33k is anticipated as part of national adjustment to the
        new homes bonus scheme.

2.20   CONTINGENCY BUDGET   July
        The original 2014/15 budget includes a contingency sum of £513,000 which
        allows for unforeseen events to be funded in-year. Currently there is a balance
        of £306,000 which if not required during the year will result in a further favourable
        variance in addition to £289,000 underspend reported for the period. Future
        Healthcheck reports will consider if there are further calls on this sum. These
        budgets are mainly for one-off areas of spend; however, some service growth
        has been identified (detailed below) for inclusion in the 2015/16 base budget.

2.21   RECYCLING TEXTILE BANK SERVICE   August
        Income from the Recycling Textile Bank Service is expected to under achieve by
        approximately £15k due to falling demand.

2.22   CLINICAL WASTE DISPOSAL SERVICE   August
        The Clinical Waste Disposal Service is expected to overspend by £4k due to extra
        business however this will be offset by the income from the extra business.

2.23   RECYCLING CONTRIBUTION FROM OTHER AUTHORITIES   August
The recycling contribution from other authorities is expected to be less based on current estimates from Hertfordshire County Council's Alternative Financial Model (AFM).

2.24   WALLFIELDS ELECTRICITY   September
Electricity costs at the Wallfields office have increased less than expected. This will result in an estimated underspend of £5k.

2.25   WALLFIELDS RENT   September
HMRC have now vacated the space they rent from the council at the Wallfields office. Rental income will therefore be £12k less than anticipated.

2.26   CHARRINGTON HOUSE ELECTRICITY   September
There is a favourable variance of £97k in respect of electricity costs at Charrington House. The council accrued for estimated electricity costs going back 4 years which had not been passed on by the landlord and which pre-date the fitting of a separate electricity meter. The landlord has agreed that these costs will not now be passed on to the council. The accrual is therefore no longer needed and has been reversed.

2.27   CHARRINGTON HOUSE SERVICE CHARGE   September
During the resolution of the Charrington House electricity issue (explained in the paragraph above) it was discovered that the council's air conditioning system was running off the landlord's electricity supply. These costs will be backdated for 1 year with an estimated additional cost of £27k to the council in 2014/15. The net underspend resulting from Charrington House electricity issues is therefore £70k.

2.28   COUNCIL PREMISES REVALUATION AND NNDR COSTS   September
Revaluations of council premises resulted in a reduction of £36k in business rate expenditure. This is offset by an additional £6k of revaluation fees. The net underspend is therefore £30k.

2.29   BUILDING CONTROL SAFESTYLE PARTNERSHIP   September
Building Control Service - The Safestyle UK Partnership commenced in October 2014. The council will undertake plan checking. Based on the anticipated number of monthly submissions, additional income of £12k is expected. Volumes are however at this stage uncertain.

2.30   LOCAL DEVELOPMENT PLAN UPKEEP   September
Total expenditure on the Local Development Plan is expected to be £320k. This will be funded from the existing budget (£90k), money from the Herts Local Enterprise Project & PAS (£40k) and from a previously agreed use of reserves (£135k). It is requested that CMT support a recommendation to Executive to fund the additional £55k by a draw down from the Local Plan Reserve.

2.31   FLOOD GRANT EXPENDITURE   September
Expenditure on flood prevention shows an overspend of £21k which will be funded from a government grant of £125k received in 2013/14 and which

currently forms part of earmarked reserves. The balance of the overspend reflects current known commitments.

2.32   SINGLE PERSONS HOMELESS PAYMENTS   September
Single Persons Homelessness monies received from Watford Borough Council over the last 2 years totals £36k (£30k carried forward from 2013/14 and £6k in 2014/15). It is estimated that £12k will remain unspent by the end of 2014/15 and will be carried forward to future years.

2.33   Dry RECYCLING INCOME   October
The forecast outturn for dry recycling income has improved from an adverse variance of £30,000 previously reported to CMT to a favourable variance of £10,000. The decline in paper tonnages has reversed. Income has also benefitted from a higher market price and improvement in sorting processes.

2.34   CLINICAL WASTE INCOME   October
The forecast outturn for clinical waste income has been reduced from a favourable variance previously reported to CMT of £31,000 to a favourable variance of £15,000. The reduction is due to a forecasting error. The favourable variance is driven by higher demand for the service than was originally expected.

2.35   DOMESTIC PAID LOADS   October
The domestic paid loads income budget is forecast to show a favourable variance of £6,000 due to an increase in demand above expectations.

2.36   STREET CLEANSING   October
The street cleansing contract is forecast to show an adverse variance of £12,000 due to an increased level of fly tipping.

2.37   PUBLIC CONVENIENCES   October
The public conveniences rent budget includes a savings item of £5,600 for the modernisation of the Bell Street toilets. This item is no longer considered achievable in the current financial year due to slippage in the associated capital project and was flagged as 'Red' in 'ERP H - Savings' in Septembers' healthcheck report. An adverse variance of £5,600 is therefore reflected in the Net Projected Underspend figure

2.38   SAFESTYLE   October
Building Control Service - The Safestyle UK Partnership commenced in October 2014 and expected gross income of £12,000 was reported in Septembers' healthcheck report. Volumes are higher than anticipated and the expected gross income has now been increased to £24,000. Note that additional expenditure caused by increasing volumes relates to potential overtime payments and is expected to be minimal.

2.39   ENVIRONMENTAL POLLUTION SURVEY   October
The Environmental Pollution Survey budget of £19,000 will no longer be spent as the work has now been included as part of a proposed larger capital scheme.

2.40   ENGINEERING AND LAND DRAINAGE   October
Due to the flood event in February the Engineering and Land Drainage budget is no longer deemed sufficient to cover the winter months. An overspend of £10,000 is forecast.

2.41   DRY RECYCLING INCOME   December
The forecast favourable variance for dry recycling income has improved from the £10,000 previously reported to £43,000. This is due to an increase in the price received for paper tonnages and a higher market price and improvement in sorting processes

2.42   KERBSIDE DRY RECYCLING COLLECTION BUDGET   December
An overspend against the Kerbside dry recycling collection budget of £83,000 has been previously reported. This has now increased to £95,000. This in part is due to a decision to haul materials to the reprocessor in exchange for a higher material price. This overspend is partially offset by the increase in dry recycling income reported in 2.11 above.

2.43   PEST CONTROL INCOME   December
Pest control income is lower than budgeted due to a poor wasp season and some businesses not renewing contracts for pest control. An adverse variance of £10,000 is reported.

Prosperity
3.0   NOISE POLLUTION   May
Cost relating to noise pollution at the Standon Calling Festival is expected to exceed budget by £3,400.

3.1   PARKING INCOME   May
With the award of the Jackson Square Car wash contract, the Parking Service expects to achieve additional income of £18,000 per annum. However only £6,000 is deemed achievable in 2014/15 financial year as the contract doesn't come into effect until 31 July 2014.

3.2   CAPITAL PROGRAMME   May
CMT are asked to note possible underspend of the Future Social Housing Scheme (Budget of £820k). Registered Providers are currently awaiting the outcome of bids to the HCA. If unsuccessful they may approach the Council for funding. First priority is to spend S106 sums which have been collected for affordable housing.

3.3   CAPITAL PROGRAMME   May
CMT are asked to approve a request to slip £40,000 of Community Capital Grant into 2015/16. £80,000 of Community Capital Grant is available for allocation in 2014/15 with a deadline of 6 June 2014. We anticipate that if the grants are awarded in July and beneficiaries have a year to spend, most will not claim until

the following financial year, hence £40,000 slippage is estimated at this stage.

3.4   DEVELOPMENT MANAGEMENT   June

It is anticipated that income target for Development Management Charges in 2014/15 will be exceeded by some £200,000.

3.5   PRE-APPLICATION FEE   June

Pre application fee income is expected to exceed target by approximately £15,000 in the current year.

3.6.   DEVELOPMENT MANAGEMENT   July

It is anticipated that the income target for development management charges in 2014/15 will be exceeded by some £300,000. This represents £100,000 increase on the forecast provided in the June 2014 healthcheck.

3.7.   DEVELOPMENT MANAGEMENT   July

Development management has also identified potential favourable variance in a number of budget areas which, if achieved, could result in a total favourable variance of approximately £22,000. These have been reported in the revenue variance table above as other development income.

3.8.   LEGAL SERVICES   July

Based on a review of profile spend over the last three years and anticipated litigation requirements as of the date of this report, it is likely that the contracted litigation budget will be underspent by an estimated £20,100. It should be noted, however that this budget has a high degree of volatility as it relates to re-active action to legal activity instigated by external parties.

3.9   CHARGING POLICY FOR PARKING   August

A new charging policy for parking was approved by Executive on 5 August 2014 at an estimated cost of £30k, to be funded from the contingency budget. However the actual cost has come in at £42k. A further £12k is required from the contingency budget to enable the project to be funded in full.

3.10   PARKING AND DISPLAY INCOME   August

Parking and display income is expected to exceed budget for the year to August by £38k. However, there is a planned free Parking Day scheduled for December 2014 which will impact income by approximately £12k.

3.11   INTERNAL AUDIT   August

The Internal Audit Services is expected to overspend by £4,760 due to the increase in the daily rate of the Shared Internal Audit Service (SIAS) to £276.

3.12   SUBSCRIPTIONS   August

An adverse variance of £2,500 in the Accountancy Services subscriptions budget is expected in the year due to LG Futures subscription which will provide briefings in relation to Government Funding.

3.13   PCN INCOME   September

A £36k (5%) adverse variance is expected in PCN income. This is due to an increase in motorist compliance and a reduction in performance by the PCN contractor.

3.14 CAR PARKING CONSULTANCY   September

Car parking consultancy expenditure is expected to underspend by £5k. It is anticipated that this money will now be spent in 2015/16.

3.15 BISHOPS STORTFORD CAR PARK   September

Budgeted expenditure for Bishops Stortford car park is now no longer required. This will result in a favourable variance of £15k.

3.16 ENVIRONMENTAL COORDINATION   October

The environmental coordination budget is showing a favourable variance of £6,000. There has been a lower than expected number of bids for environmental grants in 2014/15

3.17 DEVELOPMENT MANAGEMENT   October

A favourable variance of £11,000 for Development Management Monitoring Fees & Discharge of Conditions has previously been reported to CMT. Due to a further increase in activity the variance has been increased by an additional £13,000 to £24,000.

3.18 LICENCING INCOME   October

Additional taxi, gambling, alcohol and entertainment licences issued are expected to result in a favourable variance in licence fee income of £8,000.

3.19 HOUSING BENEFITS SERVICE   December

The Housing Benefits Service in the Revenues and Benefits Section contains the largest of the Council's budgets. These budgets have been reviewed to reflect actual activity in 2014/15. A reduction in the Rent Allowances Transfer Payments and government subsidy has resulted in a fall in the net cost of the Housing Benefit Service. A favourable variance against the original budget of £470,000 is forecast.

3.20 HERTFORD THEATRE   December

A net favourable variance of £52,000 is reported due to increased income levels at Hertford Theatre. The income targets for the River room, Studio and Pantomime have exceeded targets

3.21 LEGAL FEES INCOME   December

The budgeted legal fees income from Section 106 agreements was overly optimistic and the forecast outturn is expected to result in an adverse variance of £25,000.

	Approved Budget £'000	Expected Spend £'000	Comment
Contingency budget at the start of the financial year **Less Committed Budget:**	513		
People & Organisational Services	9	0	**One-off Funding** to support one HR officer post to August 2014. Contingency Funding is however no longer required in 2014/15 as £20k funding has been approved as a Special Item for 2014/15 only. The post has now been approved until August 2015. **A growth item will therefore be required for 2015/16.**
HR	40	37	**2x** graduate trainee scheme for a 2 year term. Year one to be funded from contingency, Year 2 from cost of change reserve.
Facilities	15	16	**One-off funding** to support one temporary position.
Procurement	8	8	Procurement officer now employed full time by EHDC, contingency to fund 14/15 shortfall only. **Growth item needed for future years.**
Housing	11	11	To fund permanent increase in housing manager hours. **This is a growth item required for future years.**
Community Safety & Health	30	26	**One-off funding** to support 4 posts of different grades in Community Safety & Health. **This is a growth item required for**

			future years.
Environmental Services	12	9	To support assistant waste services manager post while on maternity leave.
Head of Customer Services	14	6	**On-going** funding to support full time replacement of customer service manager from September 2014. **Growth Item needed for future years.**
The Web Team	21	21	**One-off cost** to support the role of Information analyst within the Web Team until December 2016. 2015/16 to be funded form Cost of Change
Parking Services	42	42	**One-off** funding to support car park consultancy and signage cost. (New Charging Policy for Parking)
Parking Services	52	0	**On-going** funding to support evening enforcement contract. **This contract is no longer going ahead therefore funding is not required.**
Business & Technology Services	11	11	**On-going** funding for Microsoft software licence. **Growth Item needed for future years.**
Accountancy Services	20	20	**One-off** funding to support the strategic review of the financial services function.
Citizen Advice Bureaux	20	20	On-going funding to support the citizen advice bureaux service for 2 years. **Growth Item needed for future years.**

Housing	40	17	One off funding to carry out a housing needs survey designed to determine the future needs of social housing tenants
Facilities	75	75	Funding is required to fill a sink hole in Cherry Tree, Hertford. There is a risk that it may be significantly higher
Strategic Finance	8	8	To fund temporary Project Accountant
Asset Management	2	2	To fund 7 hour post for 3 months
Democratic & Legal	22	22	Purchase of election polling screens, grant to be received in future years to partially fund this.
Contingency Utilised	**452**	**351**	
Contingency still to be utilised	**61**	**162**	

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Essential Reference Paper 'I'

Ledger Code	Savings	Responsible officer	2014/15 £	Red/Amber/ Green	COMMENTS Q3	
	Planning & Building Control					
Various	Planning Administration	KS	(34,000)	GREEN	There are currently no apparent issues which should prevent the delivery of the identified saving.	Kevin Steptoe
	Community Safety & Health					
17107/3878	Set taxi licence fees to recover full costs	BS	(5,000)	RED	As per last year, the remainder of this saving is now considered unachievable without serious impact upon the licensed taxi trade	Brian Simmonds
	Restructuring the services delivered by Licensing, Community Safety and Environmental Health leading to a reduction in resources	BS	(106,000)	GREEN	The new restructured service can deliver this ongoing saving, but without reducing the demand, the service delivery will be below that required. Standards are currently being maintained, just, and with limited resilience, with the support of 1.4 FTE staff in the Business Support Team. These are currently 'additionally funded' for 12 months following a request for growth to CMT.	Brian Simmonds
	Community Engagement					
20603/various	Hertford Theatre - new business plan	WO	(45,000)	GREEN	The number of ticket sales etc. that can be achieved is uncertain at this stage. We will continue to monitor ticket sales and other income streams and update accordingly.	Will O'Neil
	Environmental Services					
	Waste services contract transition	CC	(100,000)	GREEN	Waste Service Contract transition has already been taken out of the 2014/15 budget estimate. Every effort is being made to achieve the savings.	Cliff Cardoza
	Grounds Maintenance Contract Extension	CC	(12,500)	GREEN	The Grounds Maintenance contract extension takes effect from Jan 2015. This has been allowed for in 2014/15 Budget Estimates.	Cliff Cardoza

ICT - Shared Services Savings

Estimated Shared services Savings	HL	(208,000)	AMBER	The ICT shared service is in the process of identifying full year service savings of approximately £407k, just below the target for the shared service as a whole of £420k. The timing of the savings has yet to be determined and agreed. These result from reductions in the revenue cost of the ICT Infrastructure and from staff savings arising from the management restructuring of the service completed last year and the staff restructuring which is now underway. There is potential for further savings in the East Herts managed budgets and the cost of implementing the shared service. The service management team are working closely with the Accountancy Teams in both Councils to determine and agree the savings.	Henry Lewis
SBC contribution to EHC retained recharges	HL	(9,560)	GREEN	See Above	

People & Property

17411/0110	Phased reduction in hours of estates staffing	EF	(14,000)	AMBER	This was based on a member of staff retiring but is now not planned and therefore saving will need to be achieved within other areas of the Estates Management budget or by increased income.	Emma Freeman
	Reduce HR support - Shared Support Services	EF	(2,000)	GREEN	Shared services did not proceed for HR savings will be delivered by reduction in Employee Assitance Programme budget.	Emma Freeman
	Reduction in corporate training budget pro rata to staff reduction	EF	(3,000)	GREEN	Learning and Development Plan 2014/15 agreed by HRC based on revised budget for corporate training including saving.	Emma Freeman

Democratic & Legal Services

Land Charges - staffing reductions	JH	(23,000)	GREEN	Not implemented due to increase demand for service. Target met through favourable income position.	Jeff Hughes

Revenue Effects on Capital

Bell Street Public Conveniences modernisation	CC	(5,600)	RED	This is a part-year effect. Project currently stalled due to staff shortages. Unlikely to achieve part year savings in 2014-15, but still expect to achieve full year savings in 2015-16, subject to agreement with Sawbridgeworth Town Council.	Cliff Cardoza
3G Artificial Turf Pitch development at Hartham Common (Management fee reduction)	CC	(17,000)	AMBER	Business Case agreed by CMT in Aptil 2014. This included a revised part year saving of £9,900 for 2014/15. Subsequent public consultation on the scheme resulted in the need for a redesign of proposals. Savings for the project overall still achieveable but the part year savings for 2014-15 will be reduced to £2,500.	Cliff Cardoza

Total Savings   (584,660)

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For information only: Performance indicators guidance

EHPI 8 – % of invoices paid on time (MAXIMISING INDICATOR)
PI Definition
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms
Data Source
Financial Support and performance Services

EHPI 5.1 – % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)
PI Definition
'total number of complaints resolved during the period in 14 days or less by the Council' / 'total number complaints resolved during the period' x 100
Data Source

Information, Parking and Customer Service
Other Guidance
This indicator will enable the effectiveness of the Council's Complaints system to be monitored across the Council. This is an indicator to monitor the effectiveness of our customer feedback process.

EHPI 5.2a – % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)
PI Definition
'Total number of complaints upheld during the period by the Council / 'total number of complaints determined during the period by the Council (this is not the same number as those received as not all received are determined within the period monitored) x 100
Data Source
Information, Parking and Customer Service
Other Guidance
This indicator has been established to show a negative impact when the Council has identified that it has failed to deliver a service it should have or that the way in which the service was delivered fell short of the service standards that we would expect. Previous indicators LPI 5.2a and 5.2b are deleted as they show as negative indicators when a complaint is resolved as opposed to whether the complaint was upheld and the Council made a mistake. Any customer has the right to complain but their appeal may not be upheld. This is a positive

outcome for the authority.

EHPI 5.2b – % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)
PI Definition
'total number of complaints upheld during the period by the Council / 'total number of complaints determined during the period by the Council (this is not the same number as those received as not all received are determined within the period monitored) x100
Data Source
Information, Parking and Customer Service
Other Guidance
This indicator has been established to show a negative impact when the Council has identified that it has failed to deliver a service it should have or that the way in which the service was delivered fell short of the service standards that we would expect. Previous indicators LPI 5.2a and 5.2b are deleted as they show as negative indicators when a complaint is resolved as opposed to whether the complaint was upheld and the Council made a mistake. Any customer has the right to complain but their appeal may not be upheld. This is a positive outcome for the authority.

EHPI 5.4 – % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)
PI Definition
'Total number of complaints upheld (with maladministration) during the period by the LGO / 'total number of complaints determined during the period by the LGO (this is not the same number as those received as not all received are determined within the period monitored) x100
Data Source
Information, Parking and Customer Service
Other Guidance
This indicator has been established to show a negative impact when the Ombudsman has found maladministration with the authority in replacement of LPI 5.1a. Previous indicators LPI 5.1b to 5.1f are deleted as they show as negative indicators when the Ombudsman has received a complaint yet had not investigated or indeed found maladministration. Any customer has the right to appeal to the LGO but their appeal may not be upheld. This is a positive outcome for the authority.

EHPI 9.1 – Percentage availability of core systems during supported hours. (MAXIMISING INDICATOR)

PI Definition
Number of hours lost during major incidents as a proportion of total time available during period in question.
Data Source
ICT Services

EHPI 9.2 – Percentage Resolution of Incidents Within 4 Hours. (MAXIMISING INDICATOR)

PI Definition
Total number of incidents resolved within 4 hours as a proportion of the total number of incidents recorded in the period in question. Time starts from the moment that the incident is reported or identified proactively by the IT service.
Data Source
ICT Services

EHPI 9.3 – Average Incidents per day (MINIMISING INDICATOR)

PI Definition	
Total number of incidents resolved within 4 hours as a proportion of the total number of incidents recorded in the period in question. Time starts from the moment that the incident is reported or identified proactively by the IT service.	
Data Source	
ICT Services	

EHPI 9.4 – Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)

PI Definition	
Total number of calls where the caller hangs up after 5 seconds as a proportion of all calls received in the period in question.	
Data Source	
ICT Services	

EHPI 9.5 – Percentage of Calls Resolved at First Point of Contact (MAXIMISING INDICATOR)

PI Definition
Total number of incidents dealt with at first point of contact as a proportion of total number of incidents reported during the period in question.
Data Source
ICT Services

EHPI 9.6 – Satisfaction with ICT Services (MAXIMISING INDICATOR)
PI Definition
Scores are first calculated by an average of all commissioners and staff scores. The overall score is then calculated by weighting the staff response at 2/3 the weighting of the commissioners average response. This reflects the larger population of the staff group on one hand and the relative priority of the questions put to commissioners on the other.
Data Source
ICT Services
Other Guidance
Questions were originally taken from a standard set provided by CIPFA. They have subsequently been amended to more clearly differentiate between the adequacy of the technology and the adequacy of the

service delivered by ICT.

EHPI 9.7 – Delivery of Key ICT Projects (MAXIMISING INDICATOR)

PI Definition

Performance will be reported on a cumulative basis for all projects completed in the year in question, according to the overall weightings assigned for individual projects.

A series of tolerances will be established and agreed by ITSG to allow different levels of performance to be categorised.

Data Source

ICT Services

EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)

PI Definition

Performance will be reported on a cumulative basis by calculating a score for the percentage delivery of the overall programme. In any quarter this will be all milestones delivered in the programme to date against those milestones due for delivery by the period in question. The overall percentage score for delivery of the overall programme will be 100% over the lifetime of the strategy.

No changes to the due dates for the delivery of milestones will be made without the agreement of the Shared Services Partnership Board.

Data Source
ICT Services

EHPI 10.2 – Council tax collection, % of current year liability collected. (MAXIMISING INDICATOR)
PI Definition
Extract of data from 1st of the month. Data is extracted from CT6560 capita system.
Data Source
Revenues and Benefits
Other Guidance
Reported on CT6560 capita system.

EHPI 10.4 – NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING INDICATOR)
PI Definition

Extract of data from 1st of the month. Data is extracted from NR6297 capita system.

Data Source

Revenues and Benefits

Other Guidance

Reported on NR6297 capita system.

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

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
Other Guidance
None.

EHPI 2.6 Percentage of residual waste (refuse) sent for disposal. (MINIMISING INDICATOR)
PI Definition
Percentage of residual waste (refuse) sent for disposal.
Data Source
Environment Services
Other Guidance
None.

EHPI 12c Total number of sickness absence days per FTE staff in post (MINIMISING INDICATOR)
PI Definition
Full Time Equivalent all sickness days.
Data Source
People and Property
Other Guidance
None.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 17 MARCH 2015

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To review and determine Corporate Business Scrutiny (CBS) Committee's future work programme.

RECOMMENDATIONS 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 detailed in this report be agreed (subject to confirmation by the new 2015/16 CBS Committee)

1.0   Background

1.1   Items previously required, identified or suggested for the CBS 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   <u>Work Programme Planning</u>

3.1   A draft work programme for 2015/16 meetings of Corporate Business 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   For the benefit of any new members who may be sitting on CBS for the first time, some space has been left in the work programme to allow time for member training and development (relevant to scrutiny role on CBS) to be included within the agenda.

3.3   The dates of some key reports, particularly those relating to budget setting and forward planning, are still subject to confirmation as they are part of a wider review. The dates that appear in **Essential Reference Paper 'B'** reflect the current thinking.

3.4   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.

3.5 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 May 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 <u>Implications/Consultations</u>

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

<u>Background Papers</u>
None.

<u>Contact Member:</u>   Councillor G Jones – Chairman of Corporate Business Scrutiny Committee.
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<u>Contact Officer:</u>   Jeff Hughes – Head of Democratic and Legal Support Services, Extn 2170.
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IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (2014/15 version)	*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. *Place* – **Safe and Clean.** This priority focuses on sustainability, the built environment 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 opportunities and delivering cost effective services. Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.
Consultation:	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. Members of each scrutiny committee (and the HWP) are consulted at every meeting as their work programme is a standing item on the agenda.
Legal:	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.
Financial:	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.
Human Resource:	none

Risk Management:	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.
Health and wellbeing – issues and impacts:	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. 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.

Corporate Business ScrutinyCommittee Work Programme 2015/16 (DRAFT)

2015/16				
meeting	date	topic	Contact officer/lead	Next Exec
1 in 15/16	26 May 2015 TBC	• Work Programme 2015/16 – discussions with new committee	Scrutiny Officer	2 June 2015 7 July 2015 TBC
		• Data Protection - Governance Training for CBS specific role	Head of Service	
		• Customer Service Strategy – outline project plan	New request as discussed and agreed at Joint Scrutiny on 10/02/15	
		• 2014/15 Performance Indicator Outturns (Healthcheck will be attached as a ERP)	Lead Officer - Performance	
		• Service Plan Oct 2014 – March 2015 monitoring	Lead Officer – Corporate Planning	
2 in 15/16

Where does LG Finance come from?: Induction held pre-Corporate Business Scrutiny | 14 July 2015 TBC | • Work programme | Scrutiny Officer | 4 Aug 2015 TBC |
		• Comments, Compliments and Complaints (3Cs) 2014/15 review	Head of Service	
		• Data Protection (Information Security) action plan – annual governance report	Head of Service	
		• 4 year Corporate Strategic Plan (2016/17 to 2019/20) … probably move here from Aug	Lead Officer – Corporate Planning	
		• Medium Term financial strategy (2016/17 to 2019/20) … probably move here from Aug	Director of Finance and Support Services	
		• Council Tax Support Scheme (first look at any changes before going out to consultation)	Director of Finance and Support Services	

3 in 15/16 <mark>Could put in training session on Finance and decision making: *Questions to ask when making the 'business case'*</mark> <mark>ADD IN – review of fees and charges calculations and levels??</mark>	25 Aug 2015 TBC	• Work programme	Scrutiny Officer	1 Sept 2015 6 Oct 2015 TBC
		• Annual Governance Statement 2014/15 and action plan 2015/16	Head Of Service	
		• Corporate Annual Report 2014/15	Lead Officer – Corporate Planning	
		• 4 year Corporate Strategic Plan (2016/17 to 2019/20) … move this to July meeting		
		• Medium Term financial strategy (2016/17 to 2019/20) … move this to July meeting		
		• Healthcheck through to June 2015	Lead Officer - Performance	
4 in 15/16	20 Oct 2015 TBC	• Work programme	<mark>Might cancel meeting in favour of a BUDGET training event on this date (or TBA).</mark>	3 Nov 2015 TBC
		• ?		
		• ?		
5 in 15/16	24 Nov 2015 TBC	• Work programme	Scrutiny Officer	1 Dec 2015 TBC
		• Council Tax Support Scheme (following consultation)	Director of Finance and Support Services	
		• Partnership register – risk monitoring	Head of Service	
		• Service Plan April 2015 – Sept 2015 monitoring	Lead Officer – Corporate Planning	
		• Healthcheck through to Sept 2015	Lead Officer - Performance	
6 in 15/16 JOINT	XX Jan 2016	BUDGET • X	Exact title of report(s) TBC	XX

		• **X**		
7 in 15/16 **JOINT**	XX Feb 2016	• Residents' Survey results and analysis (TBC)	Subject to confirmation of methodology and start date	XX
		• 2016/17 Service Plans		
		• 2015/16 Performance Indicator Estimates and 2016/17 Future targets		
8 in 15/16	XX Mar 2016	• Residents' Survey draft Action Plan (if there is a plan separate to the Corporate Strategic Plan) TBC	Subject to confirmation of methodology and start date	XX
		• ?		
		• ?		
		• Healthcheck through to Jan 2016	Lead Officer - Performance	
		• Work programme – planning for 2016/17)	Scrutiny Officer	

The CfPS 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*

Corporate Business Scrutiny	1. To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement. 2. To consider the budget setting proposals and strategies of the Council. 3. To make recommendations to the Executive on matters within the remit of the Committee. 4. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change on matters within the remit of the Committee. 5. To consider issues referred by the Executive, including modifications to the Constitution, 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. 6. 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. 7. 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. 8. To consider, should it choose to do so, any item within the remit of the Committee to be considered by the Executive (except items of urgent business). The relevant report to the Executive shall consider any report and recommendations on the item submitted by the Scrutiny Committee.

WHAT WERE OUR PLANS FOR 2014/15?

Councillors 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	Research and review how other (similar) authorities involve and engage the public in their scrutiny process. 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).
Strengthen and highlight use of evidence from independent or outside sources.	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. 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.
Clearly identify the 'value added' which scrutiny can bring to a topic and ensure this is monitored and recognised	Focus scrutiny reviews on topics where there is real scope for influencing change and where measurable benefits for residents can be seen. Bring monitoring reports on progress/outcomes from reviews to the Chairmen and Vice Chairmen meeting (3xyear). 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).
Continue to keep scrutiny	Continue to offer induction training and information to any newly elected member(s) and offer refresher

members informed and offer opportunities to develop skills needed	and update training for returning members. 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. Send councillors 'pre briefing' material where relevant to widen knowledge on the context/background to topics and offer briefing/clinics before critical budget meetings.
Strengthen scrutiny of external public bodies and partners	Where relevant, move from 'scrutiny of' to 'scrutiny with' partners when reviewing local services offered to residents. 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. When invited, contribute (in person or in writing) to scrutiny reviews run by other authorities on issues which impact on East Herts residents.