



## Public Document Pack

**Jeff Hughes**

*Head of Democratic and Legal  
Support Services*

**MEETING** : CORPORATE BUSINESS SCRUTINY COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : TUESDAY 24 NOVEMBER 2015  
**TIME** : 7.00 PM

### **MEMBERS OF THE COMMITTEE:**

Councillors P Phillips (Chairman), M Allen, R Brunton, S Bull, J Cartwright, M Casey, R Henson, M Pope (Vice-Chairman), M Stevenson and J Wyllie.

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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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### **Audio/Visual Recording of meetings**

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

## AGENDA:

### 1. Apologies

To receive apologies for absence.

### 2. Minutes – 25 August 2015

To confirm the Minutes of the meeting of the Committee held on Tuesday 25 August 2015 (Previously circulated as part of the Council Minute book for 28 October 2015).

### 3. Chairman's Announcements

### 4. Declarations of Interest

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

### 5. Work Programme (Pages 5 – 14).

### 6. Partnership Register – Risk Monitoring (Pages 15 – 34).

### 7. 2015/16 Service Plan Monitoring – Six Monthly Report (Pages 35 – 48).

### 8. Healthcheck through to September 2015 (Pages 49 – 96).

### 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 – 24 NOVEMBER 2015

#### REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

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#### SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

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#### **Purpose/Summary of Report:**

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

<b><u>RECOMMENDATION FOR DECISION:</u></b> That	
<b>(A)</b>	The work programme detailed in this report be agreed.

#### 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 Report

- 2.1 The draft agenda for the remaining 2015/16 meetings of Corporate Business Scrutiny Committee and the first half of 2016/17 is shown in **Essential Reference Paper 'B'**. The timing of some items shown may have to change depending on availability of essential data (eg from central government).

- 2.2 Members received a report on the 'Council Tax Reduction Scheme 2016/17' on 14 July 2015 and agreed to support a continuation of the current scheme (Minute 151). Since then the major preceptors (the County Council and the Police) have affirmed their agreement to that version and accordingly there is no change to the proposals recommended by CBS in July. Therefore there is no need to bring the report back to CBS and it will now proceed to the Executive on 1 December 2015.

- 2.3 At the request of the CBS Chairman, the report on 'The 4 year Corporate Strategic Plan 2016/17 – 2019/20' has been dropped from the agenda of this meeting as the document was not ready for scrutiny.
- 2.4 Members will recall that this year officers have developed a new, integrated finance and business planning process to support the development of a new corporate plan. This process has enabled joint discussion and alignment of the formal budget setting process with the setting of service priorities.
- 2.5 In October, as part of the new process, there was a member engagement workshop held to discuss additional or reduced investment options. The outcomes from this exercise are still being worked through and further discussions are continuing with the Executive, Directors and new Chief Executive.
- 2.6 Once the funding position for East Herts is known (government announcements are due December 2015/January 2016) the council will be in a better position to finalise its priorities and which additional or reduced investment options should be pursued. It will be at this stage in the process that the council will be able to confirm its corporate plan for the next four years and therefore it is proposed that the final version be considered by Joint Scrutiny Committee on 10 February 2016.
- 2.7 Members are asked whether there is any additional scrutiny topic they wish to put forward for inclusion on any future CBS agenda.
- 2.8 Members are also asked whether they wish to extend an invitation to one or more of the Executive members to attend a particular meeting or for a specific agenda item.
- 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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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives</p> <p>(2015/16 wording)</p>	<p><b>People – Fair and accessible services for those that use them and opportunities for everyone to contribute.</b> This priority focuses on enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p><b>Place – Safe and Clean.</b> This priority focuses on the standards of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p><b>Prosperity – Improving the economic and social opportunities available to our communities</b> This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from the Executive and all Members and the public are asked through an annual item in the 'council tax' edition of LINK magazine which is delivered to every household. Members of each scrutiny committee are consulted at every meeting as their work programme is a standing item on the agenda.</p>
<p>Legal:</p>	<p>According to the Council's constitution, the scrutiny committees are responsible for the setting of their own work programme in consultation with the Executive and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.</p>
<p>Financial:</p>	<p>Any additional meetings and every task and finish group has resource needs linked to officer support activity and time for officers from the services to make the required input.</p>
<p>Human Resource:</p>	<p>none</p>

<p>Risk Management:</p>	<p>Matters which may benefit from scrutiny may be overlooked. The selection of inappropriate topics for review would risk inefficient use of resources. Where this involved partners, it could risk damaging the reputation of the council and relations with partners.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect impact on the general wellbeing of residents of East Herts.</p> <p>The Health and Wellbeing Scrutiny Committee is set up to specifically focus in on issues and topics which have a direct and immediate impact on the health and wellbeing of all those who live, work or study in the district.</p>

Corporate Business Committee Work Programme 2015/16 and 2016/17 (DRAFT)

2015/16 meeting	Civic Year date	topic	Contact officer/lead	Next Exec
<b>JOINT SCRUTINY</b>	19 January 2016  Report deadline 06 January	<b>BUDGET</b> <b>X</b> <b>X</b>	Exact title of report(s) TBC	2 February 2015
<b>JOINT SCRUTINY</b>	09 February 2016  Report deadline 27 January	4 year Corporate Strategic Plan (2016/17 to 2019/20) 2016/17 Service Plans  2015/16 Performance Indicator Estimates and 2016/17 Future targets	<b>REVISED DATE</b>	8 March 2015
8 in 15/16	22 March 2016  Report deadline 9 March	<del>Residents' Survey results and analysis – and draft action plan if there is one separate to the Corporate Plan</del> NEW: options for changes to Council Tax Support Scheme (for 2017/18 year) – with financial modelling	Delayed start: outcomes not available until <b>MAY 2016</b> . Rescheduled for CBS then.  (requested by CBS on 14/7/15)	5 April 2015

**Essential Reference Paper 'B'**

		?		
		Healthcheck through to Jan 2016	Lead Officer – Performance	
		Work programme – planning for 2016/17)	Scrutiny Officer	

<b>2016/17 meeting</b>	<b>Civic Year date</b>	<b>topic</b>	<b>Contact officer/lead</b>	<b>Next Exec</b>
1 in 16/17	31 May 2016 TBC	Work Programme 2016/17 – discussions with new committee	Scrutiny Officer	7 June 2016 5 July 2016 TBC
		Residents' Survey results and analysis - and draft Action Plan	REVISED DATE	
		?		
		2015/16 Performance Indicator Outturns (Note: the Health check will be attached as a ERP)	Lead Officer - Performance	
		Service Plan Oct 2015 – March 2016 monitoring	Lead Officer – Corporate Planning	
2 in 16/17	12 July 2016 TBC	Work Programme	Scrutiny Officer	2 August 2016 TBC
		Comments, Compliments and Complaints (3Cs) 2015/16 review	Head of Service	

**Essential Reference Paper 'B'**

		Data Protection (Information Security) action plan – annual governance report	Head of Service	
		Medium Term financial strategy (2017/18 to 2020/21)	Director	
		Council Tax Support Scheme (first look at any changes before going out to consultation)	Director and Head of Shared Service <b>TBC</b> after March 2016 meeting	
3 in 16/17	30 August 2016 TBC	Work Programme	Scrutiny Officer	6 September 2016 4 October 2016 TBC
		Annual Governance Statement 2015/16 and action plan 2016/17	<b>TBC</b>	
		Corporate Annual Report 2015/16	Lead Officer – Corporate Planning	
		?		
		?		
		Health check through to June 2016	Lead Officer – Performance	

**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*

<b>Corporate Business Scrutiny</b>	<ol style="list-style-type: none"> <li>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.</li> <li>2. To consider the budget setting proposals and strategies of the Council.</li> <li>3. To make recommendations to the Executive on matters within the remit of the Committee.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ol>
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## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY COMMITTEE – 24 NOVEMBER 2015

#### REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

#### ANNUAL REVIEW OF PARTNERSHIP RISK REGISTER

WARD(S) AFFECTED: ALL

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#### **Purpose/Summary of Report:**

- To review the current partnership protocol for East Herts Council and provide an update to Corporate Business Scrutiny Committee.

<b><u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:</u></b> <b>that:</b>	
<b>(A)</b>	<b>The partnership protocol be reviewed to focus only on those partnerships where formal assurance processes were not in place.</b>
<b>(B)</b>	<b>The register of partnerships is replaced by the “map” of shared services.</b>

#### 1.0 Background

1.1 On 30 November 2010, Corporate Business Scrutiny approved a “Partnership Protocol”, which set out expectations and requirements for managing risks associated with partnership working. This included a register of all partnerships East Herts Council is involved with and a toolkit for entering and exiting partnership arrangements. The original protocol is attached at **Essential Reference Paper B**. Reviews have since been undertaken on an annual basis, the outcome of which is reported to Corporate Business Scrutiny.

#### 2.0 Report

2.1 The partnership protocol was produced during a time at which East Herts Council was engaged in multiple arrangements with different levels of associated risk. The protocol was designed to help understand and manage those risks corporately.

- 2.2 A number of changes have occurred in the overall landscape of partnership working since 2010 which provide a strong context for reviewing the relevance of the partnership protocol. These include:
- 2.2.1 The definition of partnership working has changed substantially within the last five years. The term can be used to describe any relationship between two or more organisations however there are now many different types of governance arrangements in existence to run these partnerships (both in East Herts and nationally). The term 'partnership' is regularly used to describe shared service arrangements (eg. between East Herts and Stevenage Borough Council to deliver Information and Technology Services to each other), contractual arrangements (eg. between East Herts Council and WENTA to deliver business start up advice to residents) and informal arrangements where East Herts Council contributes officer time and other resources but where there are no formal arrangements in place (eg. the Herts Sustainability Forum).
  - 2.2.2 National imperatives to reduce overall expenditure and increase efficiency has reduced the volume of informal partnership working councils are undertaking. This has been evident over the past five years at a countywide and regional level, with East Herts Officers no longer involved in networking/ sharing best practice partnerships (eg. Herts Performance Network, Herts Economic Development Group). Where there is no direct outcome or tangible benefit to be gained from spending officer time at these events, officer involvement has mostly ceased or frequency of attendance greatly reduced.
- 2.3 As a consequence of both the above each service within East Herts Council is constantly evaluating the value for money and outcomes derived from any partnership activity. There has been a general drive towards focusing resources on partnerships that provide measurable benefits and outcomes for East Herts Council and residents.
- 2.4 **Essential Reference Paper C** illustrates all the major types of partnership working that East Herts Council is currently involved with. It is clear that most partnership activity is now underpinned by formal mechanisms and agreements to ensure value for money and tangible benefits (eg. shared services delivery, contracted or commissioned services).



- 2.5 Where a partnership takes on more formal arrangements, relevant controls, checks and balances are applied as part of the Council's overall governance standards. These include:
- 2.5.1 Risk management - any significant business risks are incorporated into the Strategic risk register. Operational risks are recorded on departmental risk registers. These are discussed regularly at team meetings, quarterly at Departmental Management Team meetings and Corporate Management Team and thoroughly reviewed annually as part of the service planning process. The Strategic Risk Register is submitted to the Executive and to Audit Committee. (All risks and controls can be viewed by Members on the Council's performance management software, Covalent).
- 2.5.2 The Shared Internal Audit Service (SIAS) also has an annual programme based on risk areas and issues. Risks associated with major partnership activity is included. For example in 2015 an audit was undertaken on benefits realisation of shared services (Revenues and Benefits Services and Business and Technology Services) and recommendations are shortly to be made to Audit Committee.
- 2.6 The protocol was originally agreed when the majority of partnership activity undertaken by East Herts Council focused upon informal sharing of resources between two or more parties. Since then the breadth and depth of partnership working has increased significantly and the term is used to cover a multitude of different relationships (underpinned by different governance arrangements and proportionate assurance procedures). The usefulness of the protocol is therefore becoming increasingly marginal as a tool to manage risk.
- 2.7 It is proposed that the protocol be reviewed to:
- Specifically focus and apply to those partnerships which are not subject to internal assurance procedures (ie. informal partnerships)
  - Replace the partnership's register with the partnership map (see Essential Reference Paper B). This will be maintained and updated on an annual basis
  - Publish the new protocol on the Council's intranet as a toolkit and checklist for all officers entering new partnership arrangements or reviewing current arrangements

- Direct Heads of Service to the toolkit during their service planning process. The value for money in any partnership activity will therefore be considered on an annual basis.

### 3.0 Implications/Consultations

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

Contact Member: Councillor Anthony Jackson, Ambassador and Executive Member for Shared Services.

Contact Officer: Benjamin Wood, Head of Business Development, Extn: 1699. [benjamin.wood@eastherts.gov.uk](mailto:benjamin.wood@eastherts.gov.uk)

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<i>People</i> – This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Head of Governance and Risk Management, Head of Engagement, Communication and Cultural Services, Portfolio holder for Shared Services (has not seen full paper but has been consulted verbally).
Legal:	None – the protocol only covers informal partnerships without a legal basis.
Financial:	None.
Human Resource:	None.
Risk Management:	Some implications for risk management (hence consultation with Head of Governance and Risk Management). Removing the protocol will remove a policy for assisting with informal partnerships. However assurances are already in place for the majority of our partnership working and this should be sufficient.
Health and wellbeing – issues and impacts:	None.

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## **Draft Partnership Protocol**

November 2010

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## **Introduction**

The Council works with many different partnerships, ranging from major partnerships with significant funding and financial responsibilities to small groups that meet to share best practice.

Local partnerships are essential to deliver improvements in people's quality of life, but they bring risks as well as opportunities; governance can be problematic. Working across organisational boundaries can bring complexity and ambiguity that may confuse and weaken accountability. This document tries to provide a guide to the key processes that can be followed to establish and maintain effective partnerships.

The protocol provides a checklist to clarify the types of partnership that need to be considered. It also outlines a process to follow when establishing or joining new partnerships and when reviewing existing partnerships.

Different approaches need to be adopted according to the nature of the partnership. An informal or low risk partnership requires less management than a formal, statutory or business based partnership, or a community leadership role.

This protocol will be reviewed on a regular basis to ensure that any lessons learnt can be incorporated into future documents.

The protocol reflects the work of the Shared Services Task and Finish Group and the comments from the Corporate Business Scrutiny Committee of 25 August 2009 as received by the Executive Committee of 8 September 2009.

### **What is a partnership?**

There are many descriptions of partnerships. For the Council they include:

- 1) A trusted relationship to deliver a service.
- 2) Two or more organisations sharing risk, reward and resources.
- 3) Two or more organisations working together to deliver a mutually beneficial service / outcome that meets their respective objectives.

Procurement arrangements are covered by the Council's procurement and contractual rules so are not covered by this protocol. They have separate specific legal requirements and procedures that need to be followed. Member and officer networking groups and are also excluded from this protocol.

### **Governance arrangements**

The Council must demonstrate that it has good governance arrangements in place. This extends to its involvement in Partnerships.

The Local Government Act 2000 gives local authorities wide statutory powers to do those things which it considers likely to promote or improve the economic, social or environmental wellbeing of the area. This promotes opportunities for the Council to work with partners although the Council can only participate in activities that it has a statutory power to undertake and must comply with its constitution.

The Council's Director of Internal Services has delegated authority, in consultation with the Leader of the Council, to appoint Council representatives to outside organisations. He / she may therefore

need to be consulted. (Where appointments are purely on a personal basis, i.e. a Member or employee is a trustee of a charity, or a School or College Governor, and is not appointed to that role by the Council, a separate declaration must be made to the appropriate Director. )

Partnerships are a form of agreement and are best set down in writing. Ideas as to what would be the best components of an agreement can be prompted by reference to the checklist found in Appendix C.

### **Corporate register of partnerships (Appendix A)**

The Corporate Support Team maintains a register of all partnerships that the Council participates in. It is the responsibility of each Director to ensure that all appropriate partnerships that their services participate in are registered.

The register will be reported annually to the Corporate Management Team (CMT) and Scrutiny Committees. Colleagues involved in partnerships will still continue to report progress through their usual channels, i.e. Committee, or CMT.

### **Register of individual partnerships (Appendix B)**

This must be completed by the employee accountable for the Partnership and passed to the relevant Director. CMT will undertake an annual review of all registers and any changes notified.

### **Checklist (Appendix C)**

The checklist provides an aide memoire of questions to ask when setting up a new partnership or reviewing an existing partnership. CMT will require this document to be completed if the partnership meets one or more of the following criteria:

- requires a financial commitment over £5,000
- carries significant risk.
- is statutory



- is business based with other agencies such as the voluntary sector, private sector and / or other Councils.
- Is lead by East Herts Council.

Advice is available from the appropriate officer:

<b>Subject</b>	<b>Contact</b>
Finance	Financial Support Services
Performance	Strategic Direction
Constitution / Legal Status	Legal and Democratic Services
Insurance	Risk Assurance Officer
Risk management	Risk Assurance Officer or Director of Neighbourhood Services
Diversity	Community Projects Officer
Business Continuity	Head of Licensing and Community Safety

## **Risk Management**

The Council's Risk Management Strategy details the methodology adopted for the risks pertinent to the Council's accountabilities and responsibilities. Strategic and operational risks are identified through workshops, service plans and Departmental and CMT meetings. Regular risk discussions take place at these meetings. Significant partnership risks which present significant / strategic risk for the Council must be recorded on the Council's risk register. This will ensure that mitigating actions are agreed and progressed.

Where a significant risk lies with more than one organisation, or the outcome is dependant on two or more partners' complementary actions, the risks must be discussed with partners to ensure the issues are owned and managed by all the partners.

## **Insurance**

Partnerships are rarely legal entities in their own right. Staff, members or volunteers will usually work for one entity within the partnership, and goods and services will be procured by one entity.

The Council cannot provide an indemnity to separate legal entities, or members or officers acting solely on behalf of an outside body.

East Herts Council will indemnify its members and officers against liability claims arising from their official Council duties provided that:

- The action, or failure to act that is subject of the claim, was authorised by the Council.
- The member or officer acted in good faith and believed, within reason, that the action or failure to act falls within the powers of the Council, and their delegated powers.

Further Guidance is available on the East Herts Council intranet.

### **New partnerships**

When considering starting a new or joining an established partnership, consider:

- Is the partnership necessary and is it the best way of achieving the objectives?
- Will there be a duplication of the work of other groups or can the Council work with an existing partner instead?
- Will the work of the Partnership contribute to the Council's priorities?

Partnerships with little financial input or risk of damage to reputation may be initiated and / or approved at Director level. In such cases it is only required that Appendix B should be completed at the earliest opportunity.

Significant / formal partnerships must only be initiated or approved by the Executive.

This is not intended to discourage partnership working but to ensure that partnerships are necessary, appropriate and the most effective approach.

A written partnership agreement may be drafted proportionate to need. Suggestion for what might be appropriate components for such an agreement can be extracted from Appendix C.

Time spent in the early stages to develop trust, respect and openness will help enable all partners to make a valuable contribution.

### **Ending a partnership**

It may arise that the Council no longer needs to be part of a particular partnership activity. This may arise when:

- Objectives are achieved.
- Through a realisation that the partnership is not achieving either it's own or the Council's targets.
- That the partnership is not performing and there may be a better way to achieve objectives.
- That the partnership is no longer considered necessary.

For formal partnerships, an exit strategy must be put in place to minimise the problems of closure or withdrawal.

Where the Council proposes to leave a partnership the risks of withdrawal must be given full consideration and measures taken to limit any potential damage.

Prior to the decision to withdraw from or cease a formal partnership it is suggested that a report is prepared for CMT. This should include the reasons for withdrawal and lessons learnt from involvement in the partnership.

An analysis for discussion with the other partners clearly explaining the Council's decision and the proposed timetable for withdrawal should also be prepared.

**Appendix A - Register of partnerships**  
**(Sorted by responsible Officer)**

<b>Name of Partnership</b>	<b>Responsible Officer</b>
Herts Environmental Forum	Cliff Cardoza
SASIG	Simon Drinkwater
Health and Wellbeing Partnership	Simon Drinkwater
Community Safety	Simon Drinkwater
CCTV Partnership	Simon Drinkwater
Housing Partnership / Choice based lettings	Simon Drinkwater
Emergency Planning	Simon Drinkwater
Herts Forward	Anne Freimanis
Safer and Stronger Group	Anne Freimanis
Pathfinder	Alan Madin
Sports Partnership	Will O'Neill
Local Strategic Partnership ○ Learning Partnership ○ Economy, Skills and Prosperity Partnership ○ Children's' Trust Partnership	George Robertson
Highways Joint Member Panel	George Robertson
Herts Waste Partnership	George Robertson
Herts Works Partnership	George Robertson
Green Heart Partnership	George Robertson (in conjunction with Cliff)
Big Lottery Partnership	George Robertson (in conjunction with Cliff)

**Appendix B - Register of individual partnerships**

*(To be completed for all new Partnerships, and then annually. East Herts Council use only).*

Name of Partnership:	
Date questionnaire completed:	
By whom:	
<b>Filter questions;</b> to ensure that register is only completed for genuine/ appropriate Partnerships. <i>If you answer 'yes' to any of the questions below, please do not proceed further as the classification of a partnership is not met.</i>	
Is this a relationship governed by a contract? (Delete as appropriate).	Yes / no
Is this an informal network or consultation group? (Member or officer group).	Yes / no
Is this a joint procurement arrangement?	Yes / no
Is this a private finance initiative?	Yes / no
Is this an agency agreement or a Service Level Agreement	Yes / no

Key information	Narrative. Please do not answer 'yes' or 'no' unless directed. Provide evidence where possible.
Statutory?	Yes / no
Lead Officer (name and title):	
Total partnership budget:	
East Herts Council contribution / Council's total budget:	
What risks face the Council and how are they managed?	
Is a completed issues list required?	Yes / no
Date reviewed by CMT:	
Action / comments (if any)	

**Appendix C - Issues to consider**  
***(For East Herts Council use)***

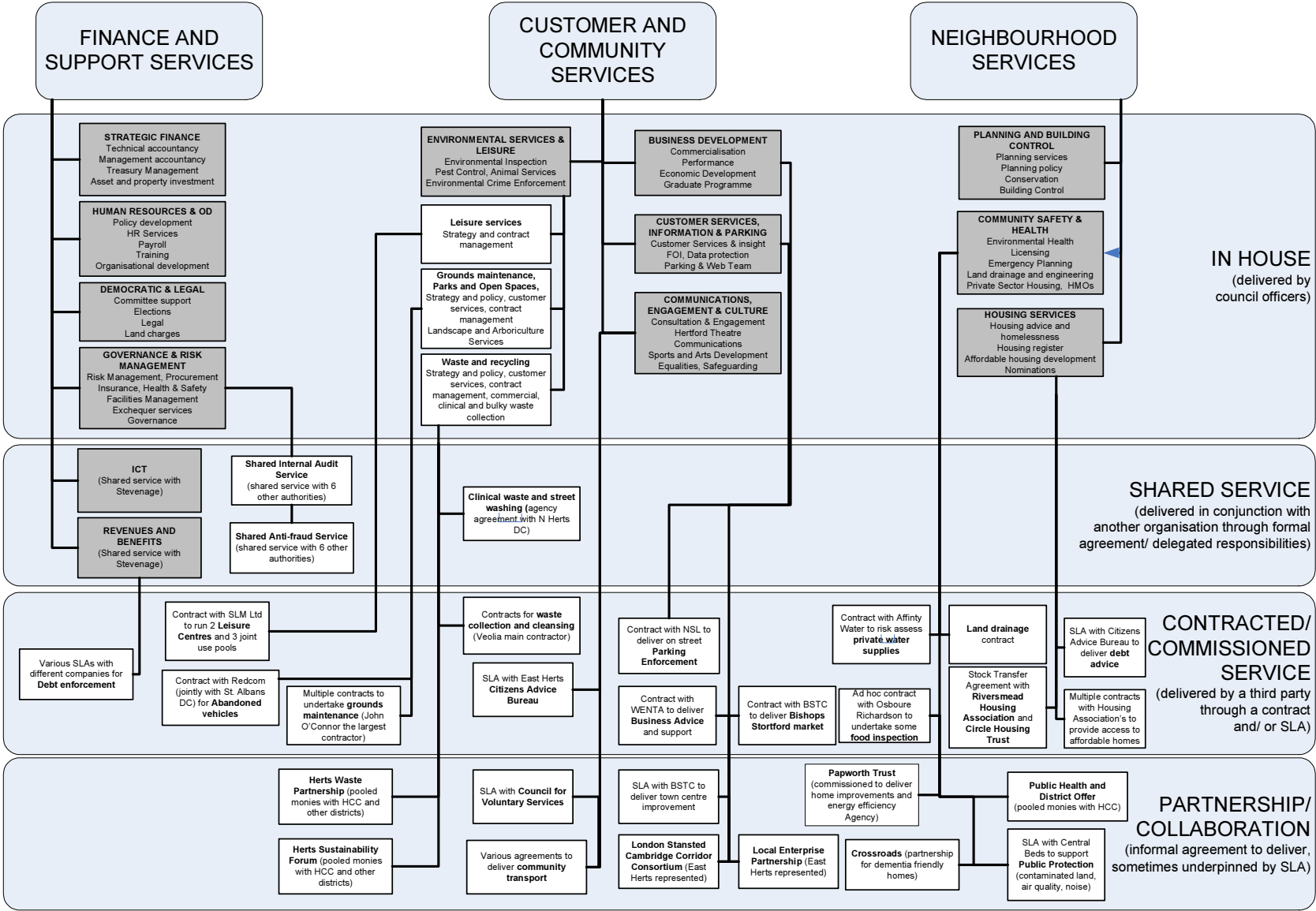
Statutory / Formal ?	
Why is a partnership the best way of meeting this need?	
Purpose / driver / targets:	
Links to other partnership(s):	
Partnership timescale:	
Is the Council clear about the purpose and expected outcomes of the partnership, and are our objectives and priorities met?	
Are there clear lines of communication / reporting to senior managers or Members?	
Are all partners clear about outcomes, their roles, responsibilities, and timescales?	
Does the partnership contribute to corporate priorities?	
Total partnership budget.	
East Herts Council contribution / Council's total budget.	
Future financial commitments for Council.	
Who else funds the Partnership?	
Please list any assets owned by the partnership. (Not owned by individual partners).	
Governance arrangements.	
Is a proper constitutional framework in place?	
Is the partnership's legal status understood?	
Are there clear terms of reference?	
Does the partnership have terms of reference, include dispute resolution?	
How are split decisions resolved, and how are voting decisions weighted?	

Does the partnership have a project or action plan?	
How are partnership rules amended?	
Are meeting agendas and minutes produced, with clear action points?	
Is performance monitored and measured? Does the partnership review its effectiveness against agreed aims, objectives or targets?	
Are there any external review and monitoring mechanisms?	
How are media issues dealt with?	
What risks face the Council and how are they managed?	
Have risks been discussed / identified with partners, recorded, and mitigation measures planned?	
How frequently will risk discussions take place with partners?	
Does the partnership recognise and understand the importance of equalities and diversity issues?	
Have contingency and business continuity arrangements been thought through, and are exit strategies in place?	
Have insurance cover and indemnities been reviewed by the Risk Assurance Officer?	

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# ESSENTIAL REFERENCE PAPER 'C'



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## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY COMMITTEE – 24 NOVEMBER 2015

#### REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

#### 2015/16 SERVICE PLAN AND KEY PROJECTS MONITORING REPORT

WARD(S) AFFECTED: NONE

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#### **Purpose/Summary of Report:**

- This exception report provides a mid-year summary of the council's achievements against its priorities for 2015/16 and key projects. This report also monitors the outstanding service plan actions from 2014/15, 2013/14 and 2012/13.

<b><u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:</u></b>
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<b>The Executive be advised that Corporate Business Scrutiny supports:</b>
--

<b>(A)</b>	<b>The approval of the reported performance for the period April 2015 to September 2015.</b>
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#### 1.0 Background

1.1 In 2011/12 the council agreed its overall priorities for improving the district around the themes of:

- People
- Place
- Prosperity

1.2 These priorities formed the basis of the council's Corporate Plan for 2015/16. Departments within the council produced a service plan to demonstrate what actions will be delivered to help meet those priorities. These were agreed by the Executive in March 2015 and progress is reported to the relevant Scrutiny Committees.

1.3 The council's service planning framework is one of a number of processes where project related activity is identified. Previous years has seen all service plan activity monitored on a six monthly basis

regardless of whether they are project related or more reflective of day to day service activity.

1.4 From 2016/17 onwards the finance and business planning process will result in a forward plan of activity and deliverables over the next four years, as opposed to one year. Much of this will be project based. Therefore this year's monitoring process has been amended to reflect this future direction.

1.5 Scrutiny committees will continue to receive their six monthly monitoring reports. However the focus will be on the delivery of projects captured in the service plans relevant to the committees' terms of reference. This will enable members to focus on strategic areas of importance to the council.

1.6 This report covers the period 1 April to 30 September 2015 for the following services:

- Governance and Risk Management
- Democratic and Legal Support Services (Code reference DLSS)
- Strategic Finance (Code reference FS)
- Human Resources and Organisational Development
- Shared Business and Technology Services (Code reference BTS)
- Information, Parking and Customer Services (Customer Services only – code reference IPCS)

1.7 In addition, outstanding actions from 2014/15, 2013/14 and 2012/13 will also form part of the 2015/16 monitoring process.

## 2.0 Report

2.1 In total there are 32 actions in the service plans detailed in paragraph 1.6, of which:

<b>Number of Actions</b>	<b>Status</b>
16% (5)	Have already been achieved
63% (20)	Are on target
19% (6)	Have had their completion dates revised
3% (1)	To be deleted

2.8 The six actions that have been given a revised completion date are as follows:

- **15-DLSS03 – Undertake General and local elections (District/Town/Parish) and Neighbourhood referenda in 2015.** Although the general and local elections were held without challenge. Residual work in relation to election finance claims needs be completed by the required deadline of November 2015.
- **15-FS01 – Co-ordinate an earlier start and more integrated process for service and budget planning during 2015/16.** The new process started on time in the summer and a member engagement workshop was held on 20 October. Completion date has been revised so all key milestones of the process are monitored and the revised date will be 31 March 2016 to allow time for the budget report, the revised Corporate Strategic Plan and 2016/17 service plans to be agreed.
- **15-BTS01 – Here to Help – Delivery of an on-line IT Service Desk System to provide alternative ways of accessing ICT services.** This is to be delivered through the IT service helpdesk by September 2016 as agreed by Executive in June 2015 as part of the IT strategy.
- **15-BTS02 – Here to Help – Draft and agree new ICT usage policies to enable more flexible use of ICT whilst maintaining strong system security and compliance with the rules laid out by the Public Services Network (PSN) and the Information Commissioner.** The policies have been drafted, the completion date has been revised to take account of the final approval date.
- **15-BTS03 – Upgrade Microsoft Exchange to the 2010 version covering upgraded e-mail and calendar functionality.** This is a corporate project which will require considerable input from all services. The due date needs to be reconsidered, in the context of other priorities. A report will be taken to Corporate Management Team in November 2015 to consider this.
- **15-IPCS12 – Customer Enquiry Management System.** Project postponed so resources can be focused on two other projects. Firstly the revised service and budget planning process as the Customer Services Strategy actions are being embedded into it. The outcomes from the service planning process on access channel management will help inform business requirements for the new management system. Secondly, the completion of the Kiosk and Telephony projects. Therefore the specification and

business need for the system will feature as an action for the 2016/17 Service Plan with a completion date of 30 April 2017.

2.9 Action **BTS04 – Deliver the milestones for 2015/16 set out in the new four year ICT Strategy that will begin in April 2015** has been proposed for deletion. This is because the action is tracked through the performance indicator **EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy** in the quarterly corporate healthcheck report. Therefore this action is duplicating the same information.

2.10 All councillors have access to Covalent (the council’s performance management system), should they wish to interrogate the full progress comments on all 2015/16 Service Plan actions. The Performance Team are able to provide support and training on using the Covalent system if required.

2.11 For 2015/16 there are 33 corporate projects of which 7 are included in the service plans detailed in paragraph 1.6. The status of these project actions are:

<b>Number of Actions</b>	<b>Status</b>
14% (1)	Has already been achieved
57% (4)	Are on target
29% (2)	Have had their completion dates revised

2.12 Full details on the status of these projects are detailed in **Essential Reference Paper ‘B’**.

### **2014/15 Analysis**

2.13 In total there are 15 actions from the 2014/15 Service Plans which are still outstanding, of which:

<b>Number of Actions</b>	<b>Status</b>
33% (5)	Have already been achieved
13% (2)	Are on target
53% (8)	Have had their completion dates revised.

2.14 Of the eight actions that have a revised completion date two are from the 2014/15 Corporate Risk and Procurement Action Plan:

- **14-CRP02 – Production of a corporate land inspection policy.** Significant progress has been made and a draft policy is in place but due to recent acquisition of new land and buildings the policy needs revision with support from services. In addition the policy may be developed county-wide due to interests expressed by other authorities. The governance and risk management team will continue to monitor progress. Revised completion date 31 December 2015.
- **14-CRP04 – Undertake health and safety audits and spot check highest risk services.** The majority of health and safety audits have been completed. Health and safety training was presented to the Executive in September 2015 and regular Member briefings will be provided on the outcome of the audits and spot checks. Revised completion date 31 December 2015.

Three are from the 2014/15 Information, Parking and Customer Services Service Plan:

- **14-IPCS06 – Scope Intranet Development.** Following recommendations from Socitim further consultation with staff has been held, as well as additional analysis undertaken. Findings presented to senior managers and Here to Help group. Report setting out the key action proposals for improving the Intranet is due to be presented to Corporate Management Team by 30 December 2015.
- **14-IPCS10 – My East Herts' Website Tool.** Data for Environmental Services (phase one) has now been confirmed and ready to deploy. Phase 1 will be concluded by 30 December 2015. After which the project will then cease as a separate project, as this work will be subsumed into the development of the 'Customer Enquiry Management System'. This action will feature in the 2016/17 Information, Parking and Customer Services Service Plan.
- **14-IPCS11 – Scope Members Extranet.** Members' needs to be reviewed following district local election in May 2015. Therefore the member's extranet development plan will be ready by 31 March 2016. In addition a bid for implementation resource (fixed term post for 18 month) has been submitted as part of the

2016/17 service planning process to speed up delivery and progress given other service demands in 2016/17.

Two are from the 2014/15 People and Property Services Service Plan:

- **14-PPS05 – Implement the Compliance Action Plan (in respect to council property) which will be monitored by the Operational Risk Management Group.** SIAS recommendations are being implemented. Quarterly compliance updates will be provided to Corporate Management Team. Revised completion date 31 December 2015.
- **14-PPS09 – Implement improvements in procurement in relation to maintenance of East Herts buildings and properties.** New Financial and Procurement Regulations are now in place. Draft Procurement Strategy near completion. Procurement Team are working with the Property team. Compliance reports will be sent to Operational Risk Management Group every quarter and this area has also been picked up on the Strategic Finance risk register. Revised completion date 31 March 2016.

One is from the 2014/15 Business and Technology Services Service Plan:

- **14-BTS03 – Deliver and implement a business case for rationalising and improving the print solutions delivered corporately across partner councils.** The business case for rationalising print solutions is being finalised in November and will be submitted to the senior management teams in both councils by the end of quarter three in 2015/16. Revised completion date 31 December 2015.

### 2013/14 Analysis

2.15 In total there are 3 actions from the 2013/14 Service Plans which were still outstanding, of which:

<b>Number of Actions</b>	<b>Status</b>
33.3% (1)	Has been achieved.
66.6% (2)	Have had their completion dates revised.



- 2.16 One action that requires a revised completion date is from the 2013/14 Facilities Management and Estates Management Action Plan. The action **13-FMEM06 – Implement and action Estates Strategy and Plan 2013/14** will be taken forward with the Asset Management Plan with a target completion date of 31 December 2015.
- 2.17 The other action requiring a revised completion date is from the 2013/14 Information, Parking and Customer Services Service Plan and relates to **13-IPCS06 – Enhanced Self-Service Telephony Systems**. Work is progressing and an upgrade to the telephony network prior to implementation has been agreed with IT for November 2015 after which initial customer deployment will be possible. Revised completion date 31 March 2016.

### **2012/13 Analysis**

- 2.18 There is one action that is outstanding from the 2012/13 Service Plans and requires a revised completion date of 31 March 2016 – **12-CR06 – Support revision of Business Continuity Plan**. This is because a test will take place during winter 2015/16. A scoping meeting was held at end of September 2015 with details of outstanding tasks submitted to the relevant Director.
- 2.19 Full progress comments on all outstanding service plan actions can be accessed on the council's performance management system, Covalent.

### **3.0 Implications/Consultation**

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

#### **Background Papers:**

None.

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:




<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p><b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p><b>Place</b> This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p><b>Prosperity</b> This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
<p>Consultation:</p>	<p>There are no specific consultation implications arising directly from this report.</p>
<p>Legal:</p>	<p>There are no specific legal implications arising directly from this report.</p>
<p>Financial:</p>	<p>There are no specific financial implications arising directly from this report.</p>
<p>Human Resource:</p>	<p>There are no specific human resource implications arising directly from this report.</p>
<p>Risk Management:</p>	<p>There is a generic risk management implication arising from this report, in terms of not completing the actions from Service Plans would be likely to result in not achieving the corporate priorities and objectives.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>A number of the council's service plan actions do support/contribute to the health and wellbeing agenda. Any relevant project actions that are either 'off target', 'have a revised completion date' or are proposed for 'deletion or suspension' are highlighted in the report along with a current service update.</p>

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## 2015/16 Key Corporate Project Actions



Action Code	Action Title	Action Description	Due Date	Expected Outcome Icon	Expected Outcome	Progress commentary April - September 2015
Democratic and Legal Support Services						
15-DLSS01	To implement post transitional Individual Electoral Registration (IER) processes in accordance with prescribed statutory requirements.	<p><b>Target:</b> Comply with statutory requirements.</p> <p><b>Outcome:</b> Effective use of resources allocated to meet statutory requirements. Customers to receive advice and guidance on IER.</p> <p><b>Critical Success Factors:</b> Utilisation of resources to meet statutory duties.</p> <p><b>Environmental Impacts:</b> None</p>	01-Dec-15		Action On Target	On target 2015 IER canvas underway, recruitment of canvases completed. All statutory process undertaken in order to meet statutory publications date for register of 1 December 2015.
Governance and Risk Management						
15-GRM03	To achieve a paperless ordering process	<p><b>Target:</b> Review of processes in place for the payment of invoices and to implement an electronic process providing a saving to both Council and suppliers and a more compliant way of working.</p> <p><b>Outcome:</b> Everything ordered electronically, with an intention to shorten the process time to less than 30 days.</p> <p><b>Critical Success Factors:</b> Systems to be available for data analysis.</p> <p><b>Environmental Impacts:</b> Reducing waste and preventing deforestation.</p>	31-Mar-16		Action On Target	On target to meet completion date. Meetings have taken place with Head of Strategic Finance, who is leading the tender process for a new finance system. The Procurement Officer will continue to work closely with the Head of Strategic Finance. Process mapping of the Exchequer Services function has been undertaken.
15-GRM04	To achieve a fully electronic procurement process	<p><b>Target:</b> Implement a more updated electronic-sourcing tool with full take up by all staff, ensuring the Council are fully compliant with EU and UK Law and their own Procurement Regulations. Providing better access to local and SME suppliers to bid for work with the Council.</p> <p><b>Outcome:</b> New e-sourcing tool utilised by all staff. Possible increase in SME suppliers bidding for work.</p> <p><b>Critical Success Factors:</b> Procurement information must be shared with the Procurement Officer.</p> <p><b>Environmental Impacts:</b> Reducing waste and preventing deforestation.</p>	31-Mar-16		Action Achieved	Action achieved. Electronic system is now in use and instructions to staff are available on the Intranet.

Action Code	Action Title	Action Description	Due Date	Expected Outcome Icon	Expected Outcome	Progress commentary April - September 2015
Information, Parking and Customer Services						
15-IPCS02	Telephone Improvement Project	<p><b>Target:</b> To maximise the use of the telephone systems features for customer and staff benefit to deliver efficient and effective service through the telephone access channel.</p> <p><b>Outcome:</b> Clarity and consistency of telephone feature use for improved customer and staff satisfaction.</p> <p><b>Critical Success Factors:</b> Service resources to spend time on reviewing, evaluating and setting up telephone access channel, time for all staff to receive training, all managers to support local telephone training using tools and resources created, staff support, IT resources to support changes to telephone call network, systems and routing, IT knowledge to support making changes and to support services in their use of the phone system. Customer Service team involvement in all call planning and design.</p> <p><b>Environmental Impacts:</b> Effective closure of service request by telephone reduces environmental impact of face to face and paper based service delivery.</p>	31-Mar-16		Action On Target	Phase 1 project complete with closure report presented to Corporate Management Team(CMT). Phase 2 project approved at ITSG (Information Technology Steering Group) with resources to fund initial upgrades of voice recognition system approved and for data cleansing. Phase 2 continues beyond April 2016 and an action plan is currently being established with prioritised actions.
15-IPCS03	Website Accessibility Review	<p><b>Target:</b> An action plan to achieve Disability Discrimination Act/Web Content Accessibility Guidelines v2 compliance and additional practical measures to support accessibility of the Council's website.</p> <p><b>Outcome:</b> Assurance and actions to ensure the Council's website is as accessible as possible.</p> <p><b>Critical Success Factors:</b> Funding, Service resources to amend web content, IT resources to amend any web based service provision, Digital Media and Information team resources.</p> <p><b>Environmental Impacts:</b> none, electronic service delivery has a positive impact on reducing environmental impact of existing service delivery.</p>	30-Sep-15		Action On Target	Report concluded with actions being implemented. Website found to be accessible. Enhancements include changes to template design which will be incorporated with the outputs from the Socitm work on our intranet and the proposal to establish device responsive webpages.
15-IPCS12	Customer Enquiry Management System	<p><b>Target:</b> Replacement of Lagan CRM with user focused flexible system to support Customer Services in their delivery of first point of contact services</p> <p><b>Outcome:</b> More efficient and flexible service delivery, reduction in cost of service delivery.</p> <p><b>Critical Success Factors:</b> IT resources to develop solutions to support service delivery without Lagan. Digital Media and Information Manager resource for web based support system design. Customer service resources to specify, develop and test new system requirements. Council wide support for revisions to corporate complaint system.</p> <p><b>Environmental Impacts:</b> Self-service and assisted service provision can reduce the Council's environmental impact.</p>	31-Mar-16		Revised Completion Date	Project postponed so resources can be focused on two other projects. Firstly the revised service and budget planning process as the Customer Services Strategy actions are being embedded into it. The outcomes from the service planning process on access channel management will help inform business requirements for the new management system. Secondly, the completion of the Kiosk and Telephony projects. Therefore the specification and business need for the system will feature as an action for the 2016/17 Service Plan with a completion date of 30 April 2017.

Action Code	Action Title	Action Description	Due Date	Expected Outcome Icon	Expected Outcome	Progress commentary April - September 2015
Shared Business and Technology Services						
15-BTS01	Here to Help Delivery of an on-line IT Service Desk System to provide alternative ways of accessing ICT services.	<p><b>Target:</b> Delivered by December 2015.</p> <p><b>Outcome:</b> Customers better able to access services and assess performance.</p> <p><b>Critical Success Factors:</b> Resolving likely resource and priority conflicts.</p> <p><b>Environmental Impacts:</b> None.</p>	31-Dec-15		Revised Completion Date	This is to be delivered through the IT service helpdesk by September 2016 as agreed by Executive in June 2015 as part of the IT strategy.

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## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY – 24 NOVEMBER 2015

#### REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

#### QUARTERLY CORPORATE HEALTHCHECK – QUARTER TWO/ SEPTEMBER 2015

WARD (S) AFFECTED: All

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#### Purpose/Summary of Report:

- To provide a report on finance, performance and strategic risk monitoring for East Herts Council for 2015/16 as at September 2015.
- The revenue budget for 2015/16 is £14.133m. The forecast position as at 30 September 2015 shows an underspend of £556k in 2015/16. The main contributory factors are underspends against service budgets of £149k and underspends against corporate items totalling £407k. This is in comparison to the £448k overspend in service budgets and £302k underspend against corporate items (a total overspend of £144k) reported in the Quarter One/June Healthcheck report.
- The capital budget for 2015/16 is £2.718m. The forecast position shows a variance of £581k underspent.
- Overall 10 out of the 16 performance indicators in Corporate Business Scrutiny's basket (that have a target) are either on target or exceeding their target as at September 2015/Quarter Two. The remaining six performance indicators are off target.
- Overall for the short term trend eight indicators out of the 16 performance indicators in Corporate Business Scrutiny's basket are showing an improvement when performance is compared to the previous period. Two indicators have maintained the same level of performance and six have declined.

**RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:**

That, in relation to the following items:

(A)	The revenue budget forecast underspend of £556k (paragraph 2.1).
(B)	The use of the General Reserve to fund the settlement of the collective action bought against the Council in respect of Land Charges for £78k (paragraph 2.6.3)
(C)	The use of the transformation reserve to fund the compensation payments in respect of changes to the employee expenses policy of £198k (paragraph 2.9)
(D)	Proposed slippage on the following capital schemes: <ul style="list-style-type: none"><li>• Hartham Common, preliminary works, £25k (paragraph 3.3)</li><li>• Castle Weir, Micro Hydro Scheme, £201k (paragraph 3.4)</li><li>• Historic Building Grants, £36.7k (paragraph 3.5)</li><li>• Fanshawe Swimming pool, air conditioning, £15k (paragraph 3.6)</li></ul>
(E)	Members to note the indicators that could be a risk of decline in the future as set out in paragraph 7.2.
(F)	Members to note the amendment to the indicator set out in paragraph 7.4.
<b>The Executive be advised that the Corporate Business Scrutiny Committee has considered Items (A), (B), (C), (D), (E) and (F) and has no comments to make.</b>	

**1.0 BACKGROUND**

1.1 This is the finance and performance monitoring report for the council.

1.2 In February 2015 Council agreed a balanced budget for the 2015/16 financial year. This report sets out the financial position for the year to date and provides forecasts for the outturn position.

1.3 In 2014 Council approved the performance measures that would be monitored. This report sets out the year to date performance against those targets.

## 2.0 REVENUE BUDGET

2.1 The Council is forecast to underspend in 2015/16 by £556k. Table 1 below shows the current forecast outturn position as at 30 September 2015 by directorate.

**Table 1: Revenue forecast outturn:**

Revenue	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Customer and Community Services	6,574	6,503	(71)
Neighbourhood services	3,053	3,297	244
Finance and Support services	5,255	4,933	(322)
<b>Net cost of Services</b>	<b>14,882</b>	<b>14,733</b>	<b>(149)</b>
Priority Spend Budget	150	150	-
Contingency Budget	370	41	(329)
Contributions to/(from) reserves	(1,269)	(1,347)	(78)
<b>Total</b>	<b>14,133</b>	<b>13,577</b>	<b>(556)</b>

2.2 The key service budget variances in the forecast outturn are summarised below in Table 2. The quarterly variance shows a movement of £597k from an overspend of £448k to an underspend of £149k.

**Table 2: Service budget variances since Quarter one.**

Quarter on Quarter Variance	Variance £'000
Graduate Scheme	(18)
Refuse Contract	49

Kerbside Recycling	120
Clinical Waste	19
Environmental Services	113
Environmental co-ordination grants	(10)
Leisure Services	(21)
Hertford Theatre – Pantomime	(30)
Hertford Theatre – cinema	(25)
Car Park Pay and Display income	(34)
Herford Car Parks	(12)
Planning and Building Control Salaries	(62)
Planning Policy – local plan	(51)
Development Management pre application fee	(30)
Development Management- Appeals	40
Development Management – S106	(19)
Environmental Health Promotions	(100)
Police Community Support Officers	(11)
Revenues and Benefits salaries	(31)
Revenues and Benefits	(15)
Old River Lane	(427)
Land Charges	78
Other small variances	(120)
<b>Total Quarterly Variance</b>	<b>(597)</b>

2.3 The main variances in the forecast outturn are set out below by Directorate and can be found in **Essential Reference Paper B.**

### **Customer and Community Services**

2.4 The forecast outturn position shows an underspend of £71k. Table 3 below shows the breakdown by service.

**Table 3: Customer and Community Services forecast outturn**

<b>Community and Customer Services</b>	<b>ORIGINAL BUDGET</b>	<b>FORECAST OUTTURN</b>	<b>VARIANCE</b>
--	------------------------	-------------------------	-----------------

	£'000	£'000	£'000
Chief Executive and Director of Customer and Community	151	108	(43)
Business Development	360	422	62
Communications, Engagement and Culture	928	883	(45)
Customer Services and Parking	(474)	(542)	(68)
Environmental Services	5,609	5,632	23
<b>Total:</b>	<b>6,574</b>	<b>6,503</b>	<b>(71)</b>

Key variances arising this month:

- 2.4.1 Salaries within Customer and Community are expected to be £42k overspent. This represents a £20k improvement on the forecast overspend reported in August 2015. The additional funding of £18k from reserves highlighted in July 2015 will no longer be utilised as the recruitment of a candidate to the graduate post has been unsuccessful.
- 2.4.2 An underspend of £73k against the Refuse and Recycling contract is expected due to contract inflation being lower than budgeted for. This is a reduction of £49k against the previously reported £122k underspend.
- 2.4.3 The Kerbside Recycling budget is anticipated to be £120k over the 2015/16 budget. This is due to an additional £65k expenditure on the cost of dealing with contaminated recycling. The kerbside recycling income budget is forecast to be £55k below budget due to lower price received for recyclables.
- 2.4.4 There is lower demand for Clinical waste sharps containers and sacks this year due to cyclical purchasing by customers, who tend to buy in bulk. The 2014/15 outturn was higher than the estimate for this reason. This will lead to an anticipated £19k shortfall in income in 2015/16.
- 2.4.5 Due to a low take up of grants the Environmental co-ordination budget will be underspent by £10k.

- 2.4.6 The Leisure Services budget will be underspent by £21k in 2015/16. This is made up of an £11k reduced cost of ground maintenance and a £14k reduction in the management fee due to the Council's capital investment at Hartham Leisure Centre.
- 2.4.7 The Pantomime at Hertford Theatre is anticipated to generate additional income of £30k above the original budget.
- 2.4.8 Demand at the cinema at Hertford Theatre has exceeded expectations, resulting in £25k additional income forecast in 2015/16.
- 2.4.9 Predicted Pay and Display income at the Councils car parks continues to be above profiled income levels. An additional £301k is expected in 2015/16, this is £34k above the level forecast as at 30 June.

Key variances previously reported:

- 2.4.10 An increased customer base in Commercial Waste has resulted in anticipated additional income of £67k in 2015/16.
- 2.4.11 The contribution from Hertfordshire Council linked to Recycling (Alternate Financial Model – AFM) is expected to be lower than budget by £60k.
- 2.4.12 Following the community right to challenge the management fee to Bishops Stortford Town council for running the Market will exceed the approved budget by £47k. This is currently being managed as a pressure within the service
- 2.4.13 Following the sale of the lease for Bircherley Green Car Park in Hertford at the end of March 2015, the Council is no longer responsible for the running of the car park. Therefore a net overspend of £126k is reported mainly due to lost income. This is currently being managed as a pressure within the service.
- 2.4.14 Use of the RingGo pay by phone service in the pay and display car parks is expected to increase by 30% in 2015/16. The cost to the motorist of using this council are passed on to the Council, an additional cost of £14k is predicted. This is currently being managed as a pressure within the service.

2.4.15 The consultation for Bishop's Stortford Parking Futures has been expanded in agreement with the Portfolio holder, with additional costs of £7k in 2015/16. This is currently being managed as a pressure within the service.

2.4.16 Sawbridgeworth and Buntingford town Councils will no longer be subsidising Pay and Display parking, resulting in a £25k reduction in income. As approved by Executive on 8<sup>th</sup> June 2015, this is to be funded through use of the New Homes Bonus Priority Spend budget.

2.4.17 A rent review of the Causeway car park in Bishop's Stortford has been completed, this will increase the rental cost to the Parking Service by £58k per year. This is currently being managed as a pressure within the service.

### Neighbourhood Services

2.5 The forecast outturn position shows a £244k overspend. Table 4 below shows the breakdown by service.

**Table 4: Neighbourhood Services forecast outturn**

<b>Neighbourhood Services</b>	<b>ORIGINAL BUDGET £'000</b>	<b>FORECAST OUTTURN £'000</b>	<b>VARIANCE £'000</b>
Director of Neighbourhood	112	125	13
Corporate Support Team	108	107	(1)
Community Safety and Health	1,197	1,236	39
Housing Services	567	604	37
Planning and Building Management	1,069	1,225	156
<b>Total:</b>	<b>3,053</b>	<b>3,297</b>	<b>244</b>

Key variances arising this month:

2.5.1 The salary budget within Neighbourhood services is predicted to be £129k overspent. Additional funding for salaries is approved to come from Contingency budget (£8k), contributions from reserves (£13k) and from additional income (£50k); a total of £71k reducing the

budget pressure to £58k. This budget pressure has increased by £23k since August 2015 mainly due to increased agency staff costs in Development Management.

- 2.5.2 It is expected that an element of the 2015/16 local plan expenditure in the Planning Policy service will slip into 2016/17, although the amount is still uncertain at this stage of the financial year. This is funded through the Local Development Framework reserve therefore there will be a reduction in the amount drawn down in 2015/16.
- 2.5.3 £30k additional income is anticipated in the Development Management Service from pre application fees to be received in February 2016 in relation to the Bishop's Stortford Goods Yard Site. This will be offset by increased agency staff costs as detailed above.
- 2.5.4 The appeals expenditure budget in Development Management is expected to be £40k above budget. This is due to the use of consultants at Public Inquiry to present the Councils case and the instruction from the Executive for all major residential schemes submitted from July onwards to be subject to rigorous financial assessment.
- 2.5.5 An additional £19k of S106 income is anticipated in Development Management.
- 2.5.6 The second receipt of £100k from Hertfordshire County Council as a contribution towards Public Health promotions (paragraph 2.5.10) will be in January 2016. This will be transferred to reserves as expenditure is programmed in 2016/17.
- 2.5.7 The budget for PCSOs (Police Community Support Officers) will overspend by £19k as 4 posts are being funded rather than the budgeted 3. Additional funding has been received reducing this overspend by £11k to £8k.

Key Variances previously reported:

- 2.5.8 The 2015/16 budget for Planning Application fees was increased in line with historic trends. Whilst the volume of planning applications received to 31<sup>st</sup> August is consistent with previous years the size of these are small in financial value. An under achievement in income of £189k is currently forecast. This is currently being managed as a pressure within the service.



2.5.9 Based on current trends the Building Control income received from Safestyle will be £40k lower than budget, due to a lower number of applications than expected. This is currently being managed as a pressure within the service.

2.5.10 A contribution towards Public Health promotions of £100k has been received from Hertfordshire County Council. As agreed at Council on 18 February 2015 match funding of £100k from East Herts will be used to support this project funded from the New Homes Bonus priority fund.

### Finance and Support Services

2.6 The forecast outturn position shows an underspend of £322k. Table 5 below shows the breakdown by service.

**Table 5: Finance and Support Services forecast outturn**

<b>Finance and Support Services</b>	<b>ORIGINAL BUDGET £'000</b>	<b>FORECAST OUTTURN £'000</b>	<b>VARIANCE £'000</b>
Director of Finance and Support	118	124	6
Business and Technology Services	1,296	1,294	(2)
Corporate Governance and Risk	1,487	1,535	48
Democratic Services and Legal	1,131	1,186	55
Human Resources and OD	328	379	51
Revenues and Benefits Shared Service	319	210	(109)
Strategic Finance	530	147	(383)
Other Corporate Budgets	46	58	12
<b>Total:</b>	<b>5,255</b>	<b>4,933</b>	<b>(322)</b>

Key variances arising this month:

2.6.1 An overspend of £24k against the Salary budgets is anticipated in Finance and Support Services. Funding of £25k has been agreed

from the contingency budget, £39k from reserves and £52k from other sources. A total of £116k funded from other sources resulting in a £92k underspend, a £9k improvement since August 2015.

2.6.2 The purchase of the Old River Lane site in Bishop's Stortford will lead to a net increase in revenue income in 2015/16. This is currently forecast to result in additional net income of £427k this financial year. There is a corresponding in year reduction in interest income received of £144k as a result of using cash balances to fund this investment. This variance is not shown in this report but will be reflected in the updated Medium Term Financial Plan. Full details of the implications of this acquisition can be found in **Essential Reference Paper I.**

2.6.3 A collective action (APPS) was bought against the Council by Property Search Companies relating to a dispute on the terms by which the Council provided property search information. The settlement sum due to be paid is anticipated to be no greater than £188k. A Government Grant of £110k has been received to partially offset this. The balance of £78k will be funded through the General Reserve, this is reflected in the figures shown in paragraph 2.1.

Key Variances previously reported:

2.6.4 The housing association lease at Charrington's House has expired and will not be renewed therefore there will be a shortfall in income of £41k in 2015/16. This is currently being managed as a pressure within the service whilst alternative tenants are identified.

2.6.5 External Audit fees are anticipated to be £30k lower than budget, due to a new External Auditor, EY, being appointed from 2015/16 with a lower fee agreed by PSAA (Public Sector Audit Appointments).

2.6.6 Worldpay transaction charges are forecast to be higher than budget, although this is partially offset by savings from bank charges, resulting in a £12k overspend. This is further offset by treasury management fees which are £5k lower than budget.

### **Non-departmental budgets**

2.7 The Priority Spend budget for 2015/16 is £697k. As approved by Executive on 8<sup>th</sup> June 2015 £150k is allocated in 2015/16 with the remainder to be transferred to the New Homes Bonus Priority Fund

Reserve. The uncommitted balance is £547k and future requests will be drawn down from the Reserve as they are approved. **Essential Reference Paper C** shows the amounts committed against the New Homes Bonus Priority Spend budget.

- 2.8 The Contingency budget of £370k allows for unforeseen events to be funded in-year. **Essential Reference Paper D** shows the amounts committed against the Contingency budget. As at 30th September the £41k funded through the contingency budget all relates to items approved by CMT prior to 1<sup>st</sup> April 2015.
- 2.9 A collective agreement was reached with Unison in September 2015 on the proposed changes to employee expenses policy with respect to car mileage rates, removing the essential lump payment of £1,239 per annum and reducing the mileage rate from 65p per mile to the HMRC rate of 45p per mile. The final decision on whether to accept the policy rests with Local Joint Panel, which meets on 2 Dec 2015, and HR Committee, which meets on 13 January 2016. To reach this agreement a compensation payment was agreed to be made to employees in January 2016. The estimated cost of the compensation payment is £198k which will be funded from the transformation reserve.

### 3.0 CAPITAL PROGRAMME

- 3.1 The 2015/16 capital forecast expenditure is summarised in Table 6 below. **Essential Reference Paper E** sets out the detailed forecast on each scheme.

**Table 6: Capital forecast outturn**

Service	Approved budget £'000	Revised Budget £'000	Forecast outturn £'000	Proposed over/under £'000	Proposed slippage £'000
Customer and Community Services	782	1,180	945	(235)	226
Neighbourhood services	927	903	766	(137)	36.7

Finance and Support services	1,009	20,999	20,790	(209)	15
<b>Total</b>	<b>2,718</b>	<b>23,082</b>	<b>22,501</b>	<b>(581)</b>	<b>277.7</b>

Key variances arising this month:

- 3.2 The Finance and Support Services capital budget has increased to reflect the £19.55m acquisition cost of the Old River Lane site.
- 3.3 It is proposed that the capital project for preliminary works at Hartham Common associated with the development of the major play site project to be undertaken in 2016/17, is reprogrammed to 2016/17 to allow greater investigation work to take place to create an appropriate brief. It is recommended that the £25k budget is slipped into 2016/17.
- 3.4 The Castle Weir Micro Hydro Scheme is subject to a rigorous approval by the Environment Agency (EA). The Land Drainage team and the EA are to agree operation protocols following improvement works and automation of the main weir gates. It is recommended that the £201k budget for this is slipped into 2016/17.
- 3.5 Take up of Historic Building Grants has been limited in the first half of 2015/16 leading to a lower level of expenditure. It is recommended that £36.7k is slipped into 2016/17.
- 3.6 The scheme for replacement air conditioning at Fanshawe Swimming pool offices is on hold pending a decision on joint provision capital expenditure. It is recommended that the £15k budget is slipped into 2016/17.
- 3.7 There will be a forecast underspend of £100k against the Decent Homes Grant capital budget due to the current lack of referrals and time from initial assessments to completion of works. There is no recommendation to slip this budget to 2016/17 at this point as the 2016/17 is deemed to be sufficient to meet the likely demand.

Key variances previously reported:

- 3.8 A drawdown of £30k from the Operational Buildings budget was approved in December 2014 for air conditioning works at Buntingford Service Centre. Whilst this project was completed 5 months after the timetabled completion date a significant saving of £15k was

achieved. This has been transferred back into the operational Buildings Rolling programme budget to be used for other capital projects. The uncommitted balance on this budget is £125k, a programme of minor works to improve Old River Lane is currently being developed and will result in this budget being utilised.

3.9 There is a forecast £10k overspend on Commercial Waste bins capital budget due to the rise in new customers (see paragraph 2.4.11) which is offset by an increased revenue forecast. There is currently no recommendation to adjust the budget for this projected overspend at this stage in the financial year.

3.10 Currently £200k of the £400k capital ICT rolling programme remains uncommitted. There is currently no recommendation to adjust the budget for this projected underspend at this stage in the financial year.

#### **4.0 VIREMENTS**

4.1 There are no virements to report to date.

#### **5.0 SAVINGS**

5.1 The approved savings for 2015/16 total £107k. 100% of the 2015/16 savings will be achieved. **Essential Reference Paper F** sets out these savings.

#### **6.0 DEBTORS**

6.1 Total Outstanding debt as at 30th September 2015 is £1.045m. This is a 89% increase from the previous quarter mainly due to £830k of invoices raised in respect of the Revenues and Benefits shared service at the end of September 2015, these invoices are not due to be paid until the end of October 2015.

6.2 Essential Reference Paper G analyses the profile of aged debtors

#### **7.0 PERFORMANCE ANALYSIS**

##### **Performance against targets**

7.1 Table seven shows movement in performance when compared to the last reporting period for measures where there is a RAG status. Seven indicators are showing an improvement. Two indicators have maintained the same level of performance and six indicators show a

decline in performance.

<b>Performance Indicator Short Name</b>	<b>Performance Status (RAG)</b>	<b>Movement since last reported</b>
<b>EHPI 10.2</b> – Council tax collection, % of current year liability collected	<b>Green</b>	<b>Improved</b>
<b>EHPI 10.4</b> – NNDR (Business rates) collection, % of current year liability collected	<b>Green</b>	<b>Improved</b>
<b>EHPI 181</b> – Time taken to process Housing Benefit new claims and change events	<b>Green</b>	<b>Improved</b>
<b>EHPI 9.2</b> – Percentage Resolution of ICT Incidents Within 4 Hours	<b>Green</b>	<b>Improved</b>
<b>EHPI 9.3</b> – Average ICT Incidents per day	<b>Green</b>	<b>Improved</b>
<b>EHPI 9.4</b> – Percentage of Calls Abandoned on ICT Service Desk	<b>Green</b>	<b>Improved</b>
<b>EHPI 9.6</b> – Satisfaction with ICT Services	<b>Green</b>	<b>Improved</b>
<b>EHPI 5.4</b> – % of complaints to the Local Government Ombudsmen that are upheld	<b>Green</b>	<b>Stayed the same</b>
<b>EHPI 5.2a</b> – % of complaints about the Council and its services that are upheld a) 1st stage.	<b>Green</b>	<b>Declined</b>
<b>EHPI 9.1</b> – Percentage availability of core ICT systems during supported hours	<b>Green</b>	<b>Declined</b>
<b>EHPI 2.12</b> – Service requests: environmental health	<b>Amber</b>	<b>Stayed the same</b>
<b>EHPI 8</b> – % of invoices paid on time	<b>Amber</b>	<b>Declined</b>
<b>EHPI 157c</b> – Processing of planning applications: Other applications	<b>Amber</b>	<b>Declined</b>
<b>EHPI 9.8</b> – Delivery of Key Milestones in the ICT Strategy	<b>Red</b>	<b>Improved</b>

**Table 7:**

<b>EHPI 5.1</b> – % of complaints resolved in 14 days or less	<b>Red</b>	<b>Declined</b>
<b>EHPI 5.2b</b> – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	<b>Red</b>	<b>Declined</b>

### **Potential future issues**

7.2 Further analysis by the Performance Team shows that the following measures are either ‘Amber’ or ‘Red’ already and at risk of further decline. The indicators are:

- EHPI 157c – Processing of planning applications: Other applications. This indicator is ‘Amber’ and has had a declining long term trend for the past five consecutive months and is at risk of moving to ‘Red’.
- EHPI 8 – % of invoices paid on time. This indicator is ‘Amber’ and is the first time showing a declining long term trend.
- EHPI 5.1 – % of complaints resolved in 14 days or less. This indicator is ‘Red’ and is the first time showing a declining long term trend.
- EHPI 5.2b – % of complaints about the council and its services that are upheld: 2nd stage – appeal. This indicator is ‘Red’ and is the first time showing a declining long term trend.

7.3 Please refer to performance indicator summary analysis in **Essential Reference Paper H** for full performance indicator analysis.

### **Proposed changes to performance indicators**

7.4 Please note and agree the following change:

- **EHPI 9.5 – Percentage of ICT Calls Resolved at First Point of Contact.** It had been agreed with the portfolio holder that this performance indicator be removed from the monitoring basket.

## **8.0 IMPLICATIONS/CONSULTATIONS**

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

### **Background Papers:**

**Essential Reference Paper B** shows the revenue outturn forecast variances.

**Essential Reference Paper C** shows the amounts committed against the priority spend budget.

**Essential Reference Paper D** shows the amounts committed against the contingency budget.

**Essential Reference Paper E** shows detailed information on the capital programme.

**Essential Reference Paper F** shows the achievement of the Council's 2014/15 savings to date.

**Essential Reference Paper G** shows the council's sundry debtors arrears as at 30<sup>th</sup> September 2015.

**Essential Reference Paper H** shows the full set of performance indicators that are reported on a monthly basis.

**Essential Reference Paper I** shows information relating to the purchase of Old River Lane.

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p><b>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</b></p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p><b>Place – Safe and Clean</b></p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p><b>Prosperity – Improving the economic and social opportunities available to our communities</b></p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p>Discussions have taken place with Directors, Heads of Service and external partners to construct an accurate revenue and capital financial forecast and performance report.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>Financial implications are included in the body of the report.</p>
<p>Human Resource:</p>	<p>There are no Human Resources implications.</p>
<p>Risk Management:</p>	<p>The Healthcheck report considers emerging risks to the in-year delivery of the Council budget and performance targets and sets out the mitigation of those risks.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There no direct Health and Wellbeing issues arising as a result of the recommendations in this report.</p>

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## 2015/16 Revenue Forecast - Month ended September 2015

		Original Budget 2015/16	Budget to date	Actual to date	Variance to date	Forecast outturn	Variance
		£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community Services	Chief Executive and Director of Customer and Community Services	151	75	50	(25)	108	(43)
	Environmental Services	5,609	3,141	2,941	(200)	5,632	23
	Customer Services and Parking	(474)	(122)	(1,032)	(910)	(542)	(68)
	Communications, Engagement & Cultural Services	928	558	488	(70)	883	(45)
	Business Development	360	191	252	61	422	62
	<b>Customer and Community Services Total:</b>	<b>6,574</b>	<b>3,843</b>	<b>2,699</b>	<b>(1,144)</b>	<b>6,503</b>	<b>(71)</b>
Neighbourhood Services	Director of Neighbourhood Services	112	55	65	10	125	13
	Corporate Support Team	108	54	53	(1)	107	(1)
	Community Safety & Health	1,197	671	328	(343)	1,236	39
	Housing Services	567	280	259	(21)	604	37
	Planning & Building Management	1,069	512	604	92	1,225	156
	<b>Neighbourhood Services Total:</b>	<b>3,053</b>	<b>1,572</b>	<b>1,309</b>	<b>(263)</b>	<b>3,297</b>	<b>244</b>
Finance and Support Services	Director of Finance and Support Services	118	59	63	4	124	6
	Human Resources & OD	328	163	189	26	379	51
	Business & Technology Shared Services	1,296	648	733	85	1,294	(2)
	Strategic Finance	530	237	243	6	147	(383)
	Governance & Risk Management	1,487	847	976	129	1,535	48
	Democratic Services & Legal	1,131	561	603	42	1,296	165
	Revenues & Benefits Shared Service	319	18,059	17,880	(179)	210	(109)
	Other Corporate Budgets	46	17	(672)	(689)	58	12
	<b>Finance and Support Services Total:</b>	<b>5,255</b>	<b>20,591</b>	<b>20,015</b>	<b>(576)</b>	<b>5,043</b>	<b>(212)</b>
<b>Net Cost of Services Total:</b>		<b>14,882</b>	<b>26,006</b>	<b>24,023</b>	<b>(1,983)</b>	<b>14,843</b>	<b>(39)</b>
Priority Spend Budget		150	150	150	-	150	-
Contingency Budget		370	370	41	(329)	41	(329)
Contributions to/ (from) reserves		(1,269)			-	(1,269)	-
Funding					-		-
<b>Non Departmental Budgets Total:</b>		<b>(749)</b>	<b>520</b>	<b>191</b>	<b>(329)</b>	<b>(1,078)</b>	<b>(329)</b>
<b>Total:</b>		<b>14,133</b>	<b>26,526</b>	<b>24,214</b>	<b>(2,312)</b>	<b>13,765</b>	<b>(368)</b>

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## 2015/16 Priority Spend Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
Priority Spend Budget	697		
<b>Budget Commitments:</b>			
Parking Services	340	30	One-off funding to support car park pay & display income
Public Health Promotions	100	100	Match funding to support health and wellbeing funds received from Hertfordshire County Council.
Economic Development	20	20	To support Wenta business advice services
<b>Remaining Priority Spend Budget:</b>	<b>237</b>	<b>547</b>	<b>Transferred to Reserves</b>

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2015/16 Contingency Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
<b>Contingency budget</b>	370		
<b>Budget Commitments:</b>			
HR - Salaries	10	10	Approved by CMT in 2014/15
Strategic Finance - Salaries	16	15	Approved by CMT in 2014/15
Environmental Health - Salaries	26	6	Approved by CMT in 2014/15
Community Protection - Salaries	2	2	Approved by CMT in 2014/15
Environmental Services - Salaries	15	-	Approved by CMT in 2014/15
Housing Needs Survey	9	9	Approved by CMT in 2014/15
<b>Remaining Contingency Budget:</b>	<b>292</b>	<b>329</b>	

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## 2015/16 CAPITAL EXPENDITURE SUMMARY SEPTEMBER 2015

	2015/16 Original Budget	2014/15 Slippage	2015/16 Amend ments	2015/16 Revised Budget	2015/16 Total to Date	2015/16 Forecast Spend	Variance between Forecast Spend & Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community	782	90	308	1,180	248	945	(235)
Neighbourhood Services	927	118	(142)	903	227	766	(137)
Finance and Support Services	1,009	61	19,929	20,999	1,347	20,790	(209)
<b>TOTAL</b>	<b>2,718</b>	<b>269</b>	<b>20,095</b>	<b>23,082</b>	<b>1,822</b>	<b>22,501</b>	<b>(581)</b>

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2015/16 CAPITAL MONITORING SEPTEMBER 2015

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>TOTAL</b>							2,718	269	20,095	23,082	1,484	338	1,822	22,501	(581)		
<b>RP - ROLLING PROGRAMME</b>																	
<b>CUSTOMER AND COMMUNITY SERVICES</b>																	
72705/7531	Hertford Theatre upgrade of seating in the auditorium	W. O'Neill	People	Aug-14	Sep-14	GREEN			11	11			-	-	(11)	RED	Project complete. Saving negotiated, no further spend as planned.
72710/7531	Hertford Theatre replacement of 6 lighting hoists	W. O'Neill	People	Dec-15	Dec-15	GREEN			33	33		33	33	33	-	GREEN	Scheme agreed at CMT 8.9.15 to be completed by start of Panto season.
72520/7502	Imp to common land open space - Llamas Land, Watton-at-Stone	W. O'Neill	Place	Apr-15	May-15	GREEN			4	4	4		4	4	-	GREEN	Approved at 24.2.15 CMT and fully funded from S106 monies.
<b>Refuse Collection &amp; Recycling</b>																	
75165/7531	Containers Replacement Programme	D. Allen	Place	RP	RP	GREEN	100			100	25	49	74	100	-	GREEN	Budget will be fully spent. £50k just spent on replacement containers.
75145/7531	Replacement Litter Bins	D. Allen	Place	RP	RP	GREEN	5	1		6	1		1	6	-	GREEN	Budget will be fully spent.
75152/7531	Commercial Waste Bins	D. Allen	Place	RP	RP	GREEN	34	5		39	9		9	49	10	AMBER	Projected overspend due to the number of commercial bins that will need replacing by the end of the year in addition to the rise in commercial customers. Increased revenue income of approx. £130k.
72513/7502	Bell Street, Sawbridgeworth - Modernise the public convenience facilities, in preparation for transferring the operation to Sawbridgeworth Town Council under an agency agreement	D. Allen	Place	Sep-15	Mar-16	RED			70	70	1	2	3	70	-	GREEN	Still in negotiation with Sawbridgeworth Town Council, a meeting took place in August. Previous designs were dismissed in favour for a modular design. Still anticipate this project being completed this financial year.
72517/7502	Hartham Pavilion Refurbishment - Replace public toilets, redevelop existing café area, create functional changing area for footballers & incorporate meeting/training room	M. Kingsland & S. Whinnett	Place	Dec-15	Mar-16	GREEN	62			62	2	2	4	62	-	GREEN	Architects engaged - finalising proposals for pricing.
72545/7502	Presdales Pavilion, Ware - New Paving & landscaping at the front of the pavilion	M. Kingsland	Place	Aug-12	Mar-16	RED		2		2			-	2	-	GREEN	£1,000 proposed spend on external boot scrapers to be spent in October 2015, £1,050 proposed spend on hardstanding for waste bins to be spent by March 2016.
72514/7502	3G Artificial Turf Pitch Development at Hartham Common, Hertford - To replace the under utilised Hartham Common tennis courts with 3 floodlit 3G 5-a-side pitches	M. Kingsland	Place	Jul-15	Aug-15	GREEN			85	85	1		1	85	-	GREEN	Main works completed. Anti climb paint & signage applied as an additional security measure, plus minor works to be carried out to make good a potential slip hazard. Invoice received, awaiting authorisation and processing.
72504/7531	Play equipment & infrastructure replacement	I. Sharratt	Place	RP	RP	GREEN	50	41		91	42	17	59	91	-	GREEN	Spend plan produced. Cannons Mill works completed at £3,880. Major Cecil Road works ordered and due for installation in October at £11,200. £2k retention held for the Grange Paddocks works slipped from last year.
72516/7531	Play Area, The Bourne, Ware (Phase 2) - Installation of a fitness & play facility for older children & open space access improvements.	I. Sharratt	Place	Mar-16	Feb-16	GREEN	41			41			-	41	-	GREEN	Consultation work now underway and works projected to complete by end February 2016. Hertfordshire Groundwork Trust were unsuccessful in obtaining the external contribution of £15,000, therefore, £6,370 to be funded from Phase 1 saving as below & remaining £8,630 from New Homes Bonus.

Page 76 Expend	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
72585/7531	The Bourne, Ware - Phase 1 - Replace existing equipment with natural play equipment & installation of new fencing around the play area	I. Sharratt	Place	Mar-12	Mar-15	RED		6		6			-	-	(6)	RED	Savings achieved on main works & additional fencing works as agreed with the supplier. However, due to funding situation on Phase 2 above, this underspend is to be utilised on Phase 2.
72508/7531	Hartham Common, Hertford - Preliminary works associated with the development of the major play site development project to be undertaken in 2016/17 in accordance with Hartham Common Development Plan	I. Sharratt	Place	Mar-13	Mar-16	RED	25			25			-	-	(25)	RED	Project in early stages, have considered a tender to procure design work this year in the lead up to a public consultation in 16/17 prior to the larger project to develop play, fitness & landscape at the site in 17/18. This stage of the project however requires greater investigation to create an appropriate brief than can be undertaken alongside other project commitments and is to be slipped to 16/17. This will allow a combined design approach with the impending pavilion works.
72510/7531	Southern Country Park, Bishops Stortford - Boardwalk installation across balancing pond to improve the functionality & attractiveness of this Green Flag award winning park	I. Sharratt	Place	Sep-14	Oct-15	RED			80	80			-	80	-	GREEN	Some elements of the boardwalk works were due to commence end June but this has been postponed due to some concerns about disturbing specific nesting birds on the site. All works are now planned to proceed in October after the bird nesting season has finished.
72509/7531	Gt. Innings, Watton-at-Stone - Installation of Multi Use Games Area (MUGA)	I. Sharratt	Place	Mar-15	Jul-15	AMBER		2		2			-	-	(2)	RED	Scheme completed, small underspend.
72507/7531	Pishiobury Park, Sawbridgeworth - Wetland Habitat Project - improvements to boardwalk/paths permitting safe access to the wetland area of the park	I. Sharratt	Place	Mar-13	Mar-16	RED			12	12			-	12	-	GREEN	Residual works from 2014/15. Osier Bed purchase has not yet been finalised, a revised deal is currently being negotiated by Asset Management, budget will be spent by March 2016 if this is successful.
72511/7531	Buryfield Recreation Ground, Ware - Installation of play area to encourage healthy activity for younger children	I. Sharratt	Place	Jul-15	Dec-15	RED	61			61			-	61	-	GREEN	Preliminary outline design in place and ready for consultation with local residents in October.
75168/7502	Energy Efficiency & Carbon Reduction Measures - Installation of solar panels at Wallfields, Hertford	D. Thorogood/S. Whinnett	Place	Mar-12	Mar-16	RED			45	45			-	45	-	GREEN	Discussions taken place with possible suppliers regarding initial option feasibility and latest solar feed-in-tariff (FIT) arrangements following significant additional government changes to tariffs. Meeting with possible contractor undertaken and further meeting with potential contractors and electrical services contractor planned for October to confirm revised technical feasibility and potential FIT payments to be achieved from scheme.
72591/7502	Castle Weir Micro Hydro Scheme - 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.	D. Thorogood	Place	Mar-12	Not known	RED	201			201			-	-	(201)	RED	Request to slip scheme to 2016/17. Waiting for Land drainage Team and EA to agree operating protocols following improvement works and automation of the main weir gates, which impacts upon flood risk modelling for the hydro scheme.
74105/7601	Environmental Enhancements to East Herts town centres	P. Pullin	Place	Not known	Mar-16	RED		18	20	38			-	38	-	GREEN	Discussions taken place with Ware T C who are close to delivering a viable scheme for the town.
74106/7531	Market Improvement Scheme	P. Pullin	Place			RED	45		(22)	23	1		1	23	-	GREEN	HCC have confirmed that the remaining budget can be reallocated to Hertford and Ware for market priorities similar to those contained in the original proposal. Therefore, initial spend of £22k can progress to support a Traffic Regulation Order in Bull Plain, Hertford.
72709/7601	'My Incubator' - this project will enable WENTA (enterprise agency for Herts & Beds) to continue to deliver support, advice and incubation and services from premises at the Ware campus of Hertford Regional College to start-up businesses in East Herts.	P. Pullin	Place	Sep-15	Sep-15	GREEN			10	10	10		10	10	-	GREEN	To be used to customise premises at Ware Campus of Hertford Regional College to deliver discreet services. Funded from New Homes Bonus Priority Spend.
71281/7531	Purchase of updated filming equipment to provide efficient & high quality digital video production services within the Council	A. McWilliams	Prosperity	May-15	Sep-15	RED	19			19	10		10	19	-	GREEN	A large part of the equipment has now been ordered and are awaiting delivery and invoices. Delays in international shipping from wholesale to the supplier mean we may have to wait a few more weeks for some of the equipment to become available
71251/7531	Automated Telling Machines at Hertford & Bishop's Stortford	R. Ranford	Prosperity	Mar-10	Dec-15	RED		6		6		6	6	6	-	GREEN	KPR / IT / Civica completed Hertford 1.10.15. B/S will be done before the end of 2015 once any 'teething' problems from the Hertford installation are resolved.

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
72442/7601	Community Capital grants - to 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	People	RP	RP	GREEN	139	9	(40)	108	33		33	108	-	GREEN	Spending this budget is always dependant on successful applicants being able to complete their project within the 1 year time frame or 6 months in case of a small capital grant. Of the 26 grants awarded in 14/15, 22 have completed their projects and submitted a claim. 7 grants were allocated in July 2015 and 2 have completed and claimed their award. 12 new applications were received in Sept, but a 3rd deadline of 1 Dec is to be set as not all the budget was allocated.
	<b>Customer and Community Services Sub-total</b>						782	90	308	1,180	139	109	248	945	(235)		

Page Exp Code 78	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		

NEIGHBOURHOOD SERVICES																	
74102/7601	Historic Building Grants - Enable grants to be offered to the owners of historic buildings to encourage their maintenance and upkeep.	K. Steptoe	Place	RP	RP	GREEN	55	14		69	16		16	32	(37)	RED	Claimants have 6 months from grant offer date to complete works. Maximum payment £1,000. However, if a grant is approved for a property on the Buildings at Risk Register, maximum payment will be £10,000. Take up of grants in the first part of year has been limited leading to lower spend. Request to slip £36,700.
Private Sector Improvement Grants																	
72602/7601	Disabled Facilities (Govt funding of £293,126.78 rec'd for 15/16)	S. Winterburn	Place	RP	RP	GREEN	450	64	(164)	350	71		71	350	-	GREEN	Based on recent trends and current referrals, spend of £350k is expected. Referral rates increased significantly from July; if this increase continues spend will be higher. Spend currently low, but several in pipeline. Estimate around £338,400 spend on referrals received to date, with potential for a further £20-30K on new referrals. This is much less than historic trends. Potential to use slippage from previous year if HCC OT referral rates are resolved. Meetings underway between Herts Authorities & HCC to discuss way forward for DFG's. Significant impact on spend unlikely until 2016/17 onwards.
72605/7601	Disabled Facilities - Discretionary	S. Winterburn	Place	RP	RP	GREEN	90		(40)	50			-	50	-	GREEN	See above comment. No discretionary grants in pipeline, so spend on Discretionary DFG unlikely to exceed £50k due to low referral rates, but this provides buffer for mandatory grant if needed.
72606/7601	Decent Home Grants	S. Winterburn	Place	RP	RP	GREEN	200		(20)	180	5		5	80	(100)	RED	The impact of Housing Assessments under the new Care Act is not yet known. However, given the current absence of such referrals, and time from initial assessment to completion of works, it is not necessary to slip the predicted £100k underspend. The level of referrals from health & care partners to tackle unsuitable housing is likely to develop, which together with trends suggests the existing 16/17 DHG budget is sufficient to meet likely demand.
72604/7601	Energy Grants	S. Winterburn	Place	RP	RP	GREEN	39			39			-	39	-	GREEN	Although no spend to date, officers are involved in 2 external funding bids for new schemes, which might call upon this budget for associated measures.
71201/7513	Capital Salaries	P. Gregory	Place	RP	RP	GREEN	26			26			-	26	-	GREEN	
75160/7502	River & Watercourse Structures - Improve, maintain & renew structures along rivers and watercourses to alleviate possible flooding throughout the district.	G. Field	Prosperity	RP	RP	GREEN	47	40		87	66	16	82	87	-	GREEN	Flood alleviation works have been identified and work is ongoing, some require EA approval. The work to carry out structural remedial repairs on the weir gates are now complete. We are waiting for a final reports which will include recommendations for future remedial works and a programme of maintenance works. Structural remedial & maintenance works on EH owned bridges will progress throughout 2015/2016 depending on priority and budgets available.
75162/7601	Repairs & Renewals Scheme (Flood Grants)	G. Field	Prosperity	Mar-15	Jun-15	AMBER			20	20	20		20	20	-	GREEN	Scheme completed, fully funded from DEFRA
75172/7502	Air Quality Capital Grant Scheme - Subway improvement works in Hertford to include bespoke artwork & signage	G. Field	Place	Jul-15	Jul-15	GREEN			32	32	28		28	32	-	GREEN	Works on both subways are now complete. Official opening Sept 10th with report to DEFRA due by December. The budget remaining will be used for signage and some survey work to assess the usage of the subways now the improvements are in place. Meeting with HCC booked for November to discuss. Fully funded from DEFRA grant.
75163/7502	Land Management Programme - Land Management Asset Register & Associated Works	G. Field	Prosperity	RP	RP	GREEN	20		30	50		5	5	50	-	GREEN	A part time officer has now been appointed to coordinate & manage the works. A desk top study will be carried out over the next few weeks to put together a schedule of the surveys required and a programme of the works.
<b>Neighbourhood Services Sub-total</b>							<b>927</b>	<b>118</b>	<b>(142)</b>	<b>903</b>	<b>206</b>	<b>21</b>	<b>227</b>	<b>766</b>	<b>(137)</b>		



Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>FINANCE AND SUPPORT SERVICES</b>																	
72349/7502	Hartham Swimming Pool - 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 & M. Kingsland	People	Aug-13	Jan-16	RED	135	4		139	(8)	8	-	139	-	GREEN	Contract awarded, within budget. Works are planned for Xmas closure 2015.
72353/7531	Fanshawe Swimming Pool - Joint Provision Pools (Ward Freman, Leventhorpe & Fanshawe) - Replacement Air Conditioning to Offices	S. Whinnett	People	Apr-14	Not known	RED	15			15	-	-	-	0	(15)	RED	Awaiting decision on joint provision capital expenditure, therefore, request to slip into 16/17.
72343/7531	Grange Paddocks Swimming Pool - Renew Pool Heat Exchanger & defective pipework	S. Whinnett	People	Dec-14	Nov-15	RED			35	35	13	6	19	35	-	GREEN	Additional works required due to essential changes in design. Works commenced August, 65% completed.
72355/7502	Grange Paddocks Teaching Pool - Replace existing handrail & tiles to walls, steps & base of pool	S. Whinnett & M. Kingsland	People	Jan-16	Jan-16	GREEN	35			35	-	-	-	35	-	GREEN	Specification stage. Works planned for Xmas 2015 closure.
72351/7502	Hartham & Grange Paddocks Swimming Pool - Resurfacing & Lining. To provide clearly marked out car parking bays to enable efficient & effective parking by the public	S. Whinnett	People	Jun-15	Aug-15	AMBER	65			65	59		59	65	-	GREEN	Completed 28.8.15, awaiting final invoices.
<b>OPERATIONAL BUILDINGS</b>																	
71280/7502	Rolling programme for planned preventative capital maintenance of operational buildings	S. Whinnett & J. Earley	Prosperity	RP	RP	GREEN	250		(125)	125	-	-	-	125	-	GREEN	Strategic Asset Mgt Group meeting set for 22.10.15 to discuss possible schemes
<b>Hertford Theatre</b>																	
72706/7502	Entrance Lobby Roof - to replace the existing defective roof with new leak free, energy efficient roof and reduce overheating in the entrance lobby / foyer area in summer months	S. Whinnett & J. Earley	Prosperity	Sep-15	Aug-16	RED			2	2	2		2	2	-	GREEN	£20k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Request scheme to slip to 2016/17 as not considered safe to proceed this year due to a high level of other contractors & public access during the closed period in August. Spend to date relates to professional fees.
72707/7502	Energy Saving Auditorium Lighting - to replace the existing auditorium lighting with energy efficient / low maintenance LED lighting	S. Whinnett & J. Earley	Prosperity	Aug-15	Oct-15	GREEN			50	50	23	28	51	51	1	GREEN	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required to the emergency lighting circuit, therefore, additional £20k has been drawn down from Operational Buildings Rolling Programme budget. 90% completed, awaiting final invoices.
72708/7502	To replace the existing defective building service control system with a new fully integrated system to ensure that the Building Services systems in the Theatre are efficiently controlled & achieve energy efficient use of the building services	S. Whinnett & J. Earley	Prosperity	Aug-15	Nov-15	GREEN			40	40	25	1	26	40	-	GREEN	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required following detailed analysis of existing systems, therefore, additional £10k has been drawn down from Operational Buildings Rolling Programme budget. 70% completed, some works having to be planned around bookings.
71282/7502	Buntingford Service Centre - Air Conditioning to Office - to improve the working conditions for staff located in the front offices of the Service Centre by reducing temperatures in the summer months	S. Whinnett & J. Earley	Prosperity	Apr-15	Aug-15	RED			15	15	12	1	13	15	-	GREEN	'Drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Main works completed, saving achieved. Transferred back into Operational Buildings rolling programme budget for re-allocation.
<b>Council Offices, Wallfields, Hertford</b>																	
71278/7502	Wallfields Offices - Refurbishment of Windows, to ensure the efficient and safe operation of the windows so as to provide a comfortable environment for staff	S. Whinnett	Prosperity	Aug-14	Dec-15	RED			15	15	1		1	15	-	GREEN	Works commenced. Further works requiring external access equipment.
71274/7502	Wallfields Offices - Boiler Room Works - refurbishment of certain elements of plant	S. Whinnett	Prosperity	-	-			(10)	10	-	-	-	-	0	-	GREEN	
71275/7502	Wallfields Offices - Refurbishment Works to Old Building, to include lighting replacement	S. Whinnett/R. Crow	Prosperity							-	1		1	1	1	RED	Small overspend due to additional works

Page 80 Expense	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
71203/7531	Replacement of Chairs & Desks	R. Crow	Prosperity	RP	RP	GREEN	10	(1)		9	8	2	10	13	4	AMBER	Demand led budget. Due to significant increase in the need for 'special' chairs, this budget will overspend.
71283/7503	Purchase of Old River Lane, Bishop's Stortford	A. Taylor & S. Drinkwater	Prosperity	Oct-15	Oct-15	GREEN			19,550	19,550	978		978	19,550	-	GREEN	Contracts exchanged, completion taken place in October
72568/7502	North Drive, Ware - reconstruct road &	A. Osborne	Prosperity	Mar-10	Mar-16	RED	13	(1)		12	-	-	-	12	-	GREEN	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. Negotiations currently underway.
75157/7502	Footbridge over the River Stort, Bishop's Stortford	A. Osborne	Prosperity			RED		(2)	40	38	21		21	38	-	GREEN	Defects, landscaping & cleaning are complete. Further landscaping/fencing will be undertaken once we have consent from Network Rail and may need to do some more electrical work. Possible slippage due to the length of time it will take to get consent from Network Rail.
	<b>ICT Schemes</b>																
71414/7531	Replacement Hardware	P. Wain	Prosperity	RP	RP		35		9	44		1	1	44	-	GREEN	Carrying out a review of our new infrastructure in November 2015. This will give rise to a clearer cost and timeline for spending this budget. Note change of description for scheme
71416/7531	Merging IT systems - Licensing & Env	B. Simmonds	Prosperity		Mar-16				68	68			-	68	-	GREEN	Consultancy costs (as part of the full implementation). Additional £32K agreed at ITSG to support additional data migration required.
71420/7531	Integrated Dev Mgt and Bldg Ctrl Systems	K. Steptoe	Prosperity					(19)	60	41		12	12	41	-	GREEN	Project completed. Awaiting final invoices.
71431/7531	Establishment of LES & internet links to replace MPLS	H. Lewis	Prosperity		Dec-15			19	44	63		12	12	63	-	GREEN	Wide area network & telephony, funding agreed at CMT as per business case, cost £63k. Balance funded from Applications budget. Project to be completed by December 2015.
71435/7531	Funding for Applications	P. Tyler	Prosperity	RP	RP		16			16	2		2	16	-	GREEN	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case. See below timeline comments. £40k has slipped in relation to Revs & Bens Document Mgt system, £20k transferred to 71431 & 71416. £55k drawn down for New HR & Payroll system (agreed at CMT 14.7.15)
71437/7531	Windows Server Licensing	P. Wain	Prosperity	-	-		5	5	(10)	-			-	0	-	GREEN	Scheme deleted and funding transferred back into Applications budget.
71439/7531	Service Desk & Utilities	H. Lewis	Prosperity		Mar-16		12		14	26			-	26	-	GREEN	Anticipate that project to review utilities will be complete by March 2016.
71440/7531	Shared service print investment costs 50%	H. Lewis	Prosperity		Oct-15			21		21			-	21	-	GREEN	Will be completed by end October 2015.
71441/7531	Shared service accommodation costs 50%	H. Lewis	Prosperity		-		7		(7)	-			-	0	-	GREEN	Scheme deleted and funding transferred back into Applications budget.
71442/7531	Revenues & Benefits Programme	H. Lewis	Prosperity		-		11		(11)	-			-	0	-	GREEN	Scheme deleted and funding transferred back into Applications budget.
71444/7531	BACS Software	P. Tyler	Prosperity						5	5	2		2	5	-	GREEN	
71449/7531	New Desktop Software	H. Lewis	Prosperity						5	5			-	5	-	GREEN	Demand led budget
71452/7531	Business Objects Licensing	H. Lewis	Prosperity					42		42		42	42	42	-	GREEN	Completed, awaiting invoice.
71451/7531	Telephony Software Licensing	H. Lewis	Prosperity					3		3			-	3	-	GREEN	
71453/7531	New HR & Payroll System	P. Tyler	Prosperity						55	55			-	55	-	GREEN	There is a risk that the HR system will not be implemented in full this financial year and that some funding will need to slip into 2015/16. Once the procurement process has been completed and an implementation plan agreed with the preferred supplier we can establish how the budget needs to be allocated
71454/7531	Liberty Telephone Platform	P. Tyler	Prosperity						20	20			-	20	-	GREEN	
71455/7531	WIFI Project	H. Lewis	Prosperity		Nov-15				77	77		52	52	77	-	GREEN	Project will be complete by November 2015 (includes £8,000 for backfilling)
71456/7531	Client Equipment	H. Lewis	Prosperity						35	35		24	24	35	-	GREEN	Rolling budget for new and replacement client equipment
71457/7531	Corporate Scanners	H. Lewis	Prosperity						19	19		19	19	19	-	GREEN	Approved by CMT - complete
71450/7531	Rolling programme to be utilised on ICT projects subject to ITSG review						400		(86)	314			-	114	(200)	RED	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case. Currently £200k of this budget remains uncommitted. There is currently no recommendation to adjust the budget for this projected underspend at this stage in the financial year.
	<b>Finance and Support Services Sub-total</b>						1,009	61	19,929	20,999	1,139	208	1,347	20,790	(209)		

Guide for RAG - completion  
0 - 1 months - Green  
1 - 3 months - Amber  
3 months & over - Red

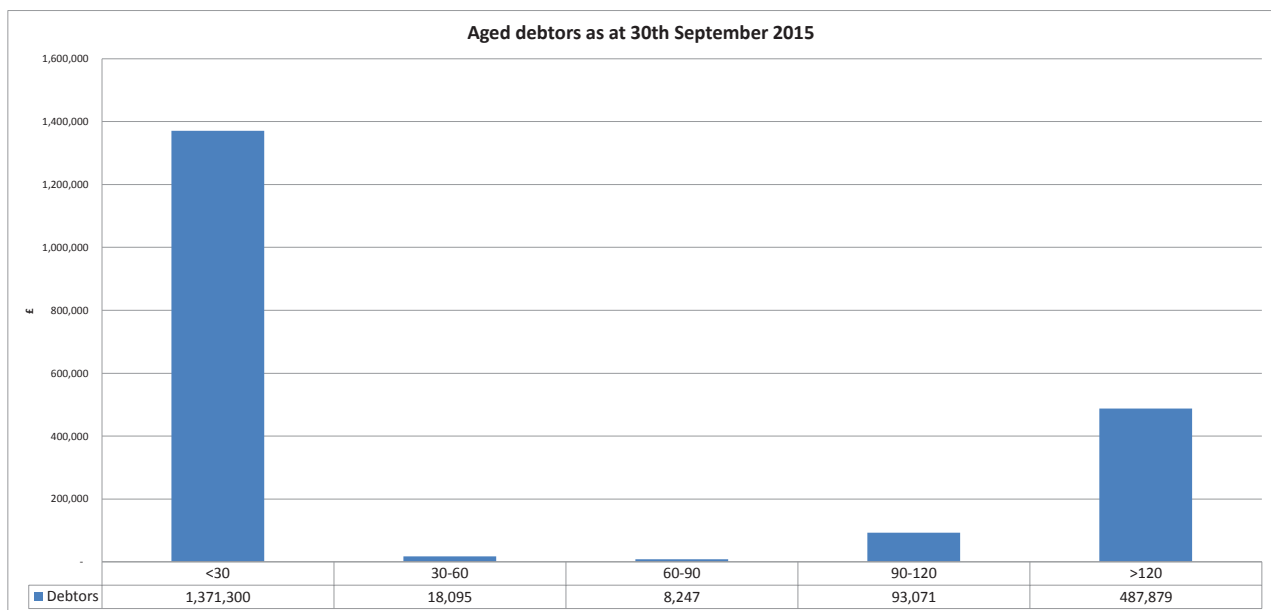
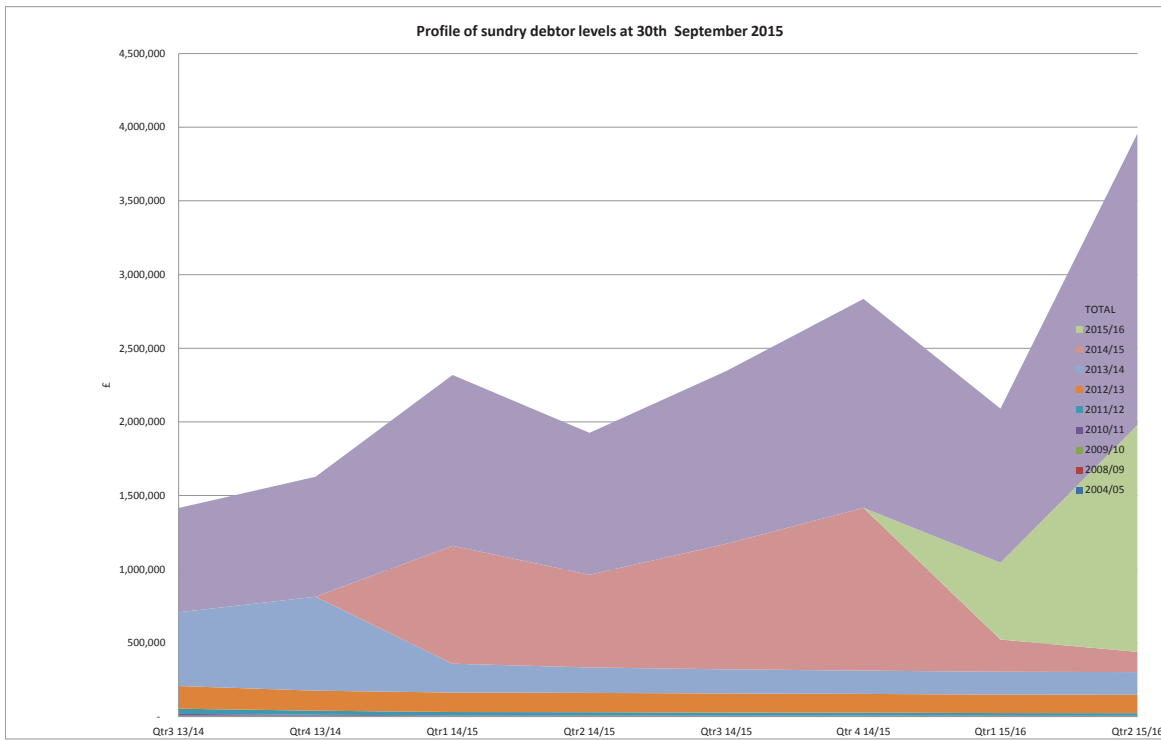
Guide for RAG - Forecast Outturn  
Up to 10% over/underspent - Green  
10% to 50% over/underspent - Amber  
50% to 100% over/underspent - Red



2015/16 Savings Tracker

		Saving Target	Forecast Saving	Variance	RAG Status	Comments	HOS Responsible
		£'000	£'000	£'000			
Neighbourhood Services	<b>Community Safety &amp; Health</b>						
	Land Management scheme	(2.5)	(2.5)		Green	Savings target will be achieved	BS
	Public Sector Housing	(19.0)	(19.0)	-	Green	Savings target will be achieved	BS
	<b>Customer and Community Services Total:</b>	(21.5)	(21.5)	-			
Customer and Community Services	<b>Environmental Services</b>						
	Customer & Community Admin	(1.1)	(1.1)	-	Green	Savings target will be achieved	CC
	<b>Hertford Theatre</b>						
	Business Plan savings	(14.3)	(14.3)	-	Green	Savings target will be achieved	WO'N
	<b>Revenue Effects on Capital</b>						
	Bell Street Public Conveniences modernisation	(5.6)	(5.6)	-	Green	Savings target will be achieved	CC
	Leisure - Hertford Pavillion	(7.0)	(7.0)	-	Green	Savings target will be achieved	WO'N
<b>Neighbourhood Services Total:</b>	(28.0)	(28.0)	-				
Finance and Support Services	<b>Democratic &amp; Legal Services</b>						
	Legal services - Third Party payments	(7.6)	(7.6)	-	Green	Savings target will be achieved	JH
	<b>Corpoptate &amp; Democratic Core</b>						
	Bad Debt Provision	(40.0)	(40.0)	-	Green	Savings target will be achieved	PG
	Banking contract	(10.0)	(10.0)	-	Green	Savings target will be achieved	PG
<b>Finance and Support Services Total:</b>	(57.6)	(57.6)	-				
<b>Total:</b>	(107.1)	(107.1)	-		<b>100% of the 2015/16 Savings Target achieved</b>		

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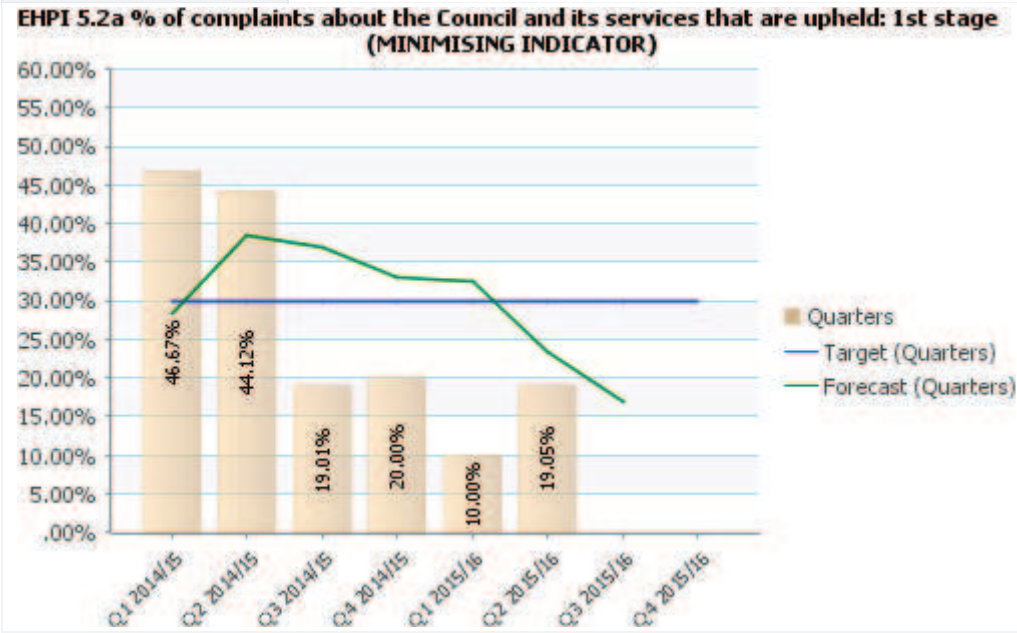
## July to September Corporate Business Scrutiny Healthcheck 2015/16

**Directorate** Customer and Community Services  
**Service Area** Customer Services

<b>PI Code &amp; Short Name</b> EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)	<b>Managed By</b> Neil Sloper														
	<table border="1"> <tr> <td><b>Short Term Trend Arrow</b></td> <td>↓</td> </tr> <tr> <td><b>Long Term Trend Arrow /Forecast line</b></td> <td>↓</td> </tr> <tr> <td><b>Traffic Light Icon</b></td> <td>🚦</td> </tr> <tr> <td><b>Current Value</b></td> <td>59.09%</td> </tr> <tr> <td><b>Current Target</b></td> <td>70.00%</td> </tr> <tr> <td><b>Notes &amp; History Latest Note</b></td> <td>22 complaints determined in the quarter, 13 within target. All 9 complaints determined after 14 days related to complex development management issues that required extended investigation, 6 of these were in respect of the same matter.</td> </tr> <tr> <td><b>Management Response / Action</b></td> <td>No further management response required at this stage.</td> </tr> </table>	<b>Short Term Trend Arrow</b>	↓	<b>Long Term Trend Arrow /Forecast line</b>	↓	<b>Traffic Light Icon</b>	🚦	<b>Current Value</b>	59.09%	<b>Current Target</b>	70.00%	<b>Notes &amp; History Latest Note</b>	22 complaints determined in the quarter, 13 within target. All 9 complaints determined after 14 days related to complex development management issues that required extended investigation, 6 of these were in respect of the same matter.	<b>Management Response / Action</b>	No further management response required at this stage.
<b>Short Term Trend Arrow</b>	↓														
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<b>Current Value</b>	59.09%														
<b>Current Target</b>	70.00%														
<b>Notes &amp; History Latest Note</b>	22 complaints determined in the quarter, 13 within target. All 9 complaints determined after 14 days related to complex development management issues that required extended investigation, 6 of these were in respect of the same matter.														
<b>Management Response / Action</b>	No further management response required at this stage.														

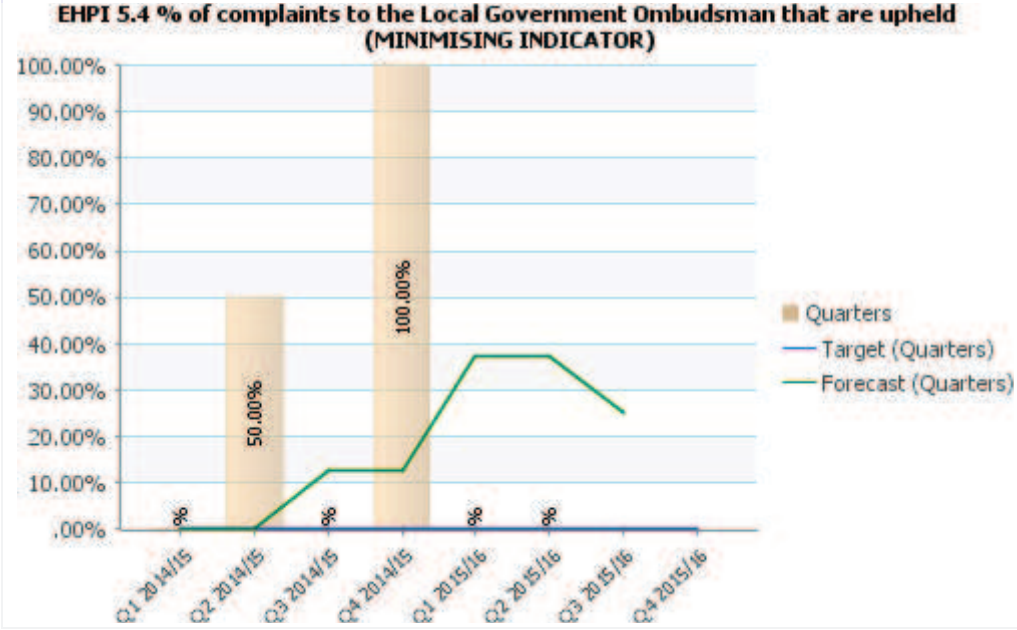
<b>PI Code &amp; Short Name</b> EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)	<b>Managed By</b> Neil Sloper														
	<table border="1"> <tr> <td><b>Short Term Trend Arrow</b></td> <td>↓</td> </tr> <tr> <td><b>Long Term Trend Arrow /Forecast line</b></td> <td>↓</td> </tr> <tr> <td><b>Traffic Light Icon</b></td> <td>🚦</td> </tr> <tr> <td><b>Current Value</b></td> <td>100.00%</td> </tr> <tr> <td><b>Current Target</b></td> <td>25.00%</td> </tr> <tr> <td><b>Notes &amp; History Latest Note</b></td> <td>1 complaint determined at stage 2 and that complaint was partially upheld.</td> </tr> <tr> <td><b>Management Response / Action</b></td> <td>No further management response required at this stage.</td> </tr> </table>	<b>Short Term Trend Arrow</b>	↓	<b>Long Term Trend Arrow /Forecast line</b>	↓	<b>Traffic Light Icon</b>	🚦	<b>Current Value</b>	100.00%	<b>Current Target</b>	25.00%	<b>Notes &amp; History Latest Note</b>	1 complaint determined at stage 2 and that complaint was partially upheld.	<b>Management Response / Action</b>	No further management response required at this stage.
<b>Short Term Trend Arrow</b>	↓														
<b>Long Term Trend Arrow /Forecast line</b>	↓														
<b>Traffic Light Icon</b>	🚦														
<b>Current Value</b>	100.00%														
<b>Current Target</b>	25.00%														
<b>Notes &amp; History Latest Note</b>	1 complaint determined at stage 2 and that complaint was partially upheld.														
<b>Management Response / Action</b>	No further management response required at this stage.														

**PI Code & Short Name** EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)



<b>Managed By</b>	Neil Sloper
<b>Short Term Trend Arrow</b>	↓
<b>Long Term Trend Arrow / Forecast line</b>	↑
<b>Traffic Light Icon</b>	🟢
<b>Current Value</b>	19.05%
<b>Current Target</b>	30.00%
<b>Notes &amp; History Latest Note</b>	Performance exceeding target. There were 4 out of 21 complaints that were upheld at stage 1.
<b>Management Response / Action</b>	No further management response required at this stage.

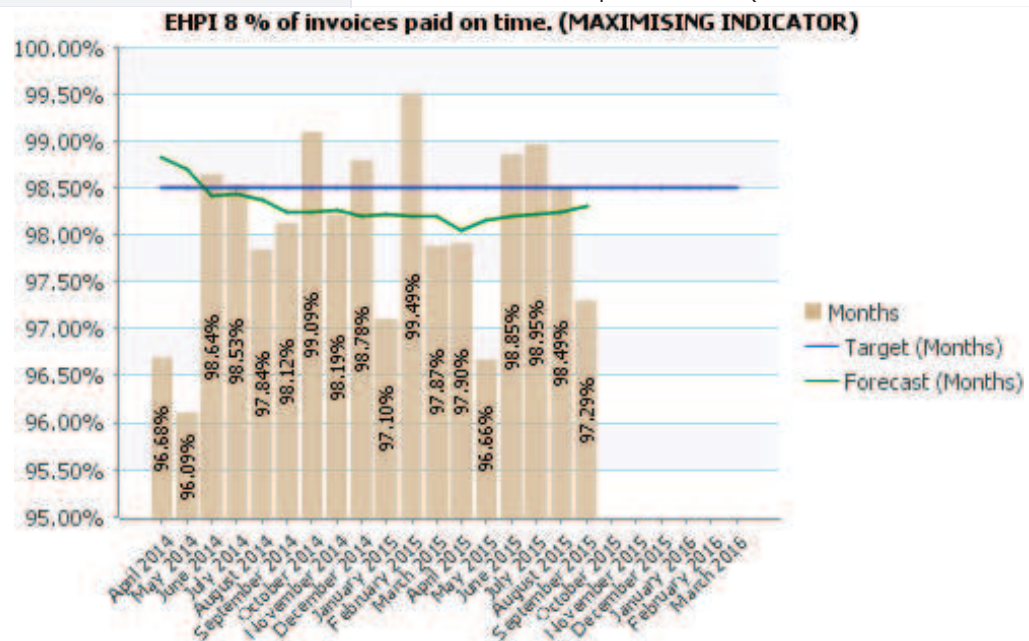
**PI Code & Short Name** EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)



<b>Managed By</b>	Neil Sloper
<b>Short Term Trend Arrow</b>	▬
<b>Long Term Trend Arrow / Forecast line</b>	↑
<b>Traffic Light Icon</b>	🟢
<b>Current Value</b>	.00%
<b>Current Target</b>	.00%
<b>Notes &amp; History Latest Note</b>	Performance on target. There were no complaints upheld by the ombudsman.
<b>Management Response / Action</b>	No further management response required at this stage.

**Directorate** Finance and Support Services  
**Service Area** Governance and Risk Management

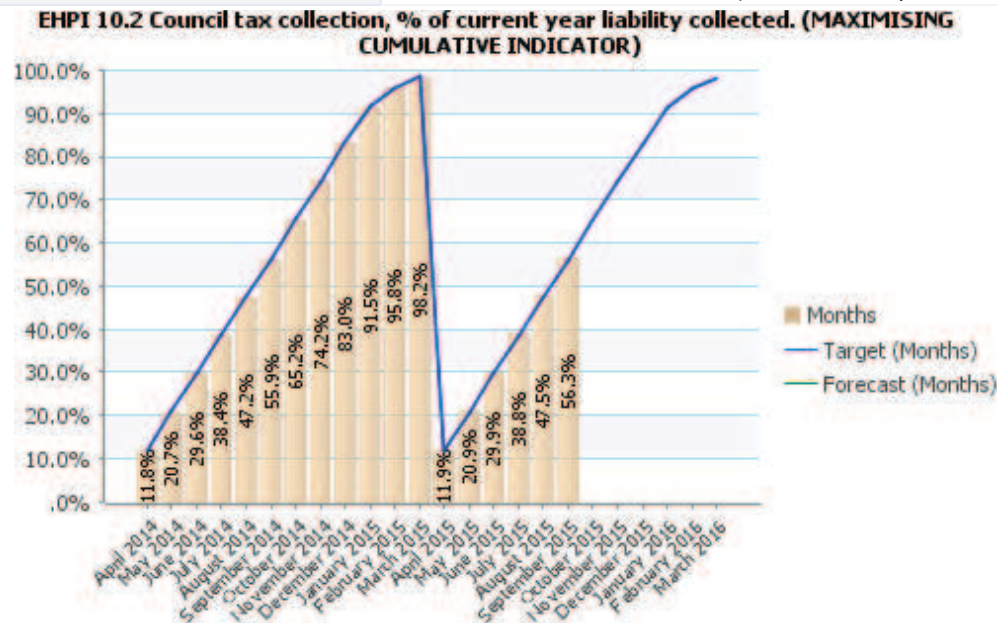
**PI Code & Short Name** EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)



<b>Managed By</b>	Chris Gibson
<b>Short Term Trend Arrow</b>	↓
<b>Long Term Trend Arrow</b>	↓
<b>Traffic Light Icon</b>	⚠
<b>Current Value</b>	97.29%
<b>Current Target</b>	98.50%
<b>Notes &amp; History Latest Note</b>	The target is slightly down for the month of September. There is no particular reason for this. Although September performance is below the long term average for this period, the direction of the long term trend is improving.
<b>Management Response / Action</b>	Directorates have queried the relevant service areas where they are not achieving their targets.



**Directorate** Finance and Support Services  
**Service Area** Revenues and Benefits

**PI Code & Short Name** EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)

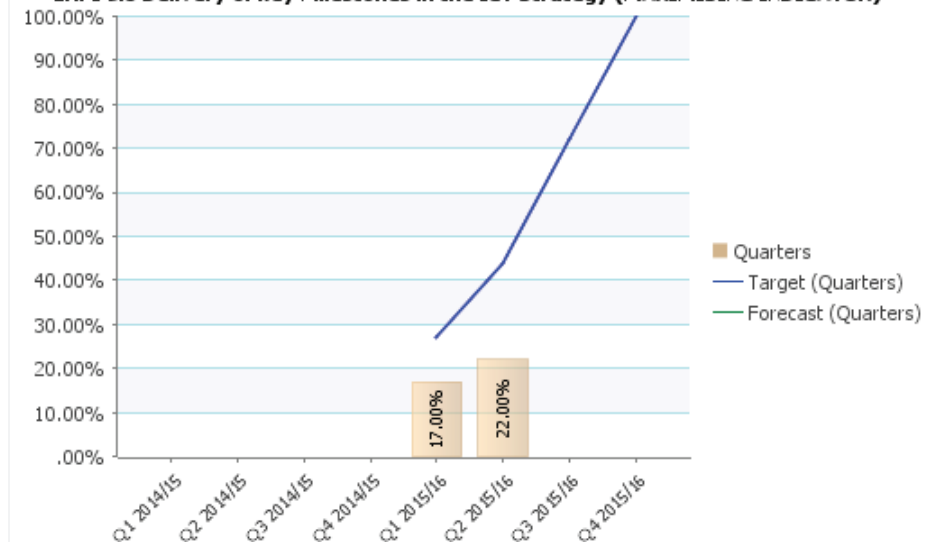



<b>Managed By</b>	Su Tarran; Adele Taylor
<b>Short Term Trend Arrow</b>	↑
<b>Long Term Trend Arrow / Forecast line</b>	N/A – Cumulative indicator
<b>Traffic Light Icon</b>	✅
<b>Current Value</b>	56.3%
<b>Current Target</b>	55.9%
<b>Notes &amp; History Latest Note</b>	Performance on target.
<b>Management Response / Action</b>	No further management response required at this stage.


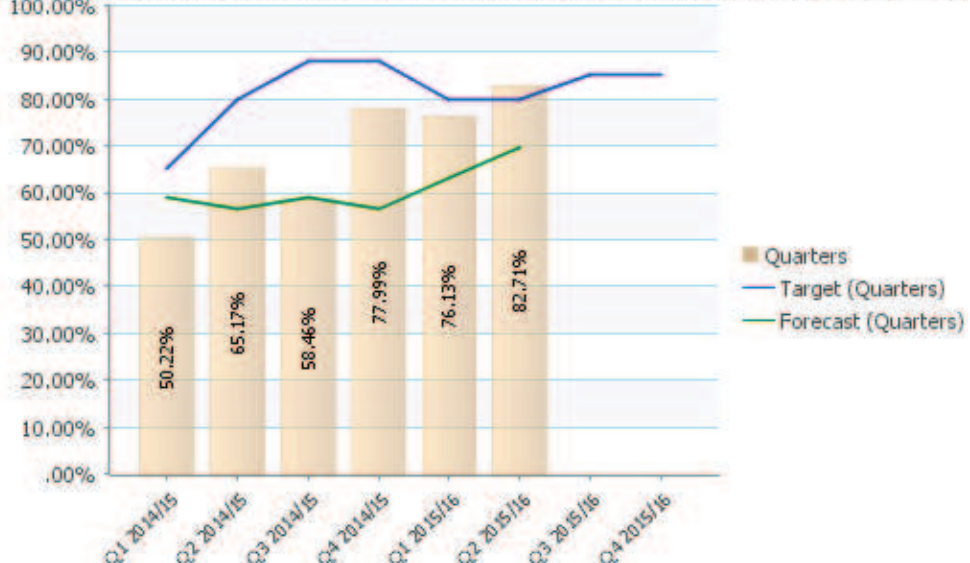





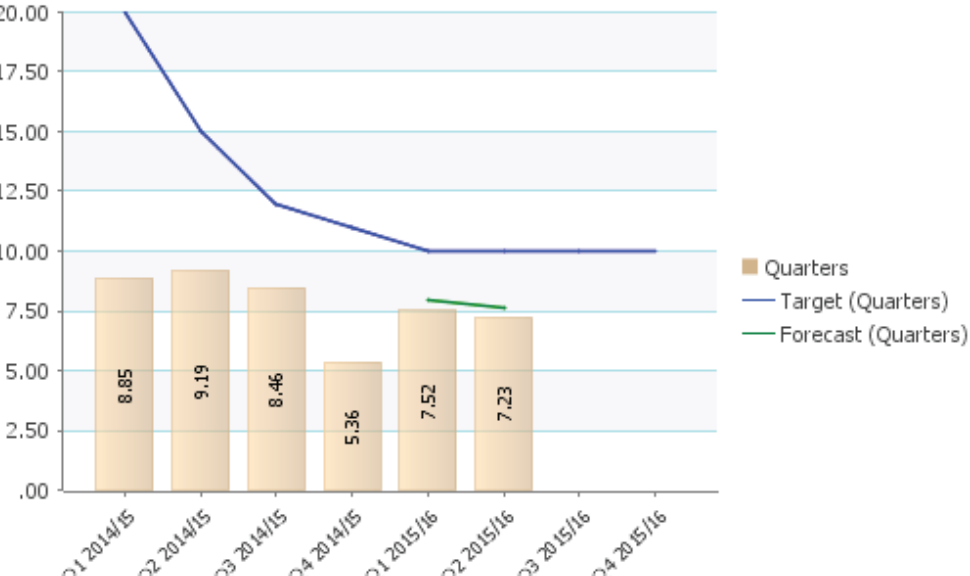


<b>PI Code &amp; Short Name</b>	EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	<b>Managed By</b>	Su Tarran; Adele Taylor																																																																											
<p><b>EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</b></p>  <table border="1"> <caption>EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>9.3%</td><td>10.0%</td></tr> <tr><td>May 2014</td><td>21.1%</td><td>15.0%</td></tr> <tr><td>June 2014</td><td>29.9%</td><td>20.0%</td></tr> <tr><td>July 2014</td><td>38.5%</td><td>25.0%</td></tr> <tr><td>August 2014</td><td>52.3%</td><td>30.0%</td></tr> <tr><td>September 2014</td><td>55.4%</td><td>35.0%</td></tr> <tr><td>October 2014</td><td>63.6%</td><td>40.0%</td></tr> <tr><td>November 2014</td><td>74.3%</td><td>45.0%</td></tr> <tr><td>December 2014</td><td>83.5%</td><td>50.0%</td></tr> <tr><td>January 2015</td><td>91.4%</td><td>55.0%</td></tr> <tr><td>February 2015</td><td>94.4%</td><td>60.0%</td></tr> <tr><td>March 2015</td><td>97.0%</td><td>65.0%</td></tr> <tr><td>April 2015</td><td>3.7%</td><td>70.0%</td></tr> <tr><td>May 2015</td><td>21.9%</td><td>75.0%</td></tr> <tr><td>June 2015</td><td>30.8%</td><td>80.0%</td></tr> <tr><td>July 2015</td><td>39.2%</td><td>85.0%</td></tr> <tr><td>August 2015</td><td>47.1%</td><td>90.0%</td></tr> <tr><td>September 2015</td><td>55.5%</td><td>95.0%</td></tr> <tr><td>October 2015</td><td></td><td>100.0%</td></tr> <tr><td>November 2015</td><td></td><td></td></tr> <tr><td>December 2015</td><td></td><td></td></tr> <tr><td>January 2016</td><td></td><td></td></tr> <tr><td>February 2016</td><td></td><td></td></tr> <tr><td>March 2016</td><td></td><td></td></tr> </tbody> </table>		Month	Actual (%)	Target (%)	April 2014	9.3%	10.0%	May 2014	21.1%	15.0%	June 2014	29.9%	20.0%	July 2014	38.5%	25.0%	August 2014	52.3%	30.0%	September 2014	55.4%	35.0%	October 2014	63.6%	40.0%	November 2014	74.3%	45.0%	December 2014	83.5%	50.0%	January 2015	91.4%	55.0%	February 2015	94.4%	60.0%	March 2015	97.0%	65.0%	April 2015	3.7%	70.0%	May 2015	21.9%	75.0%	June 2015	30.8%	80.0%	July 2015	39.2%	85.0%	August 2015	47.1%	90.0%	September 2015	55.5%	95.0%	October 2015		100.0%	November 2015			December 2015			January 2016			February 2016			March 2016			<b>Short Term Trend Arrow</b>	
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		<b>Management Response / Action</b>	No further management response required at this stage.																																																																											

**Directorate** Finance and Support Services  
**Service Area** Shared Business and Technology Services

<b>PI Code &amp; Short Name</b>	EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)	<b>Managed By</b>	Henry Lewis; Adele Taylor																											
<p><b>EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)</b></p>  <table border="1"> <caption>EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2014/15</td><td></td><td>0.00%</td></tr> <tr><td>Q2 2014/15</td><td></td><td>0.00%</td></tr> <tr><td>Q3 2014/15</td><td></td><td>0.00%</td></tr> <tr><td>Q4 2014/15</td><td></td><td>0.00%</td></tr> <tr><td>Q1 2015/16</td><td>17.00%</td><td>20.00%</td></tr> <tr><td>Q2 2015/16</td><td>22.00%</td><td>40.00%</td></tr> <tr><td>Q3 2015/16</td><td></td><td>60.00%</td></tr> <tr><td>Q4 2015/16</td><td></td><td>100.00%</td></tr> </tbody> </table>		Quarter	Actual (%)	Target (%)	Q1 2014/15		0.00%	Q2 2014/15		0.00%	Q3 2014/15		0.00%	Q4 2014/15		0.00%	Q1 2015/16	17.00%	20.00%	Q2 2015/16	22.00%	40.00%	Q3 2015/16		60.00%	Q4 2015/16		100.00%	<b>Short Term Trend Arrow</b>	
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Q4 2015/16		100.00%																												
		<b>Long Term Trend Arrow / Forecast line</b>	New indicator therefore more data is required before long term trend can be analysed.																											
		<b>Traffic Light Icon</b>																												
		<b>Current Value</b>	22.00%																											
		<b>Current Target</b>	44.00%																											
		<b>Notes &amp; History Latest Note</b>	4 of the 8 milestones due to date have been completed. The remaining four, delivery of new networking and telephony solutions, an out of hours service, publishing a service catalogue and agreeing an approach for the further growth of the partnership will be completed by the end of quarter 3. The milestones in year one of the strategy, are particularly challenging.																											
		<b>Management Response / Action</b>	No further management response required at this stage.																											



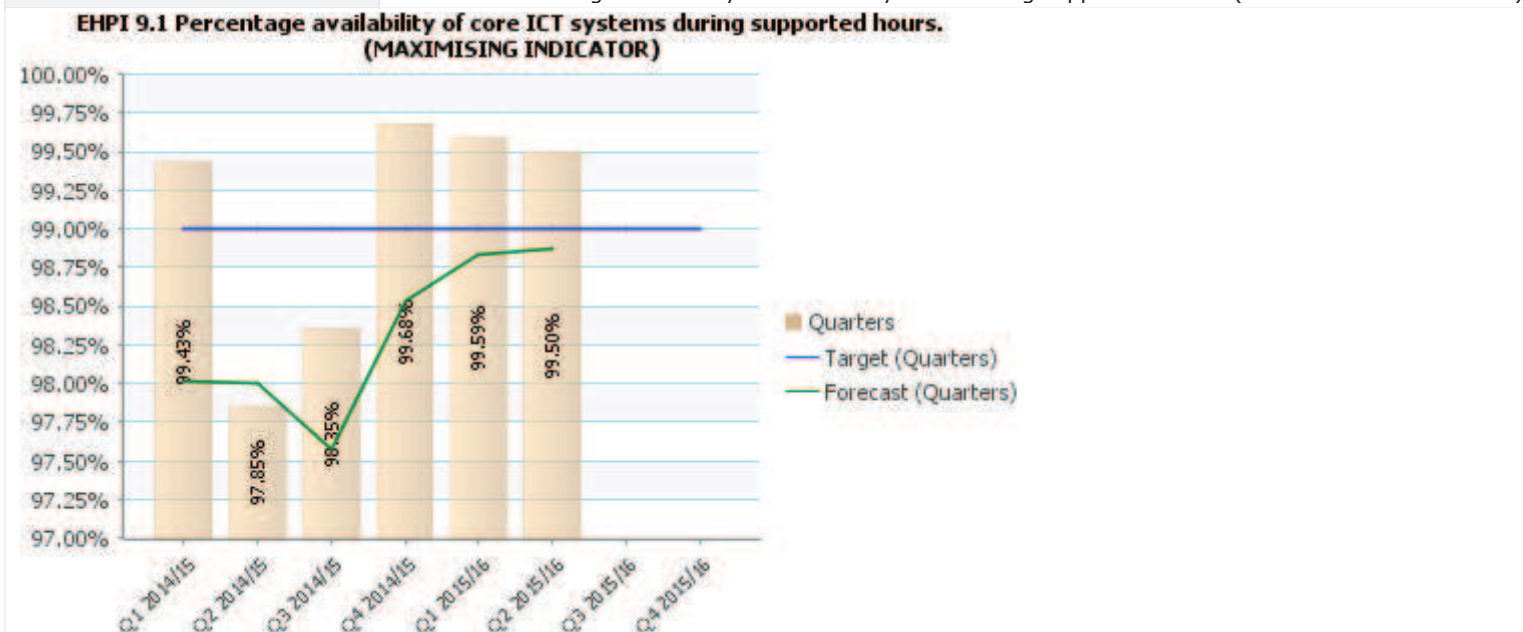
<b>PI Code &amp; Short Name</b>	EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)	<b>Managed By</b>	Henry Lewis; Adele Taylor
<b>EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)</b>		<b>Short Term Trend Arrow</b>	
		<b>Long Term Trend Arrow /Forecast line</b>	
		<b>Traffic Light Icon</b>	
		<b>Current Value</b>	82.71%
		<b>Current Target</b>	80.00%
<b>Notes &amp; History Latest Note</b>		The service has improved since quarter 1, a trend that has been continuing since Q4 of 2014/15	
<b>Management Response / Action</b>		No further management response required at this stage.	

<b>PI Code &amp; Short Name</b>	EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)	<b>Managed By</b>	Henry Lewis; Adele Taylor
<b>EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)</b>		<b>Short Term Trend Arrow</b>	
		<b>Long Term Trend Arrow /Forecast line</b>	
		<b>Traffic Light Icon</b>	
		<b>Current Value</b>	7.23
		<b>Current Target</b>	10.00
<b>Notes &amp; History Latest Note</b>		Incident numbers continue to fall and are well below target levels	
<b>Management Response / Action</b>		No further management response required at this stage.	

<b>PI Code &amp; Short Name</b> EHCI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)	<b>Managed By</b> Henry Lewis; Adele Taylor
<b>EHCI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)</b> 	<b>Short Term Trend Arrow</b> <b>Long Term Trend Arrow / Forecast line</b> <b>Traffic Light Icon</b> <b>Current Value</b> 5.22% <b>Current Target</b> 6.00% <b>Notes &amp; History Latest Note</b> Performance has improved since quarter 1 and has remained consistently high since May 2015 <b>Management Response / Action</b> No further management response required at this stage.

<b>PI Code &amp; Short Name</b> EHCI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)	<b>Managed By</b> Henry Lewis; Adele Taylor
<b>EHCI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)</b> 	<b>Short Term Trend Arrow</b> <b>Long Term Trend Arrow / Forecast line</b> <b>Traffic Light Icon</b> <b>Current Value</b> 72.00% <b>Current Target</b> 50.00% <b>Notes &amp; History Latest Note</b> Satisfaction levels have been high for the second quarter in succession <b>Management Response / Action</b> No further management response required at this stage.

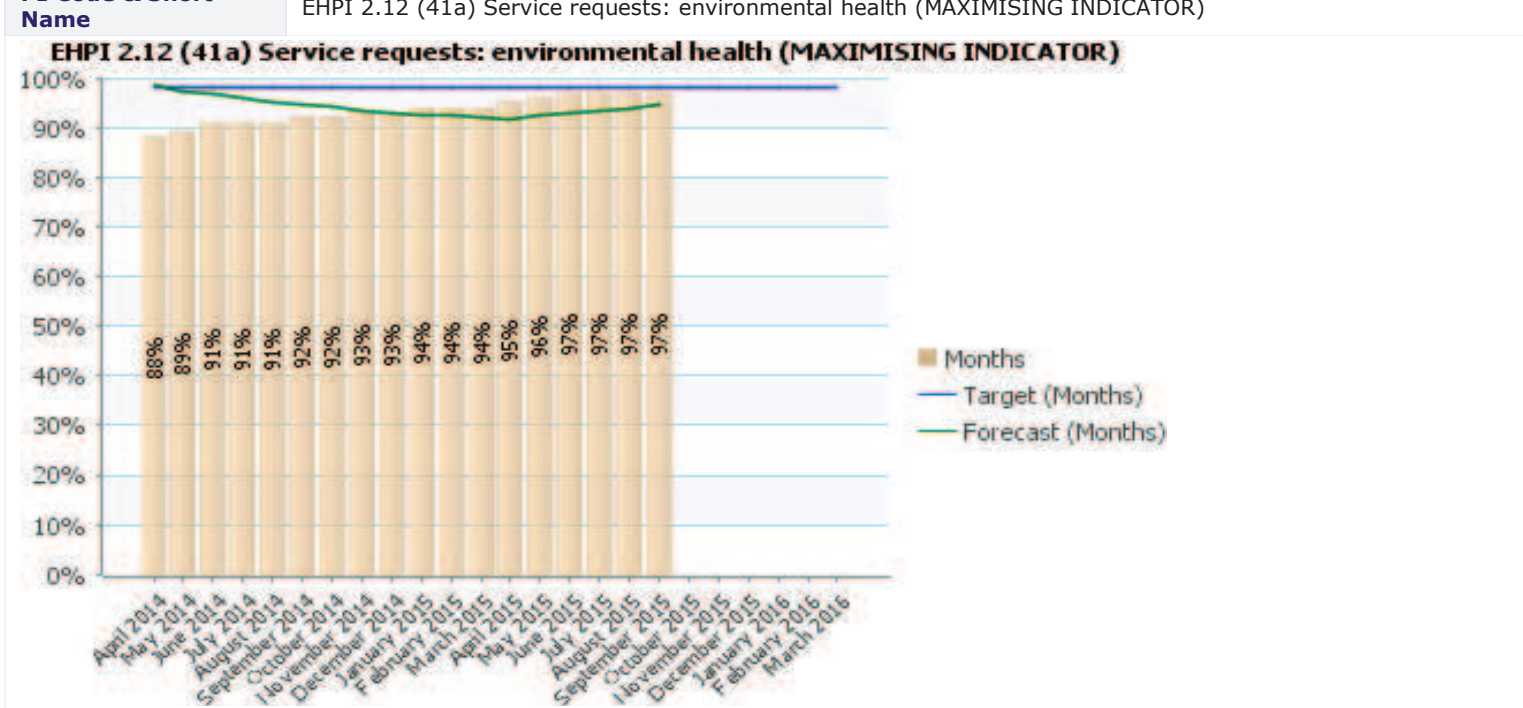
**PI Code & Short Name** EHPI 9.1 Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)



<b>Managed By</b>	Henry Lewis; Adele Taylor
<b>Short Term Trend Arrow</b>	
<b>Long Term Trend Arrow / Forecast line</b>	
<b>Traffic Light Icon</b>	
<b>Current Value</b>	99.50%
<b>Current Target</b>	99.00%
<b>Notes &amp; History Latest Note</b>	The decline in the short term trend is marginal and performance is on target.
<b>Management Response / Action</b>	No further management response required at this stage.

**Directorate** Neighbourhood Services  
**Service Area** Community Safety and Health

**PI Code & Short Name** EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR)



<b>Managed By</b>	Simon Drinkwater; Brian Simmonds
<b>Short Term Trend Arrow</b>	
<b>Long Term Trend Arrow / Forecast line</b>	
<b>Traffic Light Icon</b>	
<b>Current Value</b>	97%
<b>Current Target</b>	98%
<b>Notes &amp; History Latest Note</b>	97% of environmental health service requests responded to within target times. This equates to 60 service requests missing their first responses since April 2015. 280 service requests have been received this month. 1727 service requests have been received since April 2015. This represents a 0% decrease in number of service requests from this time last year.
<b>Management Response / Action</b>	No further management response required at this stage.

**Directorate** Neighbourhood Services  
**Service Area** Planning and Building Control

<b>PI Code &amp; Short Name</b>	EHPI 157c Processing of planning applications: Other applications. (MAXIMISING INDICATOR)	<b>Managed By</b>	Simon Drinkwater; Kevin Steptoe; Alison Young																																																		
<table border="1"> <caption>EHPI 157c Processing of planning applications: Other applications. (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>94.00%</td></tr> <tr><td>May 2014</td><td>93.00%</td></tr> <tr><td>June 2014</td><td>94.00%</td></tr> <tr><td>July 2014</td><td>91.00%</td></tr> <tr><td>August 2014</td><td>98.00%</td></tr> <tr><td>September 2014</td><td>86.00%</td></tr> <tr><td>October 2014</td><td>91.00%</td></tr> <tr><td>November 2014</td><td>94.00%</td></tr> <tr><td>December 2014</td><td>91.00%</td></tr> <tr><td>January 2015</td><td>96.00%</td></tr> <tr><td>February 2015</td><td>88.00%</td></tr> <tr><td>March 2015</td><td>92.00%</td></tr> <tr><td>April 2015</td><td>93.00%</td></tr> <tr><td>May 2015</td><td>91.00%</td></tr> <tr><td>June 2015</td><td>90.00%</td></tr> <tr><td>July 2015</td><td>89.00%</td></tr> <tr><td>August 2015</td><td>88.00%</td></tr> <tr><td>September 2015</td><td></td></tr> <tr><td>October 2015</td><td></td></tr> <tr><td>November 2015</td><td></td></tr> <tr><td>December 2015</td><td></td></tr> <tr><td>January 2016</td><td></td></tr> <tr><td>February 2016</td><td></td></tr> <tr><td>March 2016</td><td></td></tr> </tbody> </table>		Month	Value (%)	April 2014	94.00%	May 2014	93.00%	June 2014	94.00%	July 2014	91.00%	August 2014	98.00%	September 2014	86.00%	October 2014	91.00%	November 2014	94.00%	December 2014	91.00%	January 2015	96.00%	February 2015	88.00%	March 2015	92.00%	April 2015	93.00%	May 2015	91.00%	June 2015	90.00%	July 2015	89.00%	August 2015	88.00%	September 2015		October 2015		November 2015		December 2015		January 2016		February 2016		March 2016		<b>Short Term Trend Arrow</b>	
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		<b>Long Term Trend Arrow / Forecast line</b>																																																			
		<b>Traffic Light Icon</b>																																																			
		<b>Current Value</b>	88.00%																																																		
		<b>Current Target</b>	90.00%																																																		
		<b>Notes &amp; History Latest Note</b>	104 out of 118 processed and 2 within Extension of time agreement. The matters which most often have an impact on the ability to reach a decision within the target timescale include the need to re-consult on revised proposals and where the issues raised by an application are complex and resolution cannot be achieved rapidly. Case Officers and Managers will continue to review these cases to ensure that early resolution is reached where possible.																																																		
		<b>Management Response / Action</b>	No further management response required at this stage.																																																		

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



***The purchase of Old River Lane***

- 1.1. The purchase of the Old River Lane site in Bishop's Stortford completed on 13 October 2015. The Council was involved in a competitive process to acquire the site where a good level of interest was shown from property companies and institutional investors. An external market valuation by an experienced, qualified RICS Registered Valuer has confirmed the valuation at the price agreed.
- 1.2. Prior to an offer being submitted and the subsequent exchange of contracts a number of Council and Executive meetings were held between members, officers and property experts. These meetings were held to determine whether the council should submit a bid for the site, to ascertain the market value of the site and to approve the value of the bid submitted by the council. Throughout this process expert valuation and legal advice has been provided by independent, external partners.
- 1.3. As a result of local government funding reductions the council is seeking to generate additional sources of income instead of placing an additional burden on local taxpayers. This investment is part of a wider investment strategy which aims to realise best value from council assets without exposing the council to undue risk. Full Council approved the direct purchase of property as an investment within the Investment Strategy in February 2014 following Executive approval in November 2013.
- 1.4. The investment principles agreed in those meetings have been adhered to with careful consideration of treasury management principles, in summary:
  - Security of the council's capital; this is 'institutional' grade property in a prime site and the quality of tenancies has been assessed through credit checks and the spread of lease lengths.
  - Yield of at least 4% on property; the expected yield is 5.02% "as-is" with a yield up to 7.20% if fully re-furbished and occupied.
  - Liquidity; the council were one of several parties who submitted offers for this site and could re-market the site to realise the cash invested should the council decide to do so.
- 1.5. The purchase of Old River Lane was treated as an investment decision, representing good value for money, delivering a return on investment in excess of 5%. Old River Lane is made up of the freehold interest of 5 constituent parts. The Council now owns the following key assets:
  - Charrington's House; a multi-let office with 8 suites over 4 floors, with one suite currently vacant. The value attributed to Charrington's House takes into account the expected yield from rental income and the cost to refurbish the

vacant office suite. It is worth noting that the lease expiry dates are well spread which should minimise the impact of any void periods.

- 1, The Causeway; a vacant office building. The value attributed to No 1, The Causeway takes into account the estimated refurbishment costs of £1.6m which would be necessary to bring the building back into use as 3 office suites, should the Council choose to do so. The value is based on the expected yield once refurbished less the cost of refurbishment.
- The Causeway Car Park; a surface car park with 242 spaces let to East Herts Council subject to upwards only rent reviews every five years to the higher of market value or RPI. The value of the Car Parks is based upon the yield from the rental income, allowing for the long lease term until 2044.
- The Waitrose Car Park; a surface car park with 160 spaces let to East Herts Council and sublet to Waitrose Ltd subject to upwards only rent reviews every five years. The value of the Car Parks is based upon the yield from the rental income, allowing for the long lease term until 2042.
- 1, 2 and 3 Old River Lane; 2/3 bedroom homes on Assured Shorthold Tenancies with mutual break options to break on two months notice.

1.6. In addition to representing a good investment, the council has secured a site of strategic value to the local community. A range of benefits can be realised through the ‘place shaping’ opportunities that the site offers for future development. This includes the ability to implement high quality design and environmental sustainability through any future scheme the council may propose in consultation with local residents and stakeholders.

### ***Funding the purchase of Old River Lane***

2.1. The purchase prices for the constituent parts of Old River Lane are shown in table 1 below.

**Table 1: Purchase price**

ASSET	PURCHASE PRICE
Charrington’s House	£8,400,000
No 1, The Causeway	£1,370,000
Car Parks	£8,050,000
1, 2 & 3 Old River Lane	£690,000
Redevelopment Hope Value (excl. Charrington’s House)	£1,040,000
<b>TOTAL:</b>	<b>£19,550,000</b>

- 2.2. In addition to the purchase of the properties detailed above, other costs associated with the purchase were incurred and are shown in Table 2 below. The Commercial Property Fund was established in February 2015 to support the development of investment opportunities in commercial property. The balance of this reserve was £500k as at 1 April 2015 prior to the transactions in Table 2 being incurred.

**Table 2: Purchase transaction costs**

ITEM	COST £'000	FUNDED FROM
Pre-purchase advice and site valuation	69.6	Commercial Property Fund
Legal advice and conveyancing	24.4	Commercial Property Fund
Geo-environmental site survey	3.4	Commercial Property Fund
Land Registry Fee	1.0	Commercial Property Fund
VAT advice	0.9	Commercial Property Fund
<b>SUB-TOTAL:</b>	<b>99.3</b>	
VAT payable to HMRC	1,610.0	Recoverable VAT
Stamp Duty Land Tax	846.4	NHB Priority Spend Reserve
<b>TOTAL:</b>	<b>2,555.7</b>	

***Ongoing revenue budget implications from the purchase of Old River Lane***

- 3.1. There are a number of ongoing revenue costs associated with the purchase of Old River Lane. These are summarised in Table 3 below.
- 3.2. The service charge income and expenditure for Charrington's House are included to highlight that the council is not subsidising the tenants of Charrington's House nor is the council making a surplus from the service charge.
- 3.3. In using cash to fund the purchase of Old River Lane there is an opportunity cost in the form of interest which will no longer be received. This has been calculated using the average return on cash and short term investments in 2014/15 of 1.47%. This reduction in funding will be matched by a corresponding reduction in the Net Cost of Services from 2016/17 to ensure that this is not an additional burden to Council Tax payers.

**Table 3: Ongoing revenue implications**

ITEM	£'000
Estates and Facilities Management contract	33.2
Charrington's House: Service Charge income	(281.0)
Charrington's House: Service Charge expenditure	281.0
1-3 Old River Lane: Letting Agent Fees	3.3
Property maintenance recharge	20.0
Increased insurance cover	30.0
<b>SUB-TOTAL:</b>	<b>86.5</b>
Opportunity cost of reduction in cash balances	287.4
<b>TOTAL:</b>	<b>373.9</b>

- 3.4. The full year rental income from the constituent parts of Old River Lane are summarised in Table 4 below. The income due in 2015/16 will be on a pro-rata basis. The expected income from the vacant suite at Charrington's House is included and will be realised once the suite has been refurbished and let.

**Table 4: Rental Income from Bishop's Quarter**

ASSET	INCOME £'000
Charrington's House (let suites)	629.1
Charrington's House (vacant suite)	95.7
1, The Causeway (parking space leases)	7.8
Car Parks	376.6
1 – 3 Old River Lane	32.9
<b>TOTAL:</b>	<b>1,142.1</b>

- 3.5. The net surplus of income less costs is £768.2k. It is proposed that an Old River Lane reserve is created to ensure that any surplus from 2015/16 or 2016/17 is retained to fund future capital works and any costs that may be incurred preparing and assessing future schemes on the site. This position will be subject to annual review as part of the budget setting process and the surplus may be used to fund the cost of services in future years.