



Alison Stuart
Head of Legal and
Democratic Services

MEETING : OVERVIEW AND SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 17 OCTOBER 2017
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor M Allen (Chairman)
Councillors D Abbott, M Casey, G Cutting, B Deering, I Devonshire,
H Drake, M Freeman, J Goodeve, Mrs D Hollebon, P Moore, P Phillips
(Vice-Chairman), M Stevenson and N Symonds

Substitutes

Conservative Group: Councillors P Kenealy, C Snowdon, R Standley
and K Warnell

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

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DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.
4. It is a criminal offence to:
 - fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
 - fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
 - participate in any discussion or vote on a matter in which a Member has a DPI;
 - knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

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

Public Attendance

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If you think a meeting you plan to attend could be very busy, you can check if the extra space will be available by emailing democraticservices@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

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 – 12 September 2017 (Pages 5 – 14)

To approve the Minutes of the meeting held on 12 September 2017 as a correct record.

3. Chairman's Announcements

4. Declarations of Interest

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

5. Update from the Executive Member for Health and Wellbeing – Summary Briefing (Pages 15 – 18)

6. Economic Development Update (Pages 19 – 30)

7. Financial Sustainability Policy and associated Pilot Projects (Pages 31 – 62)

8. Work Programme 2017/18 (Pages 63 – 74)

9. Urgent Items

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.

MINUTES OF A MEETING OF THE
OVERVIEW AND SCRUTINY COMMITTEE
HELD IN THE COUNCIL CHAMBER,
WALLFIELDS, HERTFORD ON TUESDAY
12 SEPTEMBER 2017, AT 7.00 PM

PRESENT: Councillor M Allen (Chairman)
Councillors M Casey, G Cutting, B Deering,
I Devonshire, H Drake, M Freeman,
J Goodeve, P Moore, M Stevenson and
N Symonds

ALSO PRESENT:

Councillors A Alder, M Pope and S Rutland-
Barsby

OFFICERS IN ATTENDANCE:

- | | |
|--------------------|---|
| David Allen | - Waste Services
Manager |
| Lorraine Blackburn | - Democratic
Services Officer |
| Isabel Brittain | - Head of
Strategic
Finance and
Property |
| Paul Dean | - Principal
Planning
Enforcement
Officer |
| Jess Khanom | - Head of
Operations |
| Andrew Pulham | - Parking
Manager |
| Claire Pullen | - Scrutiny Officer |
| Ian Sharratt | - Environmental
Manager |
| Liz Watts | - Chief Executive |

144 APOLOGIES

Apologies for absence were submitted from Councillors D Abbott and Mrs D Hollebon. It was noted that Councillor K Warnell was substituting for Councillor Mrs D Hollebon.

145 MINUTES - 13 JUNE 2017

RESOLVED - that the Minutes of the meeting held on 13 June 2017 be confirmed as a correct record and signed by the Chairman.

146 CHAIRMAN'S ANNOUNCEMENTS

The Chairman stated that, with Members' consent, he would bring item 7 (Update on Planning and Member Development) and item 9 (Planning Enforcement Update) forward. This was supported.

The Chairman stated that Councillor S Rutland-Barsby was in attendance to present the report on item 7 and, with Members' consent, would stay to answer any comments in relation to item 9. This was supported.

The Chairman provided an update from Officers in relation to Fuel Poverty. It was noted that the report would be presented to Members in December 2017.

147 UPDATE ON PLANNING AND MEMBER DEVELOPMENT

Councillor S Rutland-Barsby provided Members with a presentation on issues impacting on Development Management, Building Control and Member support. The presentation summarised the increases in major and minor applications since 2011/12 and the issues affecting the wider region. Management restructures within the planning team were explained.

The Executive Member provided an update in relation to changes and caseloads in terms of enforcement and recent changes regarding the management of building control. A summary was provided in relation to Members' training,

development and support. A list of questions and respective responses were circulated to facilitate the presentation.

The Executive Member explained the pressures on the service in terms of the recruitment of suitably qualified staff that were able to earn much more in London and the impact this had had on the service including a recent restructure. She hoped that the restructure would allow the Council to take a more holistic approach to developing a planning team with a “grow your own” approach to career development.

The Executive Member provided an update in relation to enforcement and the use of external solicitors to assist with the backlog of cases. She explained the role of Hertfordshire Building Control.

Members sought and were provided with clarification on issues relating to:

- Major and local planning applications determined.
- Recruitment issues.
- How applications were allocated / determined.
- Enforcement – and when it was not in the public’s interest to take action, e.g., a shed built six inches too high.

The Chief Executive explained that survey data from the East of England had identified recruitment as a regional problem and that the Council had signed up to a proposal to bring in people from the private sector to work within planning teams. She explained that a company was being established for professionals to work alongside planning teams as part of a learning process.

Members thanked the Executive Member for the presentation.

RESOLVED – that the presentation be received.

A progress report was submitted on the current position in relation to the Council's Planning Enforcement Service.

In response to a query from Councillor B Deering, the Enforcement Officer explained that the External Consultants managed some of the caseload on behalf of the Council and provided regular weekly progress. The Enforcement Officer agreed to provide Members with a breakdown of the costs for the provision of this service.

In response to a query by Councillor N Symonds, the Enforcement Officer explained that the consultants currently had a case-load of around 30 – 31 cases (originally 38) which included Esbies. He explained that the consultants were paid on a case by case basis and were responsible for all legal work necessary. The Enforcement Officer provided an update in relation to what Officers were working on within the enforcement section.

Members received the report and noted the progress made in relation to the Action Plan, as detailed.

RESOLVED – that the progress made in relation to the Action Plan be noted.

149 PROPOSALS FOR GROUNDS MAINTENANCE CONTRACT - REPORT OF THE TASK AND FINISH GROUP

The Committee Chairman submitted a report setting out the scope of the Terms of Reference in relation to the Grounds Maintenance Contract Task and Finish Group. It was noted that the Council's Grounds Maintenance Contract was due to be retendered on 1 January 2020.

The Environmental Manager, Open Spaces provided a summary of the report and referred Members to the proposed terms of reference for the Task and Finish Group in Essential Reference Paper "B".

Councillor G Cutting referred to issues in Bishop's Stortford in terms of overgrown vegetation around a number of twitchels

in Thorley and other overgrown hedges which he believed, contributed to anti-social behaviour. He asked that the frequency of hedge pruning be reviewed. The Environmental Manager explained that some were the responsibility of Hertfordshire County Council and that the Council could only encourage HCC to review the frequency of the pruning.

In response to a query from Councillor B Deering, the Environmental Manager explained the role of the current contractor and the work undertaken generally and in relation to grass verges. In response to a query from the Chairman regarding service provision, the Environmental Manager explained that there were few large companies available who could provide the large scale service required by the Council. Councillor M Casey queried the monetary value of the contract which was stated to be approximately £1.2Million.

The Environmental Manager, Open Spaces asked that any suggestions or comments relating to the remit of the Task and Finish Group be referred to the Lead Officer and Scrutiny Officer.

Members supported the Terms of Reference as detailed.

RESOLVED – that (A) the scope and Terms of Reference of the Grounds Maintenance Contact Task and Finish Group as detailed, be supported; and

(B) any comments or suggestions in relation to the remit of the Task and Finish Group be referred to the Lead Officer and Scrutiny Officer.

150 PRIORITIES FOR PARKING ENFORCEMENT

The Head of Operations submitted a report on the findings and recommendations of the Member Task and Finish Group established to review the Council's Parking Enforcement priorities. The Parking Manager provided a summary of the report.

Councillor N Symonds commented that she was pleased to see Parking Enforcement Officers outside of schools.

In response to a query from Councillor M Freeman regarding the revenue stream generated by parking tickets, the Parking Manager outlined the restrictions imposed by statute in terms of the enforcement of contraventions. Councillor M Casey queried why this aspect of the service could not be self-financing. The Parking Manager suggested that part of the reason why gross revenue generated from car parks was around £3.2m was because of the incentive to pay the parking charge created by the Council's parking enforcement activities. He explained that statute dictated that a local authority should not seek to generate a surplus through enforcement measures and that if it did, this should be ring-fenced.

Enforcement during the evening, the difficulties enforcement officers could face and the measures which could be deployed were discussed.

Councillor J Kaye commented that in seven years there would be more cars on the road and hoped that what was in place now would be able to cope with the additional patrolling needed. Councillor B Deering referred to the possibility of patrolling in pairs during the evening. He stated that most of the complaints he received were about people parking outside of their doors and parking on verges. The Parking Manager explained that the possibility of introducing enforceable footway and grassed verge parking bans had been investigated but not taken further because of an apparent lack of interest. He stated that when parking became an obstruction, the Police could take action.

Councillor M Stevenson sought and was provided with clarification on Blue Badge Fraud and deception.

The Chairman, on behalf of Members thanked the Task and Finish Group for their recommendations.

Members noted the recommendations of the Task and Finish Group and that these be endorsed.

RESOLVED – that the Executive be advised that

Overview and Scrutiny Committee support the recommendations of the Task and Finish Group as detailed in paragraph 3 of the report and endorse their inclusion in the Council's new parking enforcement contract.

151 WASTE CONTRACT OPTION FOR CHARGEABLE GREEN WASTE SERVICE

The Head of Operations submitted a report outlining a proposal to introduce a chargeable green waste service alongside a weekly food collection prior to consideration of a joint waste contract with North Herts Council. She provided a summary of the report.

Councillor G Cutting sought and was provided with clarification on how the service currently worked and the concept of a weekly food collection. He expressed concern about the impact this would have on people living in flats and houses in multiple occupation.

The Waste Services Manager explained that 47% of all food waste was still wrapped and explained that food caddies would be collected weekly from a 3 litre container. The Head of Operations reiterated how the current collections worked and explained that 30% of residents surveyed would either be very likely or quite likely to pay up to £40 a year for the service with 70% stating that they would be unlikely to take up the service. The Head of Operations commented that an indicative sum of £35 was what other Hertfordshire authorities charged.

Councillor H Drake stated that she felt that this was a reduction in service as food was already placed in the black bins. Councillor N Symonds felt that the approach was being driven by the joint waste contract with North Herts who had yet to make a decision.

The Waste Services Manager explained how the service could be applied in terms of people with disabilities, those living in flats and houses in multiple occupation and how operatives would know whose container to collect aided by

stickers and PDAs. He commented that the proposal would ensure that waste food was properly and safely composted and not disposed of in black bins which went to landfill. In response to a query from the Chairman regarding modifications to vehicles, the Waste Services Manager explained that a new contract was about to begin and that Officers would need to review new vehicles.

Councillor G Cutting referred to the waste recycling site in Bishop's Stortford and stated that its closure two days a week was very frustrating, adding that people visited the site not just to compost things but to dispose of rubble, furniture, etc. He referred to the impact of more homes in Bishop's Stortford and asked Officers to work with Hertfordshire County Council to facilitate more sociable opening hours before matters became acute. The Head of Operations acknowledged the issues of the centre and assured Members that she was working with the Herts Waste Partnership to explore more effective ways to deliver the service.

Members queried the driver behind this new green collection service. The Head of Operations confirmed that this would contribute to the gap in the medium term financial plan and would facilitate a reduction in the amount of food waste that went to landfill which could be composted.

Councillor G Cutting stated he was not convinced about the need to provide this service adding that Members needed to be provided with more information and have more clarity on the issue. The Waste Services Manager provided an overview on the legislation about managing food waste and other waste materials and what could and could not be composted.

Members debated at length, the issue around the food collection, green waste collection and the technical aspects of collection / no collection and the associated issues. At the conclusion of the debate, a number of Members were unclear on how the proposed, separated and optional waste service would impact on the most vulnerable and high occupancy buildings and sought more information on the technical aspects of food waste collection and the actual implications of

an optional operation where who had “opted in” and who had “opted out”, needed to be determined.

Members felt that that it was important to consider the financial issues properly, as every tax payer was paying for the collection of waste and asked that the Executive be provided with further information on the technical aspects of the collection as detailed above, supported by flow charts to aid the decision making process.

Councillor I Devonshire proposed and Councillor K Warnell seconded, a motion to not charge for a green waste collection. After being put to the meeting and a vote taken, this motion was declared LOST following the Chairman’s casting vote.

Councillor J Goodeve proposed and Councillor M Casey seconded, a motion that a proposal to introduce charging for green waste be given further consideration and that the issue of a food collection service be considered separately. After being put to the meeting and a vote taken, this motion was declared CARRIED.

The Committee supported the recommendations now detailed.

RESOLVED – that the Executive be advised that (A) further information be provided on the technical aspects of the collection as now detailed supported by flow charts to aid the decision making process and to facilitate a clear recommendation to Council on a proposal to introduce charging for green waste; and

(B) the issue of a food collection service be considered separately.

152 WORK PROGRAMME 2017/18

The Chairman of Overview and Scrutiny Committee submitted a report detailing the Committee’s future work programme.

Councillor G Cutting confirmed that he had a topic which he would like included for further consideration and agreed to

complete the referral form.

Members confirmed that having an Executive Member in attendance to give a presentation on issues within their remit was a preferred way forward. It was suggested that supporting notes accompanying a presentation be made available to Members in advance of a meeting.

Members approved the draft Work Programme for Overview and Scrutiny Committee.

RESOLVED – that the draft Work Programme for Overview and Scrutiny Committee, as now detailed, be approved.

The meeting closed at 9.33 pm

Chairman
Date

Briefing Summary

Overview and Scrutiny committee 17 October 2017 by Eric Buckmaster, Executive Member for Health and Wellbeing

In all cases the role is to support members in performing their ward duties by cascading relevant information and highlighting their concerns internally and externally to the appropriate officers and other bodies.

A brief summary of the Health and Wellbeing portfolio.

- **Affordable Housing.** Together with the Head of Housing and Health and the Housing Team to introduce policies related to delivering an appropriate number of affordable homes for the District. Policies have been added to the District Plan based on consultants' work and the housing needs survey. There is also delegated authority in ensuring that commuted sums of money from section 106 agreements are spent within the district on affordable homes.
- The team work hard to ensure that presentations of homelessness are dealt with quickly and according to regulations. New duties will be coming in relating to the Homelessness Reduction Act. The council owns a hostel which may house a number of families pending them finding suitable accommodation via the Choice Based Lettings system.
- Partnership meetings are held regularly with our two main Housing Associations, Network Homes and Circle/Clarion. Members are encouraged to attend where they can receive updates on the Associations operations and may ask questions. Each quarter a Housing Forum is held in Wallfields where stakeholders are invited to receive and give presentations and discuss topical issues. Invitees include a number of Housing Association, CAB, County Public Health Officers, and East Herts Housing and Environmental officers.
- I have asked the Housing Team to review ways in which the Council can work proactively and with partners to publicise the benefits of downsizing so as to encourage this. Research is under way and options will come forward for discussion with Members in the coming few months.
- **Private Empty Homes.** The process of bringing empty homes back into use can be a very long process. The reasons for a home to remain empty are various but remaining so may lead to dilapidation and present a nuisance or health risk to neighbours. Officers spend time seeking and contacting owners and encouraging them to let them or sell them on. In the final resort we have introduced powers of compulsory purchase.
- **Community Grants and other funding.** Earlier this year members and officers reviewed grants policies and the recommendations were agreed at council in July. The purpose was to more closely align grant giving to

supporting the pockets of greatest deprivation in the District. Raising the maximum level of revenue grants also allows them to enable longer projects that can support the council's priorities such as reducing social isolation or tackling inactivity. Earlier in October a district wide grants workshop was held to which community organisations were invited. A presentation on levels of deprivation was given. The grants process was explained and the attendees were asked to consider ideas for tackling deprivation and social inequalities.

- The Forever Active Programme of Activities for the over 50s has been successful and is undertaken in community halls across the district. It will be in its last year of funding in 2018. Work will be undertaken to ensure, as far as possible, that the community organisations hosting them will be able to continue.
- In terms of prevention of ill health the Council will soon commence a social prescribing programme which will be described in more detail at the scrutiny meeting. Funding for this is provided for the sums committed through match funding the District Offer.
- This year the council joined a number of other districts plus county to form a Home Improvement Agency in order to share resources to facilitate the provision of Disabled Facilities Grants. The council has also continued to support the Dementia Friendly Homes project designed to assist those living at home with Dementia by suggesting relatively low cost alterations and modifications. It is hoped that this may be integrated in time with the Home Improvements Agency.
- **Arts, Leisure, Culture.** This is a very broad portfolio area and includes Hertford Theatre and the Leisure Contract. Officers will be looking at possibilities for Hertford Theatre to be more commercially focussed possibly through increasing the capacity for first time cinema screenings. Details are still to be developed.
- The ambitions for the Leisure Contract and development of our own use pools and gyms are well documented and have been approved at full council in July. In terms of sport activation and engagement we partner and fund Active East Herts. It has supported sports organisations and clubs that don't have a national association to guide them. Advice can be given regarding coaching and sourcing funding. Active East Herts in common with other community organisations has had some difficulty in attracting volunteers so a new organisation 'Active In' has been employed to support this vital piece of work.
- The importance of culture is seen as important to maintaining the health and wellbeing of residents. In September Executive Members agreed supporting seed funding towards creating an Arts Hub in Hertford. Beyond this cultural strategy for the district will be considered during 2018/19.

- **Community Development, Public Health, District Health Offer.** There is a clear link between these portfolio areas. Two of the three key corporate priorities are 'to improve the health and wellbeing of our communities' and 'to enhance the quality of people's lives'. The role includes supporting members and officers in 'outreach' aspects of council work. The council provides funding to Broxbourne and East Herts CVS to support our Community Development programme.
- I was particularly proactive in setting up the community wellbeing forum of member champions which has got off to a great start. It is a readymade vehicle to support officers in their community and public health duties and assists in turning public engagement into positive action. A good example is the recent grants workshop. By discovering the levels of need in each community the champions may offer support not only in the grants process but also in helping deliver solutions.
- In the coming weeks Forum members will work with officers in updating the council's Health and Wellbeing strategy which will also come to Overview and Scrutiny. It is also a link to contributing to the county wide strategies such as the upcoming Year of Physical Activity. The key to a good strategy is that it is a thread that runs through all of the council's operations and that it is focussed on prevention of ill health. This can be discussed in more detail during the scrutiny presentation.
- It is my expectation that members will play a key supporting role in the social prescribing project through their contacts and depth of knowledge within the community. In order for the system to work well there will be a need for some of those referred or prescribed to be mentored or introduced to new activities by community champions.

My portfolio includes attending Workshops and AGMs of our health and community partners such as the County Council, CCG, CDA, and CVS and visiting district wide charitable trusts, sports clubs, and cultural organisations when invited. I have also hosted or have spoken at community development events such as the Rural and Urban Conference, and chair stakeholder committees such as Ageing Well.

The outside bodies on which I represent the council include the East and North Herts NHS Trust Involvement Committee, and the county wide lifestyle and legacy partnership.

Eric Buckmaster
Executive Member for Health and Wellbeing

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EAST HERTS COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE - 17 OCTOBER 2017

REPORT BY: PORTFOLIO HOLDER FOR ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT UPDATE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To present an update on the council's economic development agenda, specifically regarding progress against the objectives set out in the economic development vision.

<u>RECOMMENDATIONS FOR SCRUTINY:</u>	
(A)	Note progress and discuss any areas of concern or relevance

1.0 Background

1.1 In February 2016 the Council agreed to an economic development vision for the period 2016/17 – 2019/20. **Essential Reference Paper B** contains an update on progress up to 30th September 2017.

2.0 Implications/Consultations

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

Background Papers - None

Contact Member: Councillor Gary Jones
Portfolio Holder for Economic Development
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Contact Officer: Benjamin Wood, Head of Communications, Strategy and Policy
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Report Author: Benjamin Wood, Head of Communications, Strategy and Policy
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<i>Enabling a Flourishing Local Economy</i>
Consultation:	Consultation with the Portfolio Holder has taken place
Legal:	<i>None</i>
Financial:	None
Human Resource:	None
Risk Management:	None
Health and wellbeing – issues and impacts:	N/A

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ECONOMIC DEVELOPMENT VISION AND ACTION PLAN FOR EAST HERTS 2016/17-2019/2020 – UPDATE FOR OCTOBER 2017

Priority Theme/ Outcome	Baseline performance and contextual data				Key actions for Year One (2016/17)	Progress as at September 2017		
<p>A business friendly council <i>We will ensure we are supporting businesses as ‘customers’ of council services as well as listening to the needs of the business community</i></p>	Measure	2015/16 Data	2016/17 Data	2017/18 Data	<ul style="list-style-type: none"> Commission business needs analysis and detailed evidence base focusing on: <ul style="list-style-type: none"> Demand for employment and commercial space (by geography and sector), particularly focusing on Bishop’s Stortford and demand for new business incubation space and ‘second stage’ space for new businesses seeking to grow 	<ul style="list-style-type: none"> Action complete. Various reports have been produced on the state of the economy in East Herts including: <ul style="list-style-type: none"> SQW report on the economic potential of Bishop’s Stortford Hertford and Ware employment land study Property market review of Bishop’s Stortford Town Centre Various reports for the District Plan including the Employment Topic Paper This work has informed thinking around ORL development and the business case for Launchpad General conclusions confirm that land allocated for commercial/ employment use is under pressure from residential development. Through the Examination in Public process we are proposing to increase employment land allocation within the District Plan As part of developing a relationship with the business community the Leader, Chief Executive and Portfolio Holder have met with larger employers in and adjacent to the district including GSK, Raytheon and Public Health England (due to submit planning application for new site in Harlow in October 2017). Business Engagement Manager also regularly meeting and liaising with local businesses 		
	Business counts	Enterprises in East Herts: 7,625 Local Units in East Herts: 8,505	Enterprises in East Herts: 7,790 Local Units in East Herts: 8,675	Not yet available			<ul style="list-style-type: none"> Create landing pages for businesses on the Council website consolidating all information and services in one place (Business rates, planning, regulatory functions, procurement, customer profiles etc) 	<ul style="list-style-type: none"> Action complete. New website launched with vastly reduced and rationalised content. There is an-going need to keep this up to date and improve the user experience (being led by the Business Engagement Manager)
	Transaction/processing times for business queries/request for service to be resolved	98.2% (annual target 98.5%)	98.5% (annual target 98.5%)	Apr – Sep Data: 98.7% (annual target 98.5%)				
	Qualitative feedback from businesses	N/A	N/A				<ul style="list-style-type: none"> Support the “Better Business for All” partnership between Regulatory authorities in Hertfordshire 	<ul style="list-style-type: none"> Action on-going. We continue to support Better Business for All who have recently undertaken a ‘mystery shopping’ exercise to help improve the quality of our business to business transactions.
<p><i>Please note we have been using data from a company that tracks changes in business registrations in real time from Companies House since April. This provided much more accurate data around the macro economy in East Herts than the standard NOMIS data above. However we have stopped using this data as we had a joint contract with HCC which has since expired and the cost of us using it in isolation is very high.</i></p> <p><i>The data indicated there had been a slight drop in the number of businesses registered in the district since April. We believe this may be related to tax legislation changing this year which has affected dormancy levels and the number of individuals registered as either sole traders or limited companies.</i></p> <p><i>Further NOMIS data can be found here:</i> https://www.nomisweb.co.uk/reports/lmp/la/1946157224/report.aspx</p>				ADDITIONAL/ REVISED ACTIONS AND MEASURES				
<ul style="list-style-type: none"> Unique visits to the council’s business pages on the website Number of successful applications to the Business Rate Discount Grant Scheme Number of additional jobs created as a result of awarding the scheme (and qualitative feedback from businesses about how it has made a difference) 				<ul style="list-style-type: none"> Business Rate Discount Grant Scheme: this is a scheme approved by Executive in March 2017. The purpose is to support businesses who wish to expand in the district but may need a small incentive to do so. £150k has been allocated from the New Homes Bonus Reserve to support businesses with a discount on their rates liability where if they are considering relocating, opening up a new site or expanding their current site in the district. So far 2 applications have been successful and £8k awarded. A further 5 applications are in the process of being considered. 				

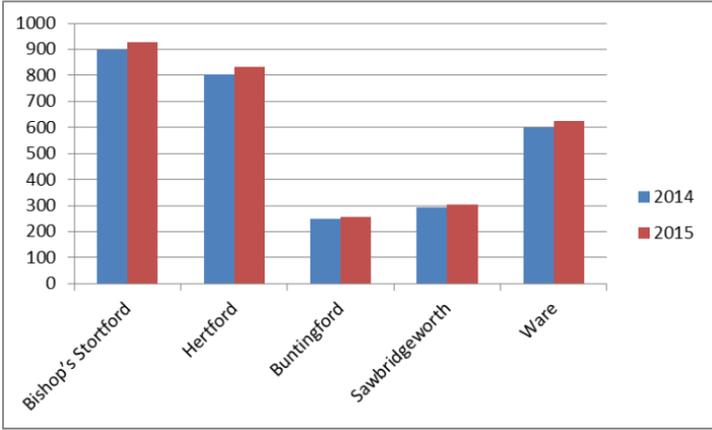
Priority Theme/ Outcome	Baseline performance and contextual data				Key actions for Year One (2016/17)	Progress as at September 2017
Enabling entrepreneurs and business start ups <i>We will encourage wealth creation in the district and ensure businesses can access a wide range of locally sourced services</i>	Contextual measure of district economy				<ul style="list-style-type: none"> Sponsor the CVS “dragons den” event for entrepreneurs in schools Work with the Local Enterprise Partnership’s (LEP) on the “growth hub” (an enterprise network for local businesses to source support services such as finance, HR, training etc) 2 year SLA with WENTA (15/16-16/17) to deliver business start up advice and support (virtual, face to face and events) and incubation space. Based in Herts Regional College (Ware Campus) Review business start up provision and identify opportunities to improve support 	<ul style="list-style-type: none"> The 2016/17 event was a success with over £10,000 raised for local charities. Cllrs Haysey, Moore and Symonds worked with teams as well as the Head of Human Resources and Organisational Development. Cllr Haysey also acted as a judge for the junior school programme. The 2017/18 scheme launches 2 October and Cllrs Haysey, Jeff Jones and Deering have volunteered to take part. 3 of the Council’s apprentices will also be working with junior schools. On-going. More details about the scheme can be found on their website: https://www.hertsgrowthhub.com/ We are also involved in the Careers and Enterprise programme, funded via the LEP with volunteers from local organisations to improve careers advice and support in schools. For example Cllr Bob Deering is leading this work in Sele School, Hertford. WENTA SLA expired early summer 2017 however they successfully secured some EU Structural Funding in 2016 to support delivery of their core business objectives across the region. This effectively meant duplicating the work they were commissioned to deliver through the SLA with East Herts and as a consequence the £20k investment we make per annum has been directed to support the Launchpad (see below). Complete. The review indicated that there is demand and a lack of provision for business start up and second stage growth/ follow up space around Bishop’s Stortford. The Launchpad pilot (see below) has been implemented as a result.
	Net number of new businesses in district (change in enterprise units from one year to another)	2015 Data	2016 data	2017 data		
		505	165	Not yet available		
	WENTA Performance					
		2015/16	2016/17	April – Aug ‘17		
	Number of New Clients seen resident in EHerts District including outreach locations. Target: 100 per year	82 (82%)	84 (84%)	48		
	Number of people seen in outreach locations in EHerts District included in above. Target: 25 per year	10 (40%)	7 (28%)	32		
	Number of EHerts District residents or businesses based in East Herts District signing up to use the My Incubator base. Target: 12 per year	12 (100%)	12 (100%)	5		
	Number of EHerts District residents or businesses based in East Herts District accessing workshops. Target: 40	42 (105%)	43 (108%)	21		
	Senior School					
		Team Name	Charity Partner	Profits raised		
	Freman College	Glow-On	British Red Cross	£278.21		
	Hertford Regional College	Déjà Vu Fundraise	Act One Arts Base	£433.35		
Richard Hale School	Team Fresh Start	Future Living Hertford	£414.56			
Herts & Essex High School	Astra	Cazfest	£1,289.00			
Herts & Essex High School	Team Night	Winter Night Shelter	£1,070.00			
The Sele School	Company 53	Headway Hertfordshire	£1,105.11			
The Sele School	Kyoto	Courtyard Arts and Community Centre	£122.00			
			£4,712.23			
Primary School						
	Team Name	Charity Partner	Profits raised			
St Joseph’s Catholic	The Trailblazers	Four Swans Vision	£607.07			
Bayford (C of E)	Wiggle	Mudlarks	£91.52			
Bayford (C of E)	Six Super Stockings	Mudlarks	£100.00			
Sacred Heart	Santa’s Little Helpers	Ware In Bloom	£114.00			
Thundridge CE	The Bee Team	Hertford & Ware Beekeepers	£259.92			
St John the Baptist	Paws and Claws	Cats Whiskers	£351.64			
			£6,236.38			

ADDITIONAL/ REVISED ACTIONS AND MEASURES	
<p>Launchpad targets:</p> <ul style="list-style-type: none"> • Total number of businesses using the facility (target: 30) • Number of businesses using the facility for more than 3 months (target: 20) • Total income from businesses using the facility (target £20,000) <p>Launchpad additional measures:</p> <ul style="list-style-type: none"> • Number of businesses attending events and seminars on business start-up support • Number of enquiries for use • Average duration of use • Business use by sector/ type/ size 	<ul style="list-style-type: none"> • Launchpad incubation facility implemented at Charrington’s House (officially launched 12 September this year). Update on model provided to Performance, Audit and Governance Committee on 4th July. More details can be found here: http://democracy.eastherts.gov.uk/documents/s40430/Business%20Incubator%20Bishops%20Stortford%20ERP%20B%20Concept%20Document.pdf?J=1 • This will be a 12 month pilot to test demand for this type of facility. The Launchpad will provide crucial evidence about demand for employment space within Bishop’s Stortford and assist in discussions with developers about future mixed use developments. • Bid to LEP for ERDF funds for SME competitiveness. There is around £8m unallocated ERDF monies through the LEP to support a range of outcomes. We intend to submit a bid in January to the LEP, based on the Launchpad, for additional funding to make the facility viable in the long term (assuming it wont be at Charrington’s House in the long term)

Priority Theme/ Outcome	Baseline performance and contextual data					Key actions for Year One (2016/17)	Progress as at September 2017	
<p>Supporting the rural economy <i>We will maximise investment into the rural economy and ensure it remains competitive</i></p>	Measure		To date over 4 year programme (2015/16 – 2018/19)			<ul style="list-style-type: none"> Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1,889,280m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity 	<ul style="list-style-type: none"> Money is still guaranteed until the point of Brexit (ie. we have to allocate all of the money before April 2019 to avoid losing it). RDP project manager is therefore speeding up the application and allocation process. The Eastern Plateau has received 34 Outline Applications of which 20 projects have progressed to Full Application and 19 have been supported and 1 rejected. To date a total of £981,927.30 has been allocated to projects (however 2 have withdrawn) leaving £891,127.30 allocated to date with a approx. an additional £400,000 worth of projects going to the next Panel. Of the 19 approved projects, 5 are from East Herts representing around £250k and creation of additional 11 jobs 	
	No. of East Herts businesses successful in applying to RDP	5			<ul style="list-style-type: none"> Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the "Connecting Counties" programme and raising awareness of other options 			<ul style="list-style-type: none"> In 2016 the council helped publicise a number of additional options for those areas not covered including registering interest with companies such as Gigaclear and seeking grants for installation of 4G receivers. In many cases however communities and individuals have managed to mobilise themselves to access this infrastructure without council assistance. A good example is the Fibre Partnership Programme where BT cover the cost for cabinet upgrades in line with their commercial model used throughout the country and the community has the option to self-fund the remaining gap. Datchworth Parish Council raised £10,798 locally to cover the cost of installing a new fibre cabinet through this process. BT have a facility on their website https://www.communityfibre.bt.com/ to enter a postcode to check whether an area is eligible. BT have been invited to attend the Town and Parish Conference in October to update on their progress
	Amount invested in East Herts through the RDP (£)	250,000						
	No. of new jobs in East Herts created through the RDP	11.5						
		2015 total	2015 total with sufficient broadband	By 30 th Sep 2017 with sufficient broadband		By 30 th June 2018 with sufficient broadband		
	No. of businesses	7025	3908	4582		5753		
	% of businesses	100%	55%	64%		82%		
	No. of properties	68,135	100%	53,379	56,243			
	% of properties	44,011	64%	78%	83%			
	<p><i>Please note there are several ways of measuring broadband coverage which can lead to different results. For example EU guidance suggests superfast is defined as over 30 mbps whereas UK guidance defines it as 24 mbps. Moreover there can also be some different results depending on whether the speed is available at a premise (ie FTTP) or at the exchange/cabinet. Lastly there is some debate about speeds that are available and what is actually being received in practice. Collectively this makes its challenging to provide one narrative of broadband availability.</i></p> <p><i>The baseline data above (2015) was taken from mapping the planned roll out of the Connecting Counties programme against all known business and residential premises in the district through GIS. This is then an estimate based on the phased rollout of works. By 2020 Connecting Counties has planned rollouts to 93% of the district. Details of which areas will be covered can be found on their website:</i></p> <p>http://www.connectedcounties.org/</p>					REVISED ACTIONS & MEASURES		
					<ul style="list-style-type: none"> Digital Innovation Zone: work is being led by Epping Forest, sponsored by the LSCC, to understand what digital infrastructure is needed to support predicted economic growth around 'smart cities' and clustering of industries within the corridor. We are involved in this work – anticipated that in early 2018 some priorities for infrastructure investment will be identified. Also planning to bid in the Full Fibre Broadband initiative. 			

Priority Theme/ Outcome	Baseline performance and contextual data		Key actions for Year One (2016/17)	Progress as at September 2017				
<ul style="list-style-type: none"> Action on-going. We continue to support events in town centres to increase footfall. Example is the Town Council led Hertford Food and Drink Festival 6-8 October which the Council helped publicise 	<table border="1" data-bbox="439 384 1062 909"> <thead> <tr> <th>Measure</th> <th>2015/16 data</th> </tr> </thead> <tbody> <tr> <td>Town centre footfall (specifically Bishop's Stortford on a Thursday and Saturday)</td> <td> 2015/16 Quarter 1: 10,143 distinct clients with a daily average of 419 clients 2015/16 Quarter 2: 12,861 distinct clients with a daily average of 518 Clients 2015/16 Quarter 3: 12,901 distinct clients with a daily average of 523 clients </td> </tr> </tbody> </table> <ul style="list-style-type: none"> Please note this measure has been removed following discussion at Performance, Audit and Governance Committee as it has limited utility. 		Measure	2015/16 data	Town centre footfall (specifically Bishop's Stortford on a Thursday and Saturday)	2015/16 Quarter 1: 10,143 distinct clients with a daily average of 419 clients 2015/16 Quarter 2: 12,861 distinct clients with a daily average of 518 Clients 2015/16 Quarter 3: 12,901 distinct clients with a daily average of 523 clients	<ul style="list-style-type: none"> Develop a planning framework for Bishop's Stortford, focusing on Old River Lane and key adjoining town centre sites and develop a masterplan for Old River Lane Ensure employment land and needs are included with site development assessments (eg. Hertford Urban design study) and District Plan Undertake feasibility work with town centre businesses on implementing Business Improvement Districts Work in conjunction with town and parish councils to deliver special events and specialist markets (eg. farmer's markets) to increase footfall in the town centres 	<ul style="list-style-type: none"> Action on-going through the ORL Steering Group and Bishop's Stortford Town Centre Steering Group (now called Shaping Stortford). Town centre planning framework adopted by Council in July. Options for ORL development currently under consideration and expectation is that a planning application for a new multi-story car park will be made in January Action on-going however as per page 1 this is challenging given pressure for residential development. Through the Examination in Public process additional employment land allocation will be considered, including 5 Ha at Gilston to support LSCC growth. Action on-going. CMS were contracted in 2016 to test feasibility of setting up a BID in Bishop's Stortford. Initial engagement with businesses was positive and suggested further work be undertaken to hold a ballot with businesses to see if a BID can be set up by the end of 2017. However a number of follow up sessions in the Spring/ Summer were not well attended. CMS have subsequently revised their project plan, aiming to have a ballot in March/ April 2018. An initial meeting of businesses who are interested in being part of the steering group/ board took place on 25th September and was reasonably well attended. To assist with the business engagement process we have employed the Letchworth Bid Manager on a part time contract Action on-going. We continue to promote our own events such as retail and farmer's markets and also support other events often led by Town Councils or independent organisations. There is strong evidence to suggest these increase footfall and overall spend in town centres (eg. Restaurants and pubs reporting income increased on the days of the Hertford Music Festival, Rock in the Priory etc.
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REVISED ACTIONS & MEASURES								
	<ul style="list-style-type: none"> Town centre vacancy rates. Please note these are not monitored consistently across the district however some town councils collect this data through visual checks. For example Hertford do this every 6 months (May vacancy levels recorded at 5.45% in May 2017). In future we have agreed with the other town councils to extract figures on vacancy rates using empty property lists published by the Business Rates' team. At the time of writing these figures were not yet available however. 							

Priority Theme/ Outcome	Baseline performance and contextual data			Key actions for Year One (2016/17)	Progress as at September 2017																		
<p>Supporting the visitor economy <i>We want to raise the profile of local attractions and support businesses in their supply chain</i></p>	<table border="1"> <thead> <tr> <th>Measure</th> <th>2014 data</th> <th>2015 data</th> </tr> </thead> <tbody> <tr> <td>Number of day trips (District Total)</td> <td>3,698,000</td> <td>3,573,000</td> </tr> </tbody> </table>			Measure	2014 data	2015 data	Number of day trips (District Total)	3,698,000	3,573,000	<ul style="list-style-type: none"> Undertake 2016 value and volume study (for the district as a whole but also focusing on the 5 towns) Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains 	<ul style="list-style-type: none"> Complete. Data is always 1 year behind so 2016 study captures 2015 data. Overall trend demonstrates a growing visitor economy in the district. In fact of all the 10 districts East Herts receives the largest number of visitors, generates the most inward investment and has the largest number of jobs supported by the visitor economy. This work is being followed up with a quantitative research which will provide a breakdown of visitors and non visitors views of Hertfordshire SLA with Visit Herts in place. Big weekend and gardens and gourmet project (essentially linking gardens and trails with great food and drink) projects underway. Generally venues from East Hertfordshire are well represented. More details about events and promotions can be found here: https://www.visitherts.co.uk/ Attractions from East Herts up for Herts Tourism awards include: <ul style="list-style-type: none"> Emerald Cottages, Ware, have been shortlisted for the Rest Your Head Award Down Hall Hotel has been shortlisted for the Big Sleep Award Henry Moore Foundation has been shortlisted for the Hidden Gem Award). 2 Visit Herts networking events took place in East Herts in the last 12 months (Paradise Wildlife Park and Henry Moore Foundation) 												
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<ul style="list-style-type: none"> SLA with Visit Herts was initially for 2 years (2015/16 and 2016/17). We will extend the SLA for a further 3 years given they have also won a 3 year contract with Herts LEP to continue delivering a destination management service for the county 																							
Priority Theme/ Outcome	Baseline performance and contextual data		Key actions for Year One (2016/17)	Progress as at September 2017																			
<p>Lobbying for the right infrastructure We will work with key partners to ensure East Herts can support growth in the right places at the right times</p>	<p>Investment (£) in transport infrastructure within the district (measure to be developed) <i>We have been unable to develop specific PIs around this as levels of investment on specific improvements are hard to identify in exact terms. We recognise other organisations are mostly responsible for delivering infrastructure improvements and investments; however, through our planning policy function we can influence decision making. We will use completion of major infrastructure projects as an indicator of success. Examples will include:</i></p> <ul style="list-style-type: none"> £30m investment in the A120 bypass and flood alleviation scheme. Planning permission granted January 2017, work expected to begin summer 2018 and project due to be complete 2019. £20m investment on A602 between Stevenage and A10 which started in Aug 2017 and expected to finish early 2018 Investment in strategic infrastructure on A414 corridor, including Hertford, which will be developed through LTP4, due to be published autumn 2017. Planning permission has been granted for the new Junction 7a on the M11 as well as improvements to Gilden Way in Harlow. Work due to begin late 2017/ early 2018. 5th platform to be delivered at Stevenage station to enable services from/to Hertford North (which will be truncated after timetable changes related to Thameslink operations commence in May 2018) to connect with Stevenage. Following Hendy Review, which excluded this scheme from the current Control Period 5 (CP5 – 2014-2019), delivery programme has currently been delayed until at least CP6 (2019-2024), although lobbying continues to expedite this scheme. 		<ul style="list-style-type: none"> Work with partners such as the LEP, County Council and London Stansted Cambridge Consortium (LSCC) on identifying infrastructure requirements for the A10/ M11 corridor and bring them to fruition 	<ul style="list-style-type: none"> We have actively responded and engaged in the County Council's LTP4/ 2050 Transport Vision process (due to be published autumn 2017) We have positively engaged with HCC, Essex CC, Highways England and other related bodies in seeking to identify suitable infrastructure mitigations to ameliorate the effects of development proposed in the draft District Plan (currently at Examination) We have responded to the planning application for a new arrivals terminal and other facilities at Stansted Airport. We have also been engaged in discussions with Network Rail and operators (West Anglia and GTR) over their consultations for timetable and route changes. We continue to lobby for a 5th platform to be delivered at Stevenage station to enable services from/to Hertford North (which will be largely truncated after timetable changes related to the introduction of Thameslink commence in May 2018) to connect with Stevenage. The LSCC is actively lobbying government for significant infrastructure investment across regional road and rail networks in order to realise economic growth. The focus is on Crossrail 2 (which is gaining support), and 4 tracking of the line up to Broxbourne from central London (irrespective of Crossrail 2 implementation) and improvements to the West Anglia routes. We are supportive of the LSCC's objectives and have submitted evidence to their growth commission reports, which have also proposed new governance arrangements in 																			

			the corridor to agree infrastructure spending
REVISED ACTIONS & MEASURES			
			<ul style="list-style-type: none"> • Work with HCC and other partners in identifying infrastructure requirements on the A414 corridor, in particular, to seek a strategic intervention to address congestion in Hertford • Support 'Harlow and Gilston Garden Town: Stort Crossings and Sustainable Transport Corridor' HIFF bid • Continue to work with HCC, Essex CC, Highways England and others in identifying measures to address impacts of development proposed in the District Plan as outlined in the Infrastructure Delivery Plan (IDP) • Continue to lobby Dft/Network Rail to expedite provision of 5th platform at Stevenage Station. • To engage with Stansted Airport and Uttlesford DC in the lead up to, and determination of, planning application to raise cap to up to 44.5 million passengers per annum (mppa)

EAST HERTS COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE - 17 OCTOBER 2017

REPORT BY: PORTFOLIO HOLDER FOR FINANCE AND SUPPORT SERVICES

FINANCIAL SUSTAINABILITY UPDATE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To present an update on the Financial Sustainability agenda.

RECOMMENDATIONS FOR SCRUTINY:

(A)	A financial sustainability policy be adopted;
(B)	A full financial sustainability strategy be developed and
(C)	To create a self-funding post to drive financial sustainability forward
(D)	The following pilot projects be implemented: Community Benefit Lottery Exploration of cost recovery approach to fees and charges Physical Advertising Advertising on the council website

1.0 Background

- 1.1. Like many local authorities East Herts council finds itself expected to deliver more and higher quality services while funding from central government reduces.
- 1.2. There is still a lack of clarity about the future of things like business rates retention while the funding source this policy was set to replace (revenue support grant) is set disappear.
- 1.3. Given these challenges members discussed the issues at a member's away day in May (results attached **Essential Reference Paper C**). There was support for exploring

alternative funding initiatives for the future i.e. not from increased council tax above threshold or service cuts.

- 1.4. Following this a member/officer group was established to explore this topic further. The policy attached (**Essential Reference paper B**) is the result of the work conducted there. This identified a number of pilot projects for officers to implement in 2017/18, this will start to build financial resilience.

2. Financial Sustainability Strategy

- 2.1. In order to drive financial sustainability forward in a coherent manner with services engaged in the projects it is recommended to create a financial sustainability strategy following a consultation with services about how they can contribute to the goal.

- 2.2. If council approves the adoption of a financial sustainability strategy this will include other specific initiatives, projects and policies following an internal consultation with services

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

Contact Member: Councillor Geoff Williamson
Portfolio Holder for Finance & Support Services
Geoff.williamson@eastherts.gov.uk

Contact Officer: Isabel Brittain, Head of Strategic Finance and Property
Tel: 01279 502050
Isabel.brittain@eastherts.gov.uk

Report Author: Nathan Bookbinder Policy Officer
Tel: 01279 502144
nathan.bookbinder@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives Priority 3 – Enable a flourishing local economy
Consultation:	Financial and non-financial discussions have taken place within a member/officers working group. The members were consulted on the Topic during an away day wherein they were broadly supportive (Essential reference paper D).
Legal:	There are no legal implications. However subsequent reports emerging from this may have implications.
Financial:	Financial implications are included in the body of the report. However subsequent reports emerging from this may have implications.
Human Resource:	There are no Human Resources implications. However subsequent reports emerging from this may have implications.
Risk Management:	There are no risk management issues raised as part of the report. However subsequent reports emerging from this may have implications.
Health and wellbeing – issues and impacts:	There no Health and Wellbeing issues raised as part of this report. However subsequent reports emerging from this may have implications.

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Financial Sustainability Policy

Background and Context

Like many local authorities East Herts council finds itself expected to deliver more and higher quality services while funding from central government reduces.

Financial sustainability

The sustainability agenda in terms of finance refers to councils which, often using the powers of General Competence from the Localism Act 2011, have explored and set-up different funding streams to ensure a sustainable mid to long term financial position.

Local authorities are finding new ways to raise money (and reduce spend) by making investments and initiating projects that create profit to organisational continuity.

East Herts council will:

- Move into other areas of business to raise revenue from new sources
- Find newer and more efficient ways of working
- Explore new ways of working with businesses, charity and other sectors as an enabler, not just a provider
- Invest for return in new ventures.

Vision statement

For East Hertfordshire District Council to be an innovative authority that safeguards its future through maximising financial independence from government funding sources. It will do this by raising its own revenue through non-traditional ways and spending smarter.

Financial sustainability is about ensuring the council can continue to deliver services to the public whilst keeping a balanced and sustainable budget, proving itself a responsible custodian of the public purse.

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Away day

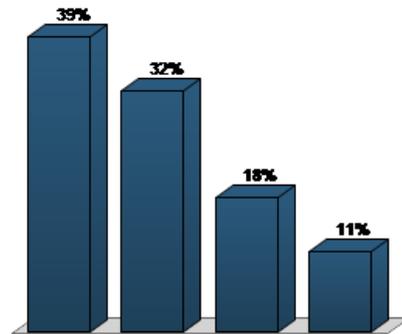
In May a member away-day was conducted to discuss aspects of sustainability and gauge a policy steer.

A series of questions were posed to members about methods of conducting projects to improve the district over and above our current spending commitments.

Below shows member responses at the beginning of the session:

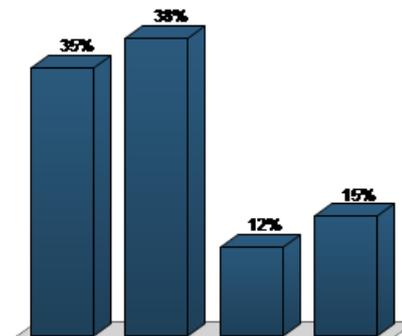
1. Increase council tax more than 2% (Multiple Choice)

	Responses	
	Percent	Count
No, not at all	39.29%	11
Would consider	32.14%	9
Comfortable	17.86%	5
Very Comfortable	10.71%	3
Totals	100%	28



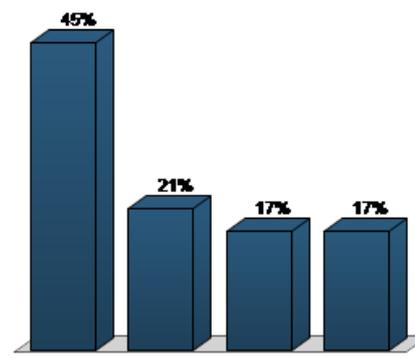
2. Increase fees/charges by more than inflation (Multiple Choice)

	Responses	
	Percent	Count
No, not at all	34.62%	9
Would consider	38.46%	10
Comfortable	11.54%	3
Very Comfortable	15.38%	4
Totals	100%	26



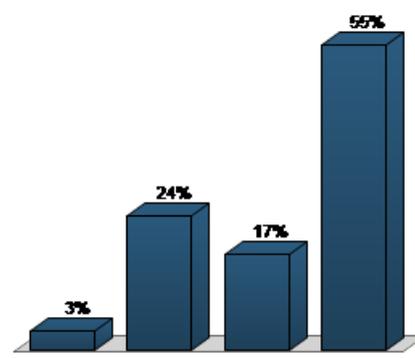
3. Cut non-statutory services and extras (e.g. Health and well-being agenda) (Multiple Choice)

	Responses	
	Percent	Count
No, not at all	44.83%	13
Would cconsider	20.69%	6
Comfortable	17.24%	5
Very Comfortable	17.24%	5
Totals	100%	29



4. Consider commerical innovation initiatives (Multiple Choice)

	Responses	
	Percent	Count
No, not at all	3.45%	1
Would cconsider	24.14%	7
Comfortable	17.24%	5
Very Comfortable	55.17%	16
Totals	100%	29



Members then broke into groups to conduct SWOT analyses of various case studies of initiatives other councils had undertaken under their sustainability agendas. The first session was prearranged groups and the second was optional, so that members could pursue analysis of initiatives they found most interesting.

Case Study A: Crowd-funding

Crowdfunding can have two major applications in terms of civic funding for the council

- Identification: Encourage community groups to use the platform to promote projects, making it easier to identify those which we would like to support
- Top-up: when our ambitions exceed our resources for certain projects, use this platform to look for extra funding in the local civil and business community
- Self-service: promote the platform to groups to raise money for projects entirely independent of the council

Spacehive.com is a crowdfunding platform designed for projects that enhance our shared civic life, be that sprucing up a local park, holding a community event, or repurposing a disused building.”

Spacehive allowed the Friends of Victoria Playing Field (FVPP) to partner with the District Council.

Council funds are limited so while they pay for equipment for the younger children the Friends of FVPPF took to Spacehive.com to top up funding for the project to provide equipment for a wider range of ages

- Initial work budgeted at £72,000.
- Raised £68,791 in donations from local people and businesses,
 - £18,000 used for initial works the rest for future development and maintenance.
- Council provided £44,000 S106 plus £10,000 from two locality budgets.

The first group's results:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Low risk • Community engagement • Voluntary • Reduction in Council Tax? • Could hold in-house • Control • Local • Across all age ranges • Marketing / Working with town Councils 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Might find popular but not crucial • Mainly digital • Not good currently at responding to 'bad press' • Could be a one off contribution
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Raise profile • Tell a story • Council Tax reduction • Raised profile • Do more with existing assets such as Hertford Theatre / Inspiring • Engagement with others money / Hosts and POV holder • Grant opportunities could sell expertise 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Controlling – unsuitable • Expectations raised but not fulfilled • Not getting the message right • Bad marketing

The second group reported:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Support and promotion of other 3rd sector • Ability to indicate wants and desires • 5106 • Council has relatively high profile • Can guarantee where the money goes 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Extra work to absorb • Conflicting loyalties
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Hertford Theatre • Shows we are a caring Council wanting to support community projects • Council wide (East Herts) projects 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Volunteers – everyone is at it • Potential costs to Council • Lack of engagement (businesses) • Political element (Cons Council)

Case Study B: Community Benefit Lottery

- Online lottery aimed at raising money for community groups
- The Gambling Act 2005 is the primary legislation, which permits various types of gambling including all types of lottery with varying degrees of control dependent upon the size of the lottery being operated. In basic terms a lottery is a kind of gambling that has three essential elements:
 - Payment is required to participate
 - One or more prizes are awarded
 - These prizes are awarded by chance.
- A local authority lottery is a lottery promoted by local authorities themselves. Authorities may use the net proceeds of such lotteries for any purpose for which they have the power to incur expenditure.
- Enables groups to raise money themselves without bearing set up costs for community group lottery
- Participants can specify what cause(s) their ticket money goes to

- No direct cost to council to run
- The gambling commission permits local authorities to license lotteries for the purposes of raises funds for local causes under the following conditions¹:
 - Local authority lotteries must apply a minimum of 20% of the gross proceeds of each lottery for any purpose for which it has power to incur expenditure.
 - Up to a maximum of 80% of the gross proceeds of each lottery may be divided between prizes and the expenses of the lottery.
 - The maximum value of tickets that can be sold in a single lottery is £4 million.
 - The maximum aggregate value of lottery tickets that can be sold in any calendar year is £10 million.
 - The maximum prize in a single lottery is £25,000 or 10% of the proceeds (gross ticket sales), whichever is greater.
 - Rollovers are permitted provided the maximum single prize limit is not breached
- Lottery facts
 - As of 2011 Hertford and Stortford constituency was ranked 511th out of 650 in terms of Big Lottery Fund spend nationwide.
 - Only 28p in the pound spent on national lottery makes its way back to the community
 - Community Benefit model sees 58p in the pound go to community groups

The first group's results:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Choices • It's people's choice with regards to what charity to support 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Moral argument: <ul style="list-style-type: none"> ○ Should the council endorse a form of gambling? ○ Gambling impacts the vulnerable ○ Stealth tax on the poor • Counter point: this is a matter of personal choice
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¹ <http://www.gamblingcommission.gov.uk/Licensing-authorities/Information-for-licensing-authorities/Local-authority-lotteries.aspx>

<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Council tax no longer funding grants • Help local people • Community support 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Space in the market place • Market saturated? • How to sell it to the public
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Group B's suggestion: Do some study and survey the market. A Community benefit lottery business case is being developed that will include the results of this.

The second group reported:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Not a lot of administration • Trustworthy- run by council • D/D – restricts opportunity • Prize money 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Encourages gambling <ul style="list-style-type: none"> ○ If an area of high poverty preys on the vulnerable • Cost of promotion • Cost of administration – how would you fund • Saturated markets
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Gambling safeguards in place (age restrictions) • Smaller charities could benefit 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Market is saturated • Lost control of money going to causes • Charities -> kickback • Massive PR blunder

Case Study C: Solar Farm Investment

- Built on Council owned site
- Part of drive to commercialise their rural estate
- Contract awarded in Feb 2015
- First electricity generated 2nd Jan 2017
- Original cost ~£10,000,000
 - Increase by £500,000 due to open book order and pound's fall in 2016
- Projected income:
 - £350,000 per year (whilst paying off loan)
 - £1,000,000 per year (once loan paid)
- Payback period: 11.1 years
- Expected to operate for 25 years
- Powers 3,500 homes
- Plan to invest £28million more in renewables that provide a surplus

The first group's results:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Potential high return rate over the life of the project • This has already been done elsewhere so this is a tried and tested model and others we could learn from • Clear community benefit in terms of environmental sustainability • The original asset (land) is still there at the end of the project • With our growth agenda, this could address the need to power additional homes without placing additional burden on existing energy infrastructure 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Does need significant capital investment with an overall payback just over 10 years (although this is less than half of the total asset life) • Disposal of equipment at the end of their useful life • Long-term liability in terms of payback time
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Could you explore private/public partnership to de-risk initial investment • Potential wider benefit to public through better rates for local people • Local business working on enhanced solar technology so would there be an opportunity to work with them as a pioneer? (Harlow based) • Any opportunities to attract new skills/new jobs through this type of investment? 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Would need to consider total cost especially as we don't necessarily own the right land for this so conditions for this sort of investment • Are there hidden costs (e.g. insurance against obsolescence etc.) • Any additional costs to homes if they want to benefit • Changes in legislation outside of our control (e.g. already seen the removal of green subsidy) • Technology changes e.g. better

<ul style="list-style-type: none"> • Potential for subsidiary business (e.g. sheep grazing etc.) • Smaller scale opportunities in terms of panels on our own buildings 	<p>technology taking over from solar</p> <ul style="list-style-type: none"> • Given our green belt coverage, how easy would it be to find suitable sites • How well known are any long-term implications
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The second group reported:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • A real interest globally in renewable technology so could be real potential for partners to invest • Potential environmental benefits as well as financial • Any land that is used is still there after the useful life of the project has ended • This could provide competition for national providers especially if we could offer energy to local people • Potential for a high yield rate of return (on current business case as presented) 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Relies on availability of suitable land, which we currently don't have • The length of the payback period, 11 years although this is half of the expected life of the project
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • As this is emerging technology and a lot of investment is happening globally on improving it, are there further bolt-on options that may emerge • There could be opportunities to explore a broader portfolio of renewable technology as it is an emerging market • Could we also look at buildings we own, could we generate our own energy • Potential to structure local energy tariffs • Could we consider our local planning expectations to encourage/insist use of renewable for new developments • If there isn't suitable land in East Herts could we consider land elsewhere and still create community benefits overall 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Technology is advancing at such a pace – need to think carefully about when to enter the market • Reputational risk around where you could place this type of investment • Would need to understand the level of risk in terms of energy prices etc. and whether an 11 year pay back is actually realistic • Potential risks around legislation changes or advice from the Environment Agency

Summary of key points from the Solar Farm Case Study:

- General support for this type of investment if the business case supported it in terms of total costs and payback and consideration of risk
- Consideration would need to be given to working out the right time to enter this type of market, so where technology is rapidly developing choosing when to enter would be crucial
- Support for lower rates of return if wider social benefits could be gained, so for example in this case study around the potential for lower energy prices for local people
- If there was no benefit to the siting of an investment for local people (e.g. if this did not necessarily create local jobs), then less worried about location if the other social benefits could be gained (e.g. lower energy prices)
- Attracted to the broader benefits such as environmental sustainability that may not have a direct financial benefit to either the council or local people but a wider social benefit

Case Study D: Investment in Business Park

- Council invested in developing land purchased into a business park just over the boundary in another district.
- An “Invest to Profit” project. The total capital cost will be funded from borrowing without the need for any further capital contribution. Income generated from the completed scheme will cover the borrowing charges to repay the loan with any surplus income retained by the council.
- Developed because the local market could not deliver the facilities due to time for return.
 - The council is able to take a much longer term view and retain the asset till it is projected to provide a net surplus in rents.
- A first phase of development, comprising 2,787sq m (30,000sqft) of high quality, flexible employment space was delivered by the council through Direct Development. The scheme was completed in July 2015.
- Due to the success of this project the council is launching a similar development directly opposite.
- The proposed new development will be similar to phase one comprising c2,787sq m (30,000sqft) of high quality commercial workspace (subject to final designs).
- The scheme will incorporate sustainable technologies to minimise carbon emissions and running costs, potentially including: solar photovoltaic, increased levels of insulation, increased levels of natural daylight and ventilation and highly efficient heating systems.
- The project itself will help facilitate and create new job opportunities. By using Government Best Practice it is estimated that around 80 jobs (1 job per 35sqm) could be supported as a result of this investment.
- The decision to retain the site rather than sell on was based on commercial concerns:

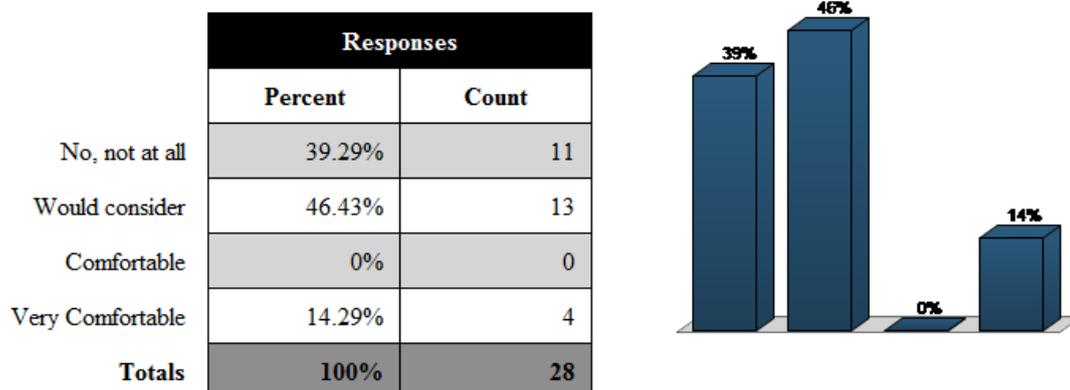
- If the project were to be delivered and sold immediately on Practical Completion there is likely (subject to market values and final tender sum) to be a net cost.
- By taking a longer term, strategic approach and retaining the investment the rental income received over the schemes useful asset life (deemed to be 50 years) together with an estimated end value will result in a positive financial position.
- The driver for the project was economic development but guided by sustainability principles the council decided to retain and let the asset upon completion as this led to a net gain and stable source of income as well as an asset that could be sold later if needed.

The collated results:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> ● Good idea to generate income ● But would like wider benefits to local area ● Potential to compete/intervene in market ● Access to capital ● Improved economic prosperity/wider social benefit – potentially not realised if out of district ● Making better use of our own assets 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● We couldn't do it just on our own – would need a partner ● Need to find right partners ● Need better infrastructure ● Reputational/brand damage if it doesn't work ● Risks (financial) ● Lack of expertise and capacity ● Short term liability
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Potential to target sectors ● GELO/Green infrastructure ● Jobs creation ● Need to ensure the space is flexible/modern units ● Compliment the market ● Joint ventures/Partnership approach – a big step to get to this ● Develop our own assets further ● Work with a potential partner ● Local employment ● Good infrastructure (e.g. utilities/broadband/transport) – needs more investment ● 24/7 community use ● Income generated long-term ● Cluster/target sectors ● Ability to develop our own expertise ● Forward thinking 	<p><u>Threats</u></p> <ul style="list-style-type: none"> ● Changing market for use ● Ability to future proof in terms of market, capital, sustainable infrastructure

Members were then asked the same questions on sustainability solutions as before the SWOT sessions.

1. Increase council tax more than 2% (Multiple Choice)



The changes from the first session are:

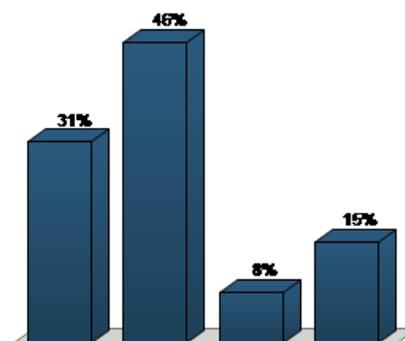
Changes:		
	Percent	Count
No, not at all	0.00%	0
Would consider	14.29%	4
Comfortable	-18%	-5
Very Comfortable	3.58%	1
	0%	0

Since the first session views diverged with a small increase in those who were very comfortable with further increases in council tax, but a large increase in would consider following a drop in those that were comfortable. The overall trend is a fall in how comfortable the members are with a further increase in council tax.

The overall support for this is very low with those that might consider it and those that would never consider it having a combined total of 85.72%.

2. Increase fees/charges by more than inflation (Multiple Choice)

Responses		
	Percent	Count
No, not at all	30.77%	8
Would consider	46.15%	12
Comfortable	7.69%	2
Very Comfortable	15.38%	4
Totals	100%	26



The changes from the first session are:

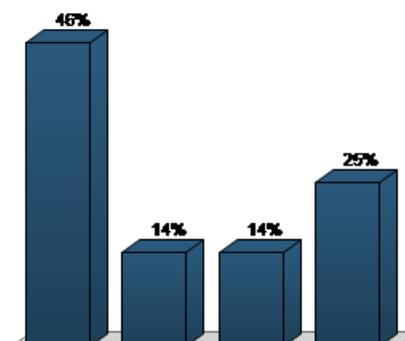
Change		
	Percent	Count
No, not at all	-3.85%	-1
Would consider	7.69%	2
Comfortable	-4%	-1
Very Comfortable	0.00%	0
	0%	0

Both those comfortable and those that would never consider increasing fees and charges by more than inflation saw very slight falls consolidating in would consider.

The overall support for this is very low with those that might consider it and those that would never consider it having a combined total of 76.92%.

3. Cut non-statutory services and extras (e.g. Health and well-being agenda) (Multiple Choice)

Responses		
	Percent	Count
No, not at all	46.43%	13
Would consider	14.29%	4
Comfortable	14.29%	4
Very Comfortable	25%	7
Totals	100%	28



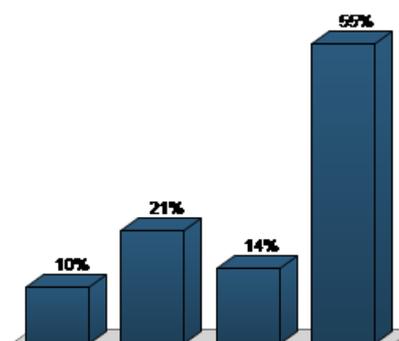
The changes from the first session are:

Change		
	Percent	Count
No, not at all	1.60%	0
Would consider	-6.40%	-2
Comfortable	-3%	-1
Very Comfortable	7.76%	2
	0%	-1

There was a slight increase in support for cuts with members moving from comfortable and would consider to very comfortable. However 46.43% don't believe we should do this and the combined total for the Nos and the ones who would consider but aren't comfortable is 60.72%

4. Consider commercial innovation initiatives (Multiple Choice)

Responses		
	Percent	Count
No, not at all	10.34%	3
Would consider	20.69%	6
Comfortable	13.79%	4
Very Comfortable	55.17%	16
Totals	100%	29



The changes from the first session are:

Change		
	Percent	Count
No, not at all	6.89%	2
Would consider	-3.45%	-1
Comfortable	-3%	-1
Very Comfortable	0.00%	0
	0%	0

Commercial innovation initiatives did not see an increase in support indeed there was a slight trend of support falling away. However those that were very comfortable with this option remained high at 55.17%, remaining the only option that had over 50% fully supportive. Supplemented by those who did not necessarily fully embrace it but were

comfortable for a combined total of positive support of 68.96%, this option is the most popular with members present.

Conclusion

Overall the main takeaway from the event was that members were supportive but cautious about adopting a sustainability policy with regard to the council's finances. Members felt that more work needs to be done to develop our understanding of the policy area and establish a council position on it.

Following member recommendations a combined member/officer task and finish policy group has since been established to explore this topic and potentially trial initiatives.

BUSINESS CASE TEMPLATE

Project Name	Review of fees and charges
Project Manager	<project manager>
Version	<version>
Date	<amendment date>
Report To	<directors board/procurement strategy group/itsg>

BACKGROUND AND REASON FOR PROJECT

The council faces increasing budgetary pressures while trying to maintain its role a supporter of communities.

As such the council is exploring new ways of raising revenue.

Increasingly councils are moving away from using historic prices to inform fees and charges, to understanding the true cost of providing or commissioning services and pricing accordingly, whilst recognising the service user’s need for the services being charged for, and their ability to pay.

BUSINESS BENEFITS TO BE GAINED FROM PROJECT

Many councils that do decide to move toward a true full cost recovery charging policy do see relatively large increases in fees, for instance Harrow’s charging policy led to an average increase in fees for discretionary services rising by ~4%. Potentially a large return for the council

HOW ARE THE BENEFITS GOING TO BE REALISED

Income from fees and charges.

Increased fees and charges should be pared with a realistic commitment from that service to operate more efficiently and so there would be service benefits as well.

COST AND TIMESCALE OF PROJECT

The project has no set-up or on-going cost apart form officer time setting-

up.

INVESTMENT APPRAISAL (Return on Investment/Value for Money)

Financial details would follow on from a review of fees and charges.

Risk to/from Plan	Initial Likelihood/ Impact	Mitigating Factors/Actions	Residual Likelihood/ Impact
Increased fees and charges are likely to be unpopular	High/medium	Other councils have implemented this without too much controversy. Many accept that paying the real price for a given service is fairer than being subsidised.	Low/low

BUSINESS CASE TEMPLATE

Project Name	Council Advertising Network
Project Manager	<project manager>
Version	<version>
Date	<amendment date>
Report To	<directors board/procurement strategy group/itsg>

BACKGROUND AND REASON FOR PROJECT

The council faces increasing budgetary pressures while trying to maintain its role a supporter of communities.

As such the council is exploring new ways of raising revenue.

The Council Advertising Network (CAN) enables local authorities to carry advertising campaigns from national and local brands that offer a community benefit across their websites. By combining scale with other authorities, Councils can get access to the UK’s largest advertisers, resulting in higher rates of return.

CAN only works with advertisers suitable for Council websites. As extra protection, each Council has the option to pre-approve advertisers and retrospectively remove any advert, for any reason.

BUSINESS BENEFITS TO BE GAINED FROM PROJECT

Income from advertising. Apart from officer time to set-up the council bears no costs.

Up to 20% of the advertising space can be retain for council messages, many use this within their economic development/business support strategies to allocate to local businesses (CAN only works with national advertisers).

HOW ARE THE BENEFITS GOING TO BE REALISED

Payments received from the council advertising network.

COST AND TIMESCALE OF PROJECT

The project has no initial cost or on-going the only cost is in officer time setting-up

INVESTMENT APPRAISAL (Return on Investment/Value for Money)

There is no new money being requested to put in.

Detailed likely income can be derived from CAN upon request if exploration of this idea in principle is approved.

Essential Reference Paper E

Risk to/from Plan	Initial Likelihood/ Impact	Mitigating Factors/Actions	Residual Likelihood/ Impact
Adverts slow the site	None/ High	CAN have a number of measures in place to ensure performance isn't impacted. If an advert fails to load within 0.02 seconds, a default 'house-ad' will be served from an alternative ad server.	None/None
Security Risks	None/ High	CAN don't gain access to your site. The advert is hosted via their site.	None/none
Adverts not complaint with website codes of conduct	Medium/high	Most adverts are compliant but there is no legal requirement to be 'compliant'. Hosting councils always retain the power of veto if they feel an advert isn't compliant.	Low/none
Reputational damage to council from hosting inappropriate adverts	Medium/medium	CAN was founded by Birmingham City Council and only works with public bodies, as such its whitelist of approved advertisers is built with political and public sensitives in mind. The council retain additional veto power	Low/low None/None
What if local residents dislike the changes to the website	Low/medium	Councils who have held advertising for many years report zero complaints from local residents. In a recent consultation, one CAN member received 100% positive responses from local residents on the decision to pursue website advertising.	Low/None

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BUSINESS CASE TEMPLATE

Project Name	Community Benefit Lottery
Project Manager	<project manager>
Version	<version>
Date	<amendment date>
Report To	<directors board/procurement strategy group/itsg>

REASON FOR PROJECT

The council faces increasing budgetary pressures while trying to maintain its role a supporter of communities.

As such the council is exploring new ways of supporting the community including a community benefit lottery.

As a supplement to our grants funding it provides a number of advantages.

The “DISCRETIONARY COMMUNITY GRANTS POLICY” report (18/07/17) states “It is anticipated that the process of allocating grants will become more proactive - as the council will take steps to raise awareness and identify need and potential additional/alternative grant funding sources.”

This provides an alternative grant funding source.

BUSINESS BENEFITS TO BE GAINED FROM PROJECT

This would have a greater impact than the national lottery as the National

Lottery distributes 28p in the pound to good causes whereas the Vale Lottery distributes 58p. The consumer spend to grant ratio for the national lottery is 99:1 so for every pound paid by the Big Lottery Fund to causes that benefit East Herts residents, residents are spending just under £100.

The spend to grant ratio in of the Vale lottery (which we would emulate) is 1.7:1, so £1.70 is spent for every £1 going to the benefit of local people, we would aim to replicate that ratio.

The development of a local lottery would not affect the ability of local causes/groups to bid for national lottery funding.

It would relive budget pressures by having a supplementary source of grant funding for community groups/causes.

It empowers residents to more directly support local causes.

It ameliorates the necessary limits of our grant funding policy in that:

Community groups can be funded monthly rather than biannually. This means groups that miss the September or December window for funding have recourse to turn to. It also means groups that find themselves in pressing financial need at a point when the biannual bidding window is too far away still have an option for support.

It allows groups to gain funds over and above the cap of £3,000 (capital) or £8,000 (revenue) without having to make a specific appeal or adding pressure to council budgets.

Specific Good Causes

This operates much the same as above with a key difference being that players can specify where they wish the majority of their tickets proceeds to go.

Causes/community groups would set up pages on the lottery website that players would use.

Stevenage would be an enabler of essentially mini lotteries while some funds for less 'glamorous

A portion of proceeds, for example 8p of the 58p, would go into a central

pot that would be distributed by the council, these ensure that less well known causes aren't left worse off.

Benefits

As with the generic benefits, in addition:

It even more empowers both individuals (players) and community groups by placing the onus on them.

It reduces the time and resource required to administer funds to the majority of community groups.

It would provide greater incentive for community groups to engage with the lottery and actively promote it to their networks, increasing the chance of success.

- Risk to less well known charities losing funding opportunities is mitigated by the central pot.

HOW ARE THE BENEFITS GOING TO BE REALISED

Working with community groups and businesses to identify and top-up civic projects.

Using our community connections we will encourage groups to set up on the civil crowdfunding website Spacehive.com

COST AND TIMESCALE OF PROJECT

The project has no set-up cost of and this is self-funding, the project is about enabling communities to support the groups and projects that they

value.

It took approximately six months for Alsbury Vale to set-up their community benefit lottery. Since then

INVESTMENT APPRAISAL (Return on Investment/Value for Money)

There is no new money being requested to put in.

Help Notes:

- Information for the Business Case should be derived or influence the following:
 - Project Plan (costs and timescale)
 - Customer/Department (business benefits/reasons for project)

- Quality Criteria
 - Can the benefits be justified?
 - Ensure the costs and timescale match your Project plan.
 - Are the reasons for the project consistent with the corporate or departmental programme strategy?

BUSINESS CASE TEMPLATE

Project Name	Council Advertising (Physical)
Project Manager	<project manager>
Version	<version>
Date	<amendment date>
Report To	<directors board/procurement strategy group/itsg>

BACKGROUND AND REASON FOR PROJECT

The council faces increasing budgetary pressures while trying to maintain its role a supporter of communities.

As such the council is exploring new ways of raising revenue.

Advertising brokers work with councils to find advertisers to be hosted for a fee on council assets.

These assets are things like roundabouts, the sides of council buildings, vehicles etc.

BUSINESS BENEFITS TO BE GAINED FROM PROJECT

Income from advertising.

HOW ARE THE BENEFITS GOING TO BE REALISED

Payments received from the advertising broker.

COST AND TIMESCALE OF PROJECT

The project has no on-going the only cost is in officer time setting-up.

In some cases there may be set-up costs associated with erecting hoardings.

Set-up time is likely to be approximately six months.

The council will undertake a review of its potential advertising opportunities and present these to a potential broker.

INVESTMENT APPRAISAL (Return on Investment/Value for Money)

An assessment of the council's physical advertising infrastructure and hoarding need, need to be undertaken once the broker has been contacted. They will give an indicative assessment on return on investment.

Having contacted other councils and learned from their experiences, actual income should be assumed at ~60% of the broker's projections (which don't take into account roundabouts that already have hoardings etc.)

Risk to/from Plan	Initial Likelihood/ Impact	Mitigating Factors/Actions	Residual Likelihood/ Impact
Reputational damage to council from hosting inappropriate adverts	Medium/medium	There are brokers who only work with public bodies, as such their whitelist of approved advertisers is built with political and public sensitives in mind. The council retain additional veto power	Low/low None/None
The council spends on hoardings but doesn't get a return	Low/Medium	Thorough financial appraisal of the final business case will ensure we only go ahead if the financial case stacks up.	Low/Low

EAST HERTS COUNCIL

OVERVIEW AND SCRUTINY - 17 OCTOBER 2017

REPORT BY CHAIRMAN OF OVERVIEW AND SCRUTINY COMMITTEE

OVERVIEW AND SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: *none*

Purpose/Summary of Report

- To review and determine Overview and Scrutiny (OS) Committee's future work programme

<u>RECOMMENDATION FOR DECISION:</u>	
That:	
(A)	the work programme shown in this report, be agreed

1.0 Background

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

1.2 Scrutiny committees have the power of influence and are entitled to review and scrutinise the decisions and functions of the Council and the Executive. The Committee serves as a 'critical friend' and can make recommendations to the Executive.

2.0 Report

2.1 The draft agenda for 2017/18 meetings of OS Committee 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) and officers.

2.2 A work planning workshop was held on the 12 July 2017 and Members suggested the following topics, among others, for potential inclusion: review of existing health and wellbeing strategy

with emphasis on 'prevention' approach to save money and improve outcomes, impact of the night time economy on health and emergency services, stress testing of the emergency planning process, effective communications, and business engagement/economic development. An email containing notes of this meeting was sent to all OS Members on the 16 August 2017.

- 2.3 Scrutiny Officers will liaise with lead officers on how to best address each topic. Some topics, such as the effective communications item, require a Scrutiny Proposal Form (**Essential Reference Paper 'C'**) to be completed by Members in order to provide officers with sufficient information to ensure their specific questions are addressed.
- 2.4 Members are asked whether there are any additional topics they wish to propose for consideration by Scrutiny. Suggestions can be made at the meeting or by completing a Scrutiny Proposal Form and submitting to the Scrutiny Officer.
- 2.5 Members agreed to extend an invitation to the following Executive Members to provide an overview on their portfolio, followed by questions from the Committee at the following meetings:

<u>Meeting Date</u>	<u>Executive Member</u>
12 September 2017	Cllr Rutland-Barsby, Development Management and Council Support
17 October 2017	Cllr Buckmaster, Health and Wellbeing
12 December 2017	Cllr McAndrew, Environment and the Public Space
20 February 2018	Cllr Jones, Economic Development
17 April 2018	Cllr Haysey, Leader of the Council

Cllr Williamson, Executive Member for Finance and Support Services will be invited to present his portfolio and answer Member questions at the Performance, Audit and Governance Scrutiny Committee meeting on 16 January 2018 which OS Committee Members are welcome to attend

2.6 Members are asked whether there is any training relevant to scrutiny or to the function and remit of the OS Committee which they wish to suggest.

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

Contact Member: OS Scrutiny Committee Chairman: Cllr Mike Allen
mike.allen@eastherts.gov.uk

Contact Officer: Alison Stuart, Head of Legal and Democratic Services
alison.stuart@eastherts.gov.uk

Report Author: Fiona Corcoran, Scrutiny Officer, ext 1459
fiona.corcoran@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p> <p>2017/18 wording</p>	<p>Priority 1 – Improve the health and wellbeing of our communities</p> <p>Priority 2 – Enhance the quality of people's lives</p> <p>Priority 3 – Enable a flourishing local economy</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>

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Working document: Overview & Scrutiny (OS) Committee Work Programme 2017/18 – DRAFT

Meeting Date	Topic	Lead Officer	Notes
12 December 2017 Fiona Corcoran	Update from Exec Member for Environment and the Public Space	Cllr Graham McAndrew	Exec Member to give brief presentation on the portfolio followed by Q&A. Chairman to ask Members in advance of any particular questions to submit.
Deadline for reports 29 November	Effective communications	Ben Wood, Head of Communications, Strategy and Policy	Proposed following OS planning meeting Explore ways of delivering the message about the Council’s work and successes to the public proactively. Potential outcome – more public engagement and awareness of the work being done and greater public satisfaction. <i>A Topic Proposal Form has been requested from Members.</i>
	Report on Fuel Poverty - tbc	David Thorogood, Environmental Strategy and Development Manager	Postponed from September.
	Report from Climate Change Task and Finish Group	David Thorogood, Environmental Strategy and Development Manager	Membership and dates of the T&F confirmed. A lot happening on Climate Change in terms of National Government policy, which has resulted in revised preparation for officers and will impact on the areas of focus for the T&F group. The T&F group expected to conclude by the end of October so the report will be ready to come to OS at this December meeting.

	Night Time Economy (NTE) Licensing and impact on health and emergency services - Update from Licensing Committee (15/11/17)	Oliver Rawlings, Service Management – Licensing Enforcement	Proposed by Cllr Cutting and supported by Members at the OS work planning workshop. There will be a presentation to Licensing Committee on 15 Nov covering (a) overview of licensing policy, (b) Public Health and Police presentations (TBC), and (c) discussion of what the council can and can't do to remedy any issues raised. A report on this with notes from Licensing Committee to be considered by OS.
	Work Programme	Fiona Corcoran, Scrutiny Officer	

Meeting Date	Topic	Lead Officer	Notes
20 February 2018 Claire Pullen	Update from Executive Member for Economic Development	Cllr Gary Jones, Deputy Leader and Executive Member for Economic Development	Exec Member to give brief presentation on the portfolio followed by Q&A. Chairman to ask Members in advance of any particular questions to submit.
Deadline for reports 7 February 2018	2018/19 Corporate Service Plans	Ben Wood, Head of Communications, Strategy and Policy	All heads of service to be present
	Report from Grounds Maintenance Task and Finish Group	Ian Sharratt, Environment – Open Spaces Manager	Report from the Grounds Maintenance Task & Finish Group.
	Review and evaluation of new Scrutiny arrangements 17/18 and Work Programme for	Fiona Corcoran, Scrutiny officer	Feedback from this item to be incorporated into Scrutiny Annual Report for 17/18

	18/19		
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Meeting Date	Topic	Lead Officer	Notes
17 April 2018 Fiona Corcoran	Update from Executive Member: Leader of the Council	Cllr Linda Haysey, Leader of the Council	Leader of the Council to give brief presentation followed by Q&A. Chairman to ask Members in advance of any particular questions to submit.
Deadline for reports 4 April 2018	Review of new health and wellbeing corporate strategy	Jonathan Geall, Head of Housing and Health	Confirmed by Jonathan Geall. OS to consider the draft new HWB strategy.
	Work Programme	Fiona Corcoran, Scrutiny officer	

Other items/notes:

Housing and Vulnerability – Proposed by Cllr Symonds; lead officer J Geall, Head of Housing and Health
Officers working on scope. Date to be confirmed.

Municipal Waste Incinerators study – proposal received from John Webb of Herts Without Waste:
Waste Services Manager responded (8/8/17) that as there are no incinerators within East Herts that the Council would have an influence on, this is something for Hertfordshire County Council as a whole or a district where an incinerator is being built to consider. This was forwarded to the proposer, who confirmed appreciation that the item had been considered.

Waste and Street Cleansing Contract –An update to be submitted to MIB after the contract is awarded.

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ESSENTIAL REFERENCE PAPER C

Scrutiny Proposal form

Name of proposer:

--

What would you like to suggest for investigation / review by scrutiny?

--

Why would you like this to be reviewed? (Include the main issues / concerns to be considered)

--

Please continue on a separate sheet if necessary

What would be the likely benefits and outcomes of carrying out this investigation / review?

--

Estimated resource implications on staff and councillors (e.g. research group, one-off report, dedicated meeting etc) to achieve the likely outcome. The outcome must be proportionate to the cost of carrying out the review.

Suggested witnesses, documentation and consultation required

Will this investigation / review contribute to one or more of the Council's Strategic Priorities? If so, which (please tick)?

Improve the health and wellbeing of our communities

Enhance the quality of people's lives

Enable a flourishing local economy

Will this investigation / review meet one of the criteria below? If so, which (please tick)?

Public Interest: The issue has been identified as a concern by local people

Impact (Value): The issue will make a significant difference to the social, economic and environmental wellbeing of residents, and has the potential for outcomes that could lead to real improvements

Relevance: The issue is relevant and does not duplicate existing work being undertaken elsewhere

Partnership working or external scrutiny: The issue involves moving towards collective action and community leadership

Would you like to be involved in the investigation / review?

Yes

No

Date of request:

Signed:

Please return this form to the: Scrutiny Officer, East Herts Council, Wallfields, Pegs Lane, Hertford, SG13 8EQ Email: fiona.corcoran@eastherts.gov.uk