



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : PERFORMANCE, AUDIT AND GOVERNANCE
OVERSIGHT COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 24 SEPTEMBER 2019
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE

Councillor M Pope (Chairman)
Councillors A Alder, S Bull, J Burmicz, L Corpe, A Curtis and T Stowe
(Vice-Chairman)

Substitutes

Conservative Group: Councillors C Rowley and A Ward-Booth

Green Group (To be agreed at Council on 23 October 2019)

Labour Group (To be agreed at Council on 23 October 2019)

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

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DISCLOSABLE PECUNIARY INTERESTS

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

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

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

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AGENDA

1. Apologies
2. Minutes (Pages 7 - 18)
3. Chairman's Announcements
4. Annual Leisure Contract Performance report 2018 (Pages 19 - 48)
5. Code of Conduct (Pages 49 - 52)
6. Corporate Quarterly Healthcheck : Quarter 1 (Pages 53 - 92)
7. Section 106 Agreement - Update Report (Pages 93 - 124)
8. Insurance Contract Options (Pages 125 - 138)

Please note that Essential Reference Paper "B" is not for publication as this contains exempt information.

9. Shared Internal Audit Service (SIAS) Progress Report (Pages 139 - 168)
10. Shared Anti Fraud Service - 2018/19 Annual Fraud Report (Pages 169 - 178)
11. Performance Audit and Governance Oversight - Work Programme Proposals 2019-20 (Pages 179 - 188)
12. Exclusion of the press and public

To move that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the

discussion of agenda item 8 on the grounds that it contains exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the said Act of the following description:

"Information in relation to the financial or business affairs of any person (Including the authority holding that information"

13. 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
PERFORMANCE, AUDIT AND GOVERNANCE
OVERSIGHT COMMITTEE HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 31 JULY 2019,
AT 7.00 PM

PRESENT: Councillor M Pope (Chairman)
Councillors A Alder, S Bull, J Burmicz,
L Corpe and A Ward-Booth

OFFICERS IN ATTENDANCE:

Mike Edley	- Interim Scrutiny Officer
Peter Mannings	- Democratic Services Officer
Su Tarran	- Head of Revenues and Benefits Shared Service
Robert Winterton	- Financial Services Manager
Ben Wood	- Head of Communications, Strategy and Policy

94 APOLOGIES

Apologies for absence were submitted on behalf of Councillors A Curtis and T Stowe. It was noted that Councillor A Ward-Booth was substituting for Councillor T Stowe.

95 MINUTES - 21 MAY 2019

It was moved by Councillor S Bull and seconded by Councillor A Ward-Booth that the Minutes of the meeting held on 21 May 2019 be confirmed as a

correct record and signed by the Chairman. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Minutes of the meeting held on 21 May 2019 be confirmed as a correct record and signed by the Chairman.

96 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed Members to the meeting. He referred to a number of housekeeping matters.

97 COUNCIL TAX REDUCTION SCHEME

The Executive Member for Finance and Support Services submitted a report about the current local Council Tax Support Scheme (CTS) and considered whether any changes to the scheme should be considered for 2020/21.

The Head of the Revenues and Benefits Shared Service provided a summary of the report in the form of a PowerPoint presentation. She said that the Authority must agree a scheme for the coming financial year not later than 11 March 2020, even if no change was proposed.

Members were advised of the actions that would be required if changes to the scheme were proposed. The Head of the Shared Service stated that Officers had considered ways of changing the scheme to simplify and reduce costs. She detailed the actions that had been taken by the Authority since 2013. She highlighted the current likely minimum costs to the customer.

The Head of the Shared Service updated the Committee in respect of Universal Credit and summarised the differences between Housing Benefit, Council Tax Support and Universal Credit. She said that the recommendation was not to change anything now until such time as Universal Credit was rolled out which will reduce the administrative burden.

The Head of the Shared Service referred to the ongoing preparations for the migration of the residual working age caseload and the evaluation of a discount or banded scheme for working age Council Tax Support customers on Universal Credit.

Councillor A Alder said that, as at 31 March 2019, there were 1002 working customers in receipt of Council Tax Support (CTS) who had arrears outstanding from the 2018/19 tax year. She believed that the value of these arrears amounted to £214,000.

The Head of the Shared Service responded to a query from Councillor L Corpe in respect of learning from other Authorities regarding software providers. It was moved by Councillor A Alder and seconded by Councillor L Corpe that the Executive be advised that Performance, Audit and Governance Oversight Committee recommends that there should be no change to the 2020/21 Council Tax Reduction Scheme. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the Executive be advised that Performance, Audit and Governance Oversight Committee recommends that there should be

no change to the 2020/21 Council Tax Reduction Scheme.

98 STATEMENT OF ACCOUNTS 2018/19

The Head of Strategic Finance and Property submitted a report updating Members on the timing of the 2018/19 audit of the Statement of Accounts and provided the Council's overall financial position in the Balance Sheet, and of revenue activities for the General Fund and Collection Fund. The Financial Services Manager provided a summary of the report.

Members were advised that Ernst Young (EY) were still unable to give East Herts a definitive date for the completion of the audit which was now likely to be until the end of September.

The Committee was also advised that, due to these delays, approval and authorisation of the Council's Statement of Accounts for the financial year 2018/19 would not be able to take place until Tuesday 19 November 2019.

It was moved by Councillor S Bull and seconded by Councillor A Alder that the Committee support the recommendations now detailed. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) authority be delegated to the Chairman of Performance, Audit and Governance Oversight Committee to approve and authorise the signing of the Council's Statement of Accounts for the financial year 2018/19 following the conclusion of the external

audit; and

(B) Authority be delegated to the Chairman of Performance, Audit and Governance Oversight Committee and the Head of Strategic Finance and Property to authorise and sign the Letter of Representation.

99 ANNUAL GOVERNANCE STATEMENT

The Leader of the Council submitted a report setting out the 2018/19 Annual Governance Statement and the 2019/20 Annual Governance Statement Action Plan. The Financial Services Manager provided a summary of the report.

Members were reminded that the 2015 Accounts and Audit Regulations stipulated that all Authorities must conduct a review of the effectiveness of the system of internal controls and prepare an Annual Governance Statement each financial year.

The Financial Services Manager confirmed that the Shared Internal Audit Service had changed how recommendations were classified and that there were would be more actions points this financial year.

The Financial Services Manager responded to a number of queries from Councillor A Alder in respect of information technology and IT disaster recovery timelines. The Interim Scrutiny Officer said that Standards Committee was intended to be a stand-alone Committee rather than falling under the remit of the Performance, Audit and Governance Oversight Committee.

Councillor A Ward-Booth commented on the introduction of public speaking at Overview and Scrutiny Committee. The Interim Scrutiny Officer stated this could prove to be difficult to manage in terms of public expectations.

Councillor A Ward-Booth said that he believed public speaking could prove to be a popular measure. The Chief Executive commented on open engagement with the community and said that Officers could look at best practice in other Councils.

The Financial Services Manager confirmed that PMR stood for "Performance Management Regime". It was moved by Councillor S Bull and seconded by Councillor A Ward-Booth that the Annual Governance Statement for 2018/19 be received and that the 2019/20 Action Plan be noted. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the 2018/19 Annual Governance Statement be received; and

(B) the 2019/20 Annual Governance Statement Action Plan be noted.

100 ANNUAL PERFORMANCE REPORT

The Head of Communications, Strategy and Policy submitted a report on the detail of the Council's Annual Report 2018/19. The report summarised key achievements for the year and provided an update on the key actions and performance indicators which support the Council's Corporate Strategic Plan Priorities.

The Head of Communications, Strategy and Policy provided a summary of the report. The Chairman said that this report had been reported to the Executive and it was within the remit of the Performance, Audit and Governance Oversight Committee.

The Head of Communications, Strategy and Policy responded to a number of questions from Members regarding Essential Reference Papers 'B' and 'C' and the performance indicators and service plan actions and their contribution towards the priorities in the Corporate Strategic Plan. Members noted the report.

It was proposed by Councillor A Ward-Booth and seconded by Councillor L Corpe that the recommendation detailed in the report be supported. After being put the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the content of the 2018/19 Annual Report, be noted.

101 SIAS PROGRESS REPORT

The Shared Internal Audit Service (SIAS) submitted a report on the progress made in delivering the Council's 2019/20 Internal Audit Plan as at 12 July 2019, the findings for the period 1 April to 12 July 2019, including the status of previously agreed Internal Audit recommendations.

The report summarised the proposed amendments required to the approved 2019/20 Internal Audit Plan and provided an update on performance management information as at 12 July 2019. The SIAS Officer provided a summary of the report and detailed a

number of key messages for Members. He also referred to a number of final reports and assignments that had been issued in respect of the 2019/20 Audit Plan.

Members were advised that all outstanding audit reports would be emailed once finalised and Members should direct any questions to the respective Service Managers. It was moved by Councillor S Bull and seconded by Councillor A Ward-Booth that the recommendations, as detailed, be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Internal Audit progress report be noted;

(B) the status of critical and high priority recommendations, be noted.

102 SIAS ANNUAL ASSURANCE STATEMENT AND
INTERNAL AUDIT REPORT

The Shared Internal Audit Service submitted a report on the adequacy and effectiveness of the Council's control environment. The report detailed the outcomes of the self-assessment against the Public Sector Internal Audit Standards (PSIAS) incorporating the requirements of the Quality Assurance and Improvement Programme (QAIP) and summarised the audit work that informed the option. The report detailed SIAS's performance in respect of delivery the Council's Audit Plan and presented the 2019/20 Audit Charter.

The SIAS Officer provided a summary of the report and

said that all targets had been met in 2018/19. He also referred to the Internal Audit Charter and the Audit Planning Arrangements.

It was proposed by Councillor A Ward-Booth and seconded by Councillor A Alder that the recommendations as detailed be approved. After being to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the Annual Assurance Statement and Internal Audit Annual Report, be noted;

(B) the results of the self-assessment required by the Public Sector Internal Audit Standards (PSIAS) and the Quality Assurance and Improvement Programme (QAIP), be noted;

(C) the SIAS Charter be accepted; and

(D) the Head of Strategic Finance and Property confirmed that the scope and resources for the internal audit were not subjected to inappropriate limitations in 2018/19.

103 SIAS ANNUAL REPORT

The Shared Internal Audit Services (SIAS) submitted their Annual Report for 2018/19. The summary, written by the Head of the Shared Internal Service, praised the commitment and dedication of the team, external service providers and partners and explained that SIAS had achieved its overall performance targets

despite a number of challenges.

The SIAS Officer highlighted a number of key issues and said it was recommended that Performance, Audit and Governance Oversight Committee seek management assurance that the scope and resources for internal audit were not subject to inappropriate limitations in 2018/19.

The Financial Services Manager confirmed that the scope and resources for internal audit were not subject to inappropriate limitations in 2018/19. He said that service resilience had been enhanced by having BDO (audit delivery partners) working with the SIAS as they had experience of IT Audits that the general auditors did not have.

It was proposed by Councillor A Alder and seconded by Councillor L Corpe that the Annual Report be received. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that the 2018/19 SIAS Annual Report be received.

104 DRAFT WORK PROGRAMME PROPOSALS 2019-20

The Scrutiny Officer submitted a report inviting Members to review and determine a future work programme for Performance, Audit and Governance Oversight Committee. The Scrutiny Officer provided Members with background to the development of the draft work programme.

Members discussed the work programme and the potential work load. The Scrutiny Officer suggested that inter-meeting task groups could resolve some concerns about the length and complexity of some agenda items.

It was moved by Councillor A Alder and seconded by Councillor L Corpe that the agenda items for the September 2019 meeting be approved and the draft work programme for the civic year 2019/20 be approved, subject to the inclusion of subject matter in the performance management reviews by the Scrutiny Officer. After being put to the meeting and a vote taken, the motion was declared CARRIED.

RESOLVED – that (A) the agenda items for the September meeting be approved; and

(B) the draft work programme for the 2019/20 civic year, be approved.

The meeting closed at 8.56 pm

Chairman

Date

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE – 24 SEPTEMBER 2019

REPORT BY EXECUTIVE MEMBER FOR WELLBEING

ANNUAL LEISURE CONTRACT PERFORMANCE REPORT FOR 2018

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

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

<u>RECOMMENDATIONS FOR PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE: That:</u>	
(A)	The Annual Report be received; and
(B)	The views of the PAG Oversight Committee be invited and any comments be forwarded to the Executive.

1.0 Background

1.1 On 1 January 2009, following a competitive tender process, the council entered in to a ten year leisure management contract with the leisure provider Sport and Leisure Management Ltd (SLM), trading as Everyone Active (EA).

1.2 This tenth annual review covers two main elements:

- a) Performance in relation to the specification of the

- contract.
- b) Qualitative successes and improvements.

2.0 Report

- 2.1 Performance review information is detailed in **Essential Reference Paper 'B'** and sets out EA's performance against the main elements of the contract. The section below is a summary of the contract performance including customer throughput, customer satisfaction, financial performance, public satisfaction, health and safety management and added social value and investments.

Performance

2.2 **Customer Throughput**

- 2.2.1 The council has a long history of encouraging and improving opportunities for individuals to engage in sports and physical activity through the provision of its sports and leisure facilities, all of which can help people to live a healthy and active lifestyle, underpinned by the council's commitment to health and wellbeing.
- 2.2.2 A key measure in assessing the performance of the contractor is the number of customers using the five facilities.
- 2.2.3 Across the leisure centres there were a total of 1,164,046 recorded visits in 2018 compared to 1,122,562 in 2017; which is a 3.7% increase overall. The data includes:
- casual swimming
 - gym
 - group exercise classes
 - pool parties
 - one to one swim lessons
 - Swimming lessons
 - school lessons

- crèche usage
- outdoor activities including:
- tennis
- bowls
- football

The attendance figures do not include swimming spectators, swimming school or football pitches and football spectators. The increasing footfall does have an impact on the infrastructure of the facilities such as increased cleaning and maintenance demands.

Casual swimming can be broken down by age range:

Swim Attendances	2016	2017	2018	Year on Year change	% change
Under 16's	47,406	46,006	46,574	568	1.23%
16-59 yrs	87,899	81,414	84,254	2,840	3.49%
60+ yrs	23,664	25,519	24,919	-600	-2.35%
Totals	158,968	152,939	155,747	2,808	1.84%

- 2.2.4 Interventions to address previous reductions in swimming attendance have had reasonable success in 2018 and EA have been able to improve the trend in declining swimming attendances for those aged up to 59, and it is hoped that this will continue into 2019. For example EA continue to provide free swimming for everyone attending sessions for young adults on the EA Learn to Swim programmes.
- 2.2.5 EA has also worked in partnership with Active East Herts to host four Go Tri events at Grange Paddocks and Hartham, with plans to cross over into the more fitness based market.
- 2.2.6 Within the 60+ age range, the drop in attendances of 600 visits from 2017 to 2018 has been attributed to a number of factors, primarily operational issues with Hartham pool where there was a prolonged leak which impacted on water temperatures, specifically within the 60+ attendance with a year on year difference of 517 less in 2018 compared to 2017 at Hartham. These operational issues have been resolved and it is expected that this will result in an increase of the 60+ in 2019.

2.2.7 Overall there has been a 1.84% increase in pool attendances across the sites, which is a positive development from 2017 which saw a 3.9% decline. Officers and EA are continuing to look at ways of developing swimming, for example:

- The appointment of a new Swimming Programme Development Officer to review and improve how EA manage their pool programmes
- EA has formed a partnership with Swim England to work together to address the national decline in swimming pool usage
- Increasing the opportunities for more of the public to swim by putting on Swimathons and Go Tri events & sessions as well as linking in with Disney swimming promotions and the aspire swim the channel promotion
- Promoting the centres and service through social media advertising and community outreach activities
- All participants on the Swim Scheme are offered free swimming sessions, which benefits around 3,466 young adults in East Herts each month
- There is a new partnership with Swim Smooth, which offers users a unique training plan platform to assist with more fitness based swimming
- EA are working closely with the swimming clubs to promote Masters swimming to promote aquatic activities for fitness purposes and link with four Go Tri events they hosted in 2018
- The Go Tri events in Bishops' Stortford have identified a link with the local Triathlon club whom have started a junior section from the influence and success of the Grange Paddocks Aquathons.

2.2.8 Overall swimming visits for 2018 were 155,747 which is significantly above the baseline contractual target figure set at the beginning of the contract in 2009, which was 135,320 visits, + 1% increase per year; a target of 149,477 for 2018.

Over the lifetime of the contract the swimming attendances have seen a 1.8% increase from 2010.

Swim Attendances	2010	2018	Year on Year change	% change
Under 16's	47,409	46,574	-835	-1.79%
16-59yrs	75,381	84,254	8,873	10.53%
60+ yrs	30,352	24,919	-5433	-21.80%
Totals	152,939	155,747	2,808	1.80%

2.2.9 Gym attendances are broken down by age group and activity:

Gym Attendances	2017	2018	Year on Year Change	% change
Under 16's	14,224	20,003	5,779	40.63%
16-60years	163,496	173,728	10,232	6.26%
60+ years	26,973	29,561	2,588	9.59%
Group Exercise	121,540	128,721	7,181	5.91%
Totals	326,233	352,013	25,780	7.90%

2.2.10 Group exercise attendances have risen by 5.91%, supported by additional classes at Grange Paddocks.

2.2.11 There has been a 40.6% increase in attendances to under 16's activities which is an increase of 5,779 visits, supported by the addition of teen gym sessions, increasing the number of sessions and the customer base size; particularly at Grange Paddocks where there has been 2,664 increase. Hartham has seen 2,472 increase and Fanshawe has seen also seen an increase of 643 visits.

2.2.12 Particularly impressive is the increase over the last 2 years in under 16's gym usage which has seen an almost 96% increase. This has been achieved through providing more teen gym sessions, generating greater links with schools and improvements in staff training to ensure more staff are suitably trained to instruct under 16s.

Gym (11 - 15)	2016	2017	2018	variance	% change
Fanshawe Pool	1651	1878	2521	643	34.24%
Grange Paddocks	2365	5536	8200	2664	48.12%
Hartham	6389	6810	9282	2472	36.30%
Total Gym (11 - 15)	10405	14224	20003	5779	40.6%

2.2.13 With the focus on links with the EA Forever Fit sessions and partnership with the Forever Active East Herts movement, the 60+ usage has seen a continued significant growth of 9.6% in attendances, with an additional 2,588 visits in 2018 compared to 2017. The core growth is generated from the larger sites, with the slight bucking of this trend being Leventhorpe where there has been a drop of in 60+ gym attendances. This has been attributed to more local competition and a boost in senior activities at Grange Paddocks.

Senior 60+	2016	2017	2018	variance	% change
Fanshawe Pool	3115	3672	3780	108	2.94%
Grange Paddocks	9834	12529	14805	2276	18.17%
Hartham	6695	9225	9645	420	4.55%
Leventhorpe	1552	1547	1331	-216	-13.96%
Total Gym (11 - 15)	21196	26973	29561	2588	9.6%

2.2.14 Over the lifetime of the contract, the fitness market has grown significantly. The 2010 data provides an indication of the local growth in this respect.

Gym Attendances	2010	2018	Year on Year Change	% change
Under 16's	3,068	20,003	16,935	551.99%
16-60yrs	115,669	173,728	58,059	50.19%
60+ yrs	10,528	29,561	19,033	180.78%
Group Exercise	55,856	128,721	72,865	130.45%
Totals	185,121	352,013	166,892	90.15%

2.2.15 The Forever Fit programme is developing the 'Active 4 Life' exercise referral classes at both Hartham and Grange Paddocks gyms, including:

- Maintaining the 'Healthy Herts' Cardiac Rehab Phase IV Referral
- EA held a regular input and range of promotions, activities and taster days like the Walking Sport Week, This Girl Can and 'bring a friend' for free session to look at boosting social inclusion and wellbeing
- The focus on walking sport saw the first Walking Sport Week at Hartham in May 2018. Hartham hosted a walking football tournament which saw over 70 people aged 50+ getting involved.
- Links and promotion with the Herts Sports Partnership and the 'This Girl Can' campaign and various activity days throughout the calendar year
- In line with the EA digital focus, there is the EA App which allows users to book and pay for membership, swimming lessons and book into classes and swimming quickly, as well as view the latest local facility updates and news. At Hartham and Grange Paddocks approximately 40% of the total transactions are completed online . This compares to the joint use facilities where the majority of transactions (93%) are currently made in-centre, owing to vast difference in bookable activities like group exercise.
- Digital insight into customer habits – EA has been using a customer insight system called Single Customer View, which enables them to identify active users. The definition of an active user is a customer who uses the centre every month. There were 12,636 unique visitors in December 2018 which is an increase of 1,415 unique visits from December 2017 performance. From a 50+ perspective there were 3,148 uniquely active 50+ users in December 2018 which is an increase of 447 users from December 2017.

Number of active users - all ages	Dec-17	Dec-18	yr on yr	%
Fanshawe Pool & Gym	1399	1416	17	1.22%
Grange Paddocks Leisure Centre	4369	5373	1004	22.98%
Hartham Leisure Centre	4609	4775	166	3.60%
Leventhorpe Pool & Gym	672	703	31	4.61%
Ward Freman Pool	324	369	45	13.89%
Total in selection	11221	12636	1415	12.61%
Number of active users - 50+	Dec-17	Dec-18	yr on yr	%
Fanshawe Pool & Gym	341	396	55	16.13%
Grange Paddocks Leisure Centre	1051	1294	243	23.12%
Hartham Leisure Centre	1028	1129	101	9.82%
Leventhorpe Pool & Gym	212	225	13	6.13%
Ward Freman Pool	102	121	19	18.63%
Total in selection	2701	3148	447	16.55%

Annual and direct debit memberships ended the calendar year on 6,786 in December 2018 compared to 6,437 in December 2017.

2.3 Customer Satisfaction

- 2.3.1 The five sites undertake biannual Customer Satisfaction Exit Surveys. These surveys were conducted using the online survey service of EA's Atremo system to collate the feedback for the survey rather than a paper based system. The data is automatically collated as is the analysis, and information from the surveys is used to help develop the management and performance of the centre and is incorporated into the centre business plans and site improvement plans.

For the Spring survey the information was collated in April and May 2018, and the Autumn survey was November to December 2018, which overlapped with number of planned programmed maintenance which have had a slight impact on the survey results. This is particularly noticeable around Fanshawe and Hartham, where works were being completed in December which caused customers some minor disruption. For all future surveys, EA will be planning to undertake them outside of holiday times, or times when planned maintenance works is taking place.

- 2.3.2 These digital surveys were supported by the use of tablets in the centres. At the larger sites 25% of total responses came from the email links and at the dual use sites this was 13%. This reflects the digital interaction with sites which is supported by the online interactions reports earlier.
- 2.3.3 Results indicate that the 'Overall customer satisfaction at all pools' range from 'Good' to 'Excellent'. The 'Overall experience' grade is 'Good' (88%). Detailed results can be found in **Essential Reference Paper 'C'**.
- 2.3.4 From a cleanliness perspective the scores from the surveys in 2017 and 2018 has seen a minor reduction to 87%. This has been supported with the continued use of contract cleaners at Hartham, and Grange have employed cleaning colleagues to work during key customer times around swimming lessons when the changing areas are often heavily used.
- 2.3.5 Notably, the overall performance of Grange Paddocks following the 2017 action plan, has seen a slight increase in customer satisfaction performance. The 2017 overall satisfaction score was 83% and in 2018 this is 84%, with a slight drop in cleanliness from 78% in 2017 to 76% in 2018.
- 2.3.6 Equally there is an increase for one of the dual use sites on overall satisfaction with the scores for Ward Freman increasing from 91% in 2017 to 93% in 2018. Leventhorpe maintained its satisfaction score of 93%, Fanshawe went from 87% to 84%. The Fanshawe gym area was closed for a period of 1 week during the gym refresh in December 2018, during which a proportion of post visit surveys were completed which may have influenced the scoring.
- 2.3.7 From a site by site perspective, Fanshawe has one 'very poor' score with group exercise being rated at 50%; resulting from 2 out of 4 customers that were dissatisfied with one group exercise class. From the 2017 to 2018 reports, the 'overall experience' scoring has fallen slightly to 84%, however this

been attributed to the survey being completed during a period where the gym was being refreshed.

2.3.8 Comments made regarding Fanshawe include; renovation of the building around changing rooms, poolside and in the earlier part of the year new gym equipment. EA replaced 22 pieces of cardio vascular equipment and completed a gym refresh in December 2018, and there are a number of positive comments regarding this.

2.3.9 From a site-by-site perspective, Grange Paddocks has remained constant from the 2017 to 2018 scoring; with the 'overall satisfaction' of the centre increasing slightly from 83% in 2017 to 84% in 2018. There were slight drops in group exercise scoring which EA have attributed to changes in the online booking process and increased demand for class space. From a cleanliness perspective the scoring decreased from 78% to 76% in 2018. EA are increasing the cleaning specific hours at the site, however with increasing site attendances and changing space being restricted to two main changing room areas for both the fitness and swimming areas, this places an increased demand on this area.

2.3.10 Grange Paddocks comments include a number of suggestions on improving the size of the changing rooms and showers, dry side changing rooms separate from swimming changing rooms, family changing rooms, more studio space needed and more available lesson time. Correspondingly, there are several positive references to gym staff and reception colleagues being welcoming.

2.3.11 Hartham saw an improvement in the facility satisfaction moving from 84% to 89%, along with similar improvements in swimming experience 83% to 85% and cleanliness improving from 81% to 85%.

2.3.12 Hartham comments include a number of suggestions; improving pool water temperature (owing to previously referenced issues with the leak on the pool pipework), larger

dryside changing rooms, improvement to the showers in changing village, more mind body classes (from April 2019 more sessions have been being added), comments on lack of parking and reference to the EA app issues in December when there was a temporary issue with the server which impacted on class bookings.

2.3.13 Leventhorpe remained consistent with the facility satisfaction score holding at 93%. The key area of decline was the satisfaction with the gym dropping from 96% to 76%. The feedback was the gym area is relatively limited in space and whether there would be space for group exercise and a larger gym.

2.3.14 Leventhorpe comments include a number of suggestions: request for more daytime swimming, more aqua session on specific days, issues with car parking during daytime being populated with school cars, a general refurbishment and expansion to the building. More swimming times, day time aqua and swimming sessions, disabled changing facilities on poolside, better showers, increase size of gym, new gym equipment, spectators area, bigger changing facilities, and a refurbishment.

2.3.15 Ward Freman has seen an improvement in the satisfaction of the facility moving from 91% to 93% in 2018. Swimming and cleanliness scores have remained consistent and over the 90% range.

2.3.16 Ward Freman comments include: total refurbishment, build a gym, upgrade changing facilities, better showers, swimming only membership and car parking being insufficient.

2.3.17 In response to the previous survey results from 2018 and client audits, EA commenced a programme of works working with the council to improve the sites. These have included:

- Investment in newer gym equipment at Fanshawe Pool & Gym
- Repainting of various areas of Fanshawe including the gym,

reception and both gym changing rooms which were completed in December 2018.

- Increase in cleaning hours for Grange Paddocks to support and drive cleanliness at core peak business times during swimming lessons.
- Investment in shower fixtures and fittings for Hartham, Fanshawe and Grange Paddocks. These have installed to improve operational consistency in changing areas.
- Updated EA App and changes to the booking times, enabling customers to book the following week's classes from 7 days in advance at 10pm.
- Promotion of the swim smooth partnership, to enable users to gain online swimming programmes and support.
- From April 19 swimming timetables will be simplified in language with previous session like Swim for Everyone being altered to public swimming & Swim for Fitness being labelled lane swimming. It hoped that this will make swimming timetabling more simple and straightforward.
- Introduction of 'red route' for colleagues to drive spot cleaning and improve consistency in standards.

2.3.18 There is always scope for further improvement and officers will continue to work with EA on maintaining and developing satisfaction levels at all sites.

2.4 Financial Performance

2.4.1 Performance Indicator EHPI2 'Net cost of the Leisure Service per user' is the primary cost indicator for the service and reflects the cost to the council of running leisure centres (including on-costs).

2.4.2 The estimated 'Net cost of the Leisure Service per user' has been calculated as £0.51 per visit in 2018; compared with £0.65 per visit in 2017, £0.75 per visit in 2016 and £0.99 per visit in 2015. In 2018 the Leisure Management Fee to EA was £52,696.56 and will be zero in 2019.

Qualitative Successes and Improvements

2.5 Public Satisfaction

2.5.1 In 2017 Hartham and Grange Paddocks completed the National Benchmarking Services (NBS) for Leisure Centres. This is a nationally recognised service, conducted in partnership with Sheffield Hallam University and Leisure Net Solutions and is completed every two years. The next NBS is due to happen in 2019.

2.5.2 The benchmarking service works in two ways; there is a core survey which is conducted independently from the leisure centre teams which is a sample of 345 users. There is also a financial / management return which encompasses usage performance, financial performance on maintenance, energy and a range of other key performance indicators.

2.6 Health and Safety

2.6.1 There were in excess of 1.1 million visits during 2018 and there were 219 recorded accidents; an annual accident rate of 2.08 per 10,000 visits compared to 2.14 per 10,000 visits in 2017. Generally across the contract the accident rate per 10,000 visits has been lower than EA's corporate objective, which is to achieve less than 5 accidents per 10,000 visits.

2018 Accident Analysis											
Contract	Site	Total Site Attendance	Total Accidents	Natural Causes	Sporting Injury	Other type of Injury	No of Customer Accidents	No of SLIP'S (Non-Sporting)/NB; DO NOT INCLUDE TRIPS	No of Contractor Accidents	No of Colleague Accidents	Monthly Accident Rate per 10,000 Visits
East Herts	Fanshaw Pool and Gym	103539	37	13	13	11	36	2	0	1	3.4770
	Grange Paddocks	402295	109	23	22	64	107	2	0	2	2.6597
	Hartham Leisure Centre	384158	51	3	16	29	50	6	0	1	1.3015
	Leventhorpe Pool and Gym	74856	15	6	2	4	14	3	0	1	1.8703
	Ward Freeman Pool	58390	7	2	0	5	6	0	0	1	1.0276
	TOTAL	1023238	219	47	53	113	213	13	0	6	2.0816

2.6.2 There were no RIDDOR reportable accidents or incidents in 2018.

- 2.6.3 All swimming pools are microbiologically tested by the council on a quarterly basis as well as independently tested by Kingfisher Environmental Services Ltd on behalf of EA on a monthly basis. All Kingfisher reports are graded 'satisfactory' and 'highly satisfactory'.
- 2.6.4 In addition to formal set monitoring arrangements, council officers undertake a mixture of monthly unannounced and announced inspections, reviewing and recording service delivery, marketing, health & safety and monitoring procedure standards. These inspections have generally shown an acceptable level of performance in the quality of the leisure service delivered across the areas inspected. A joint focus has highlighted some needs for improvement in cleaning and redecoration schedules.
- 2.6.5 The Leisure & Parks Development Officer is responsible for conducting these regular inspections and conducted 28 inspections in total in 2018. Broken down this is 5 at Hartham, 7 at Grange Paddocks, 5 at Ward Freman, 6 at Fanshawe and 5 at Leventhorpe.
- 2.6.6 The Leisure & Parks Development Officer is working with the Health & Safety Officer to set up a schedule of specific Health & Safety inspections to ensure that the council's duty of care in ensuring that the leisure operator's health & safety responsibilities and duties are compliant with the relevant legislation and HSE guidelines. A trial inspection was conducted at Ward Freman in November 2018 and EA felt that the inspection was helpful and welcomed a full 12 month schedule of inspections during 2019.

2.7 Added Social Value

- 2.7.1 Throughout the year EA were involved in working with charities, local partners and the community including events such as:

- Mind charity support – linked to World Mental Health days
- Links with Herts Carers, where all sites provide discounted access to carers and disability users
- EA open days offering:
 - Free swimming
 - Free gym sessions
 - EHC's Love Parks Week offering fun activities outside
 - Colouring competitions – Judged by Rebecca Adlington for swimming
 - Golden ticket hunts to win annual memberships
 - Aspire Swim Chanel Challenge
 - Swimathon – at a local level in April 2018 Hartham were visited by Duncan Goodhew as part of the recognition of the continued support of the Swimathon
 - National Fitness Day in September
 - Support for the Hertfordshire Sports Partnership and the Year of Physical activity, providing a number of activities for the community to boost participation numbers.
 - Supporting and attending the Ware Town Carnival
 - Celebrated Women's Sport Week in June with free activities for women of all ages and abilities
 - Partnership with Grove Cottage to support and provide events in Bishop's Stortford such as the Fun Day event and Christmas Santa Dash
 - World Cancer Day open day and activities sessions
 - Holding a swimming gala for the children on the Learn to Swim programmes across all of the sites.
 - Go Tri events in partnership with Active East Herts at Hartham and Grange Paddocks
 - Partnership with Stevenage Football Foundation for junior football camps in the holiday periods

2.7.2 Working with Grove Cottage, EA hosted the annual Santa Dash and Reindeer Run with over 100 people running dressed up as Santa.

2.7.3 EA work with officers to further continue the Forever Active East Herts 'Learn to Swim' legacy scheme and 86 participants attended 635 times in 2018.

2.7.4 Both Grange Paddocks and Hartham offer:

- Free swimming sessions to people with disabilities and their carers
- Locations for the delivery of externally managed Pulmonary Rehabilitation classes in partnership with the council and the Primary Care Trust.

2.8 Investments

2.8.1 There is an on-going maintenance programme that requires planned preventative maintenance as well as a capital Investment programme. This programme of works helps to maintain and enhance the facilities.

2.8.2 In 2018 the council spent £50,707.40 on the on-going maintenance and enhancement of the leisure facilities. Works included:

- Replacement of pool pumps and motors at Hartham
- Replacement of plate heat exchangers at Ward Freman
- Replace butterfly valves at Ward Freman
- Excavate and replace water supply pipes at Hartham

2.8.3 EA continue to invest within the facilities:

- Gym refresh at Fanshawe Pool & Gym in December including the replacement of the gym equipment with newer reconditioned equipment, and the redecoration of several areas of the gym, reception and changing rooms which was in excess of £11K
- At Grange Paddocks there was an investment in a new pool inflatable to support the delivery of fun swimming session; £2.8K
- 5 extra group cycling bikes for classes at Grange Paddocks.

- At Grange, a £7K investment in both male and female changing showers and walls and Hartham £6K expenditure on the shower wall and shower fittings in the changing village.
- Updated pool vacuums for both Grange and Hartham; totalling 4.2K.

2.8.4 With the council, EA continues to work to reduce energy consumption across all sites and subsequently reduce operating costs. CO2 reductions will contribute to achieving the council's carbon reduction targets, and features include:

- Non-half hourly meters for energy management for gas monitoring across all sites
- The introduction of a six monthly carbon reduction plan and building walk through, designed to look at options and margin gains for reducing energy consumption
- Addition of water meters for Grange and Hartham to the EA carbon credential digital platform. This has enabled Hartham to monitor previous issues with leaks and ongoing monitoring to help reduce water consumption
- Creation of an online portal to review energy consumption to identify consumption trends and patterns
- EA's 4's plan, 'reuse, reduce, recycle and replace' environmental action plan where any lights that are replaceable will be replaced with lower energy units e.g. periodic upgrading of lights to LED units in the pool hall at Hartham.

2.8.5 The Display Energy Certificate (DEC) is an operational energy rating that identifies the actual energy use of a building and compares this against the energy use for a benchmark building of the same type, which is 100 for these types of venues. (The lower the figure, the better the energy performance).

2.8.6 At Hartham in 2018 there was a leak from the pool plant room to the main pool, which had an impact on the 'Energy Performance Operational Rating' (EPOR) of the centre which has a 'C' banding (63). There is therefore a slight increase when

compared with the previous 'C' band (55 units) attained in 2017. Total CO2 emissions were 561 tonnes/year in 2018 which is an increase from 456 tonnes/year in 2017.

- 2.8.7 At Grange Paddocks the EPOR has maintained its 'D' band (99 units), which is slightly better than the typical banding for a facility of this nature. Total CO2 emissions are consistent with previous years and are just under 495 tonnes/year. This is a slight increase from 2017 performance of 10 tonnes/year.
- 2.8.8 At Fanshawe the EPOR was measured as a 'D' banding (94 units) for 2018, which is slightly better than the typical banding for a facility of this nature and an increase of 2 (92 units) compared to what was reported in 2016. Total CO2 emissions were approximately 290 tonnes/year, an increase of 20 tonnes/year compared to 2016.
- 2.8.9 At Leventhorpe the EPOR for 2018 was measured as a 'D' banding (96 units), which is better than the typical banding for a facility of this nature. The next rating for Leventhorpe will be produced in 2028.
- 2.8.10 For buildings over 500m² but less than 1000m² the DEC is valid for 10 years (until 2025). Ward Freman Pool fits into this category and the EPOR was measured as a 'D' band (100 units) which is the typical banding for a facility of this nature.

3.0 **Implications/Consultations**

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

Background Papers

None.

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives
Consultation:	None
Legal:	There are no additional financial implications for this report
Financial:	There are no financial implications for this report
Human Resource:	None
Risk Management:	None
Health and wellbeing – issues and impacts:	This contract supports the delivery of the council's health and wellbeing agenda
Environmental Sustainability	Information concerning energy consumption and methods to seek to reduce / control this are included within the report

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Performance Review Information – Council set Performance Indicators to Measure Performance of Service

Main performance indicators	Frequency	Current performance	Target	Comment
QUEST Plus Assessment – Sport England continuous improvement tool - to help enhance, improve and continue to improve the quality of service to customers	Biennial	Grange Paddocks achieved a rating of 'Very Good' in March 18 Hartham is currently scheduled for May 2019	'Good' banded result	Harthams' last Quest rating was 'Excellent'
National Benchmarking Service (NBS) - Sport England benchmarking service – an independent customer satisfaction survey	Biennial	Hartham scored 4.21 out of 5 for overall satisfaction Grange Paddocks scored 4.30 out of 5 for overall satisfaction	2017 national benchmarking score was 4.43	Grange Paddocks and Hartham continue to work on improving the NBS satisfaction score to achieve the national benchmark in 2019 when it will be assessed, currently is schedule for June 19
EHPI 1a - % of customers satisfied with the service – All sites	Biannual	2017 - 89% (Good) 2018 - 87% (Good)	Excellent across all area's	See Essential Reference Paper C for the whole contract over view
EHPI 1b - Overall Experience % of customers satisfied with the service – Leventhorpe	Biannual	2017 - 93% (Excellent) 2018 – 93% (Excellent)		
Overall Experience EHPI 1c - % of customers	Biannual	2017 - 84% (Good) 2018 – 89% (Good)		

Main performance indicators	Frequency	Current performance	Target	Comment
satisfied with the service – Hartham				
EHPI 1d - Overall Experience % of customers satisfied with the service – Fanshawe	Biannual	2017 - 87% (Good) 2018 – 84% (Good)		
EHPI 1e - Overall Experience % of customers satisfied with the service – Ward Freman	Biannual	2017 - 91% (Excellent) 2018 – 93% (Excellent)		
EHPI 1f - Overall Experience % of customers satisfied with the service – Grange Paddocks	Biannual	2017 - 83% (Good) 2018 – 84% (Good)		
EHPI 3a - Usage: number of swims (under 16s)	quarterly / annually	2016 - 47,014 2017 - 46,006 2018 – 46,574 An increase of 1.23% from 2017	+1% per annum. 2010-2018 Target: 51,185	Baseline established for 2009: 46,800 per annum Target + 1% each year = 51,185 Achieved 46,574 Everyone Active report that there is a national decline in casual swimming usage across all of their contracts nationwide To combat this, from July 2017, Everyone Active as part of their Learn to Swim Scheme has offered children on their swimming lesson

Main performance indicators	Frequency	Current performance	Target	Comment
				<p>programme free swimming.</p> <p>They have been increasing the promotion of swimming activities on social media and have recruited a Swimming Development Officer role with the purpose of increasing swimming numbers and creating new pool based activities.</p> <p>The new development officer is developing a partnership between Everyone Active and Swim England with the aim of working together to combat this decline.</p>
EHPI 3b - Usage: number of swims (16 – 60)	Quarterly / annually	2016 - 87,821 2017 - 81,414 2018 – 84,254 An increase of 3.4% from 2017	+1% per annum, 2010 - 2018 Target: 76,904	Baseline established for 2009; 70,317 per annum Target + 1% each year = 76,904 Achieved 84,254
EHPI 3c - Usage: number of swims (60+)	Quarterly / annually	2016 - 23,664 2017 - 25,519 2018 – 24,919 2.35% decrease on 2017	+1% per annum, 2010 - 2018 Target: 19,908	Baseline established for 2009; 18,203 pa Target + 1% each year = 19,908 Achieved 24,919

Main performance indicators	Frequency	Current performance	Target	Comment
EHPI4a - Usage: Gym (16 – 60)	Quarterly / annually	2016 - 151,710 2017 - 163,469 2018 – 173,728 6.26% increase	+1% per annum, 2010-2018 Target: 81,474	Baseline established for 2009; 74,403 pa. Target + 1% each year = 81,374 Achieved 163,469
EHPI4b - Usage: Gym (60+)	quarterly / annually	2016 - 21,196 2017 - 26,973 2018 – 29,561 9.59% increase on 2017	+1% per annum, 2010-2018 Target: 6,387	Baseline for 2009; 5,840 pa. Target + 1% each year = 6,387 Achieved 29,561
EHPI2 - Net cost of the Leisure Service per user	annually	2016 - £0.75 2017 - £0.65 2018 – £0.51 Total recorded visits for 2018 1,164,046 (2017 recorded visits - 1,122,562)		See Note 7

Notes:

1. The contract is measured through continuous improvement targets.
2. Performance and other management and operational matters are monitored formally through monthly minuted meetings between client and contractor with quarterly strategic meetings at director level.
3. Monthly meetings are attended by EHC property and finance officers and where necessary the contractors property and finance colleagues.

4. In addition to formal set monitoring arrangements, the council's Leisure & Parks Development Officer undertakes monthly unannounced inspections picking up on service delivery, marketing and Health & Safety and other indicators and several announced inspections.
5. Performance indicators relating to customer satisfaction are reported through the corporate management performance process, usage is reported through the corporate management performance process (as tracked by Covalent).
6. Reporting for the Leisure performance indicators is based on the calendar year i.e. from 1 January to 31 December; this will be coterminous with the contract start date.
7. Calculated by dividing the probable net expenditure for Leisure Services in 2018, £598,271.92, by the 1,164,046 recorded visits. 'Net cost of the Leisure Service per user', includes those attending the gym, group exercise classes, casual swimming, pool parties, school, private and Everyone Active swim lessons and outdoor activities including; tennis, bowls and football and crèche. The primary cost indicator for the service reflects the total cost to the council of running leisure centres (including on-costs) and is in line with the way the council calculates the unit costs for other contracts such as Waste Services. The management fee has seen no significant increase but the recorded numbers have increased, resulting in the reduction in net cost per user.

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Customer Exit Survey Summary Showing Customer Experience Levels in 2018						
Customer satisfaction levels; fairly or very satisfied in service area.						
Note site information taken from Customer survey 2018 v 2017 – summary sheet 2018 / total are total q 2018	Fanshawe	Grange Paddocks	Hartham	Leventhorpe	Ward Freman	Overall customer satisfaction at all pools
If you use this facility regularly how satisfied are you with the centre, fairly or very satisfied Q1	84%	84%	89%	93%	93%	87%
Swimming - overall experience of service, fairly or very satisfied	77%	73%	85%	82%	90%	82%
Group Exercise - overall experience, fairly or very satisfied	50%	80%	89%	100%	NA	84%
Gym - overall experience, fairly or very satisfied	72%	79%	90%	76%	NA	83%
Reception Area – fairly or very satisfied	91%	77%	88%	81%	81%	84%
Q4 - Cleanliness - fairly or very satisfied	88%	76%	85%	87%	96%	87%
Overall experience – Q6	84%	82%	90%	93%	96%	88%

Legend	
Excellent 90%+	
Good 80% - 89%	
Fair 70% - 79%	
Poor 60% - 69%	
Very Poor Under 60%	

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE- 24 SEPTEMBER 2019

REPORT BY THE MONITORING OFFICER

CODE OF CONDUCT

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- A Code of Conduct complaint has been received where the complainant wishes to retain anonymity. This report is recommending that in line with procedure, the Performance Audit and Governance Oversight Committee agree to the formulation of an Assessment Standards Sub Committee to decide upon whether a complainant should retain anonymity in relation to the code of conduct complaint.

<u>RECOMMENDATION TO PERFORMANCE AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE:</u>	
(A)	To agree to the formulation of an assessment Standards Sub Committee comprising of 3 members to consider a complainant's wish to retain anonymity in relation to a Code of Conduct complaint.
(B)	

1.0 Background

- 1.1 Within its terms of reference the Performance Audit and Governance Oversight Committee has a function “to promote and maintain high standards of conduct by Members and Co-Opted Members of the authority”.
- 1.2 The Council has received a complaint regarding a Members Code of Conduct.
- 1.3 As part of the complaints process, the Council’s complaint form states that requests for confidentiality or requests for suppression of the person and complaint details will not automatically be granted. The Assessment Sub Committee will consider the request alongside the substance of the complaint.
- 1.4 It is therefore required that an assessment sub Committee is formed in order to consider whether anonymity should be granted in line with the complaints process.

2.0 Implications/Consultations

Information on any corporate issues and consultation associated with this report are contained within **Essential Reference Paper A**.

Background Papers:

[Councillors Complaints Procedure](#)

Contact Officer and report author:

Alison Stuart, Head of Legal and Democratic Services
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	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:	N/A
Legal:	It is important that the Council follows due process in consideration of Code of Conduct complaints.
Financial:	No financial implications
Human Resource:	N/A
Risk Management:	
Health and wellbeing – issues and impacts:	N/a
Equality, diversity and human rights considerations, and whether Equality Impact Assessment required:	N/A
Environmental Sustainability	N/A

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EAST HERTS COUNCIL

PERFORMANCE AUDIT, GOVERNANCE AND OVERSIGHT COMMITTEE –
24 SEPTEMBER 2019

REPORT BY THE HEAD OF STRATEGIC FINANCE AND PROPERTY AND
HEAD OF COMMUNICATIONS, STRATEGY & POLICY

QUARTERLY CORPORATE BUDGET MONITOR – QUARTER 1 JUNE 2019

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To provide a report on finance and performance monitoring for East Herts Council for 2019/20 as at 30th June 2019.
- The net revenue budget for 2019/20 is £10.268m as set out in table 1, this is funded by Council Tax. The forecast expenditure at 30th June 2019 predicts a year end underspend of £1k.
- The revised capital budget for 2019/20 is £77.940m, of which £61.258m is to be carried forward to future years.

<u>RECOMMENDATIONS FOR PERFORMANCE AUDIT GOVERNANCE AND OVERSIGHT COMMITTEE: That</u>	
(A)	the projected revenue budget forecast underspend of £1k in 2019/20 be noted (paragraph 2.1)
(B)	the capital budget for 2019/20 is £77.940m, of which £61.258m is to be carried forward to future years be noted (paragraph 6.1)
(C)	the reported performance for the period April 2019 to June 2019 be noted (paragraph 8)

1.0 BACKGROUND

- 1.1 This is the finance and performance monitoring report for East Herts Council.
- 1.2 On 19th December 2018 Council approved a balanced budget for the 2019/20 financial year. This report sets out the financial position for the year to date and provides forecasts for the outturn position.
- 1.3 The Council's revenue budget is made up of 5 areas; these are shown in table 1 below. The report that follows provides details of the forecast outturn position against these areas.

Table 1: 2019/20 revenue budget

	Original Budget 2018/19	Forecast outturn	Variance
	£'000	£'000	£'000
Total Net Cost of Services	14,101	14100	(1)
Corporate Budgets Total	1,769	1,769	-
Net Use of Reserves	(139)	(139)	-
Funding	(5,463)	(5,463)	-
Net Revenue Spend	10,268	10,267	(1)
Funded by Council Tax	(10,268)	(10,268)	-
Underspend	-	(1)	(1)

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

- 1.5 This report contains the following sections and Essential Reference Papers:

REPORT SECTIONS	
2	Net Cost of Services
3	Corporate budgets
4	Reserves
5	Funding
6	Capital budgets
7	Debtors
8	Performance analysis
9	Risk
10	Implications/consultations

ESSENTIAL REFERENCE PAPERS	
A	Implications/Consultations
B	Capital Monitor
C	Debtors
D	Performance monitoring
E	Comms Report

2 NET COST OF SERVICES

- 2.1 The Councils net cost of services budget for 2019/20 is £14.101m
An underspend of £1k is forecast in 2019/20. Table 2 overleaf shows this current forecast outturn position broken down by service area.

Table 2: Revenue forecast outturn

		Original Budget 2019/20	Forecast outturn	Variance
		£'000	£'000	£'000
Net Cost of Services	Chief Executive & Directors	380	380	-
	Communications, Strategy & Policy	1,001	1,015	14
	HR & Organisational Development	513	518	5
	Strategic Finance & Property	1,563	1,591	28
	Housing & Health	2,408	2,408	-
	Democratic and Legal	1,303	1,278	(25)
	Planning & Building Control	600	627	27
	Operations	3,717	3,693	(24)
	Shared Revenues & Benefits Service	1,903	1,877	(26)
	Revenues & benefits retained costs	(372)	(372)	-
	Housing Benefit Subsidy	(550)	(550)	-
	Shared Business & Technology Services	1,635	1,635	-
	Total Net Cost of Services	14,101	14,100	(1)

2.2 Communications, Strategy & Policy

An overspend of £14k is reported against the Communications, Strategy & Policy service. This is mainly due to upfront costs of setting up the new Launchpad in Ware

2.3 Strategic Finance & Property

An overspend of £28k is reported against the Strategic Finance & Property service. This is due to an increase in expenditure relating to Charringtons House.

2.4 Democratic and Legal

An underspend of £25k is reported against the Democratic and Legal services. This is due to salary underspends across legal services and land charges.

2.5 Planning & Building Control

A forecast overspend of £27k is reported against the Planning and building control service. This is due to an increase in appeals costs.

2.6 Operations

A forecast underspend of £24k is reported against the Operations service. This is due to efficiencies identified within Car Parking which has led to reduced contractor costs.

2.7 Shared Revenues and Benefits Service

A forecast underspend of £26k is reported against the Shared Revenues and Benefits service due to efficiencies identified within the service

3 CORPORATE BUDGETS

- 3.1 Corporate budgets are costs and income received by the Council that are not service specific, these include income from the Council's investments, pension deficit contributions and New Homes Bonus grants to Town and Parish Councils.
- 3.2 Table 3 below shows the forecast outturn position against the corporate budgets.

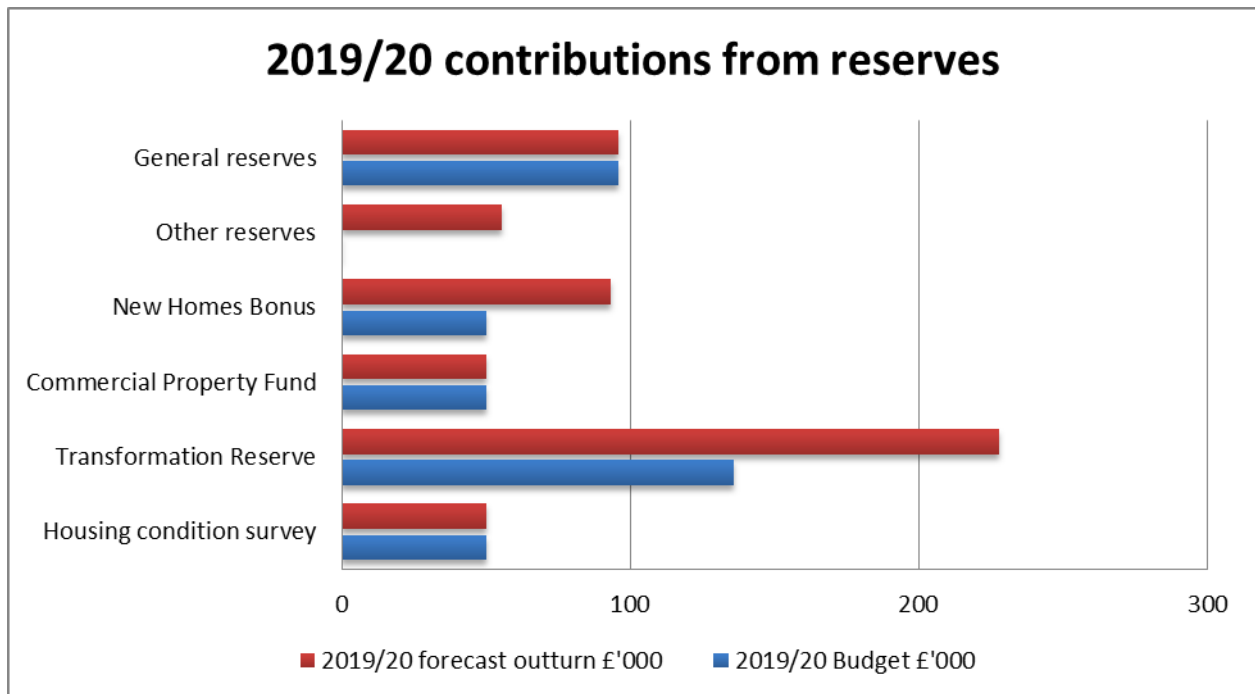
Table 3: Corporate budgets 2019/20 forecast outturn

	Original Budget 2019/20	Forecast outturn	Variance
	£'000	£'000	£'000
NHB Grants to Town & Parish Council	697	697	-
NHB Priority Spend	697	697	-
Interest Payments	669	669	-
Interest & Investment Income	(990)	(990)	-
Pension Fund Deficit contribution	696	696	-
Corporate Budget Total	1,769	1,769	-

4 RESERVES

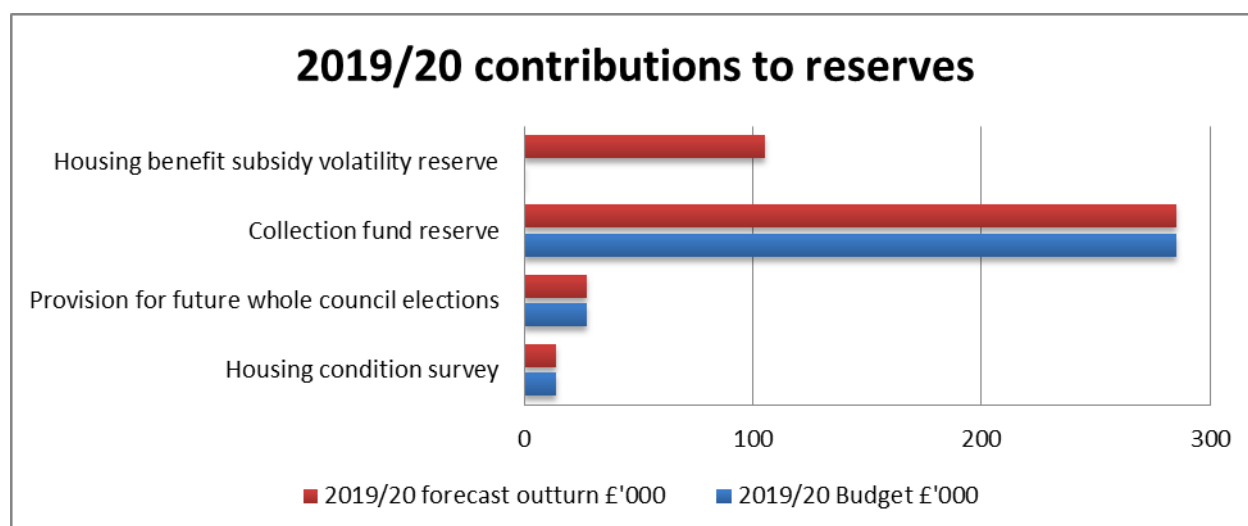
- 4.1 The Council holds earmarked reserves to fund unpredictable financial pressures and to smooth the effect of known spending over time. Graph 1 and 2 below reflect the forecast outturn position as at 30th June 2019.

Graph 1: 2019/20 forecast contributions from reserves



- 4.2 As at 30th June 2019 it is forecast that there will be a total contribution from reserves of £572k in 2019/20, which is £191k more than budgeted for. £92k of this is to fund the Gilston Garden project, £43k to fund a post in Housing and Health and £43k to fund a post in Communications, Strategy and Policy. All funding has been approved in line with financial regulations.

Graph 2: 2019/20 forecast contributions to reserves



4.3 The forecast total contribution to reserves as at 30th June 2019 has increased by £105k to £432k. This is due to setting up a reserve to smooth the impact of fluctuations in Housing Benefit Subsidy Claims. This relates to a forecast transfer to the Housing Benefit volatility reserve set up to smooth the impact of fluctuations in Housing Benefit subsidy.

5 FUNDING

5.1 These income budgets are general and non-service specific income sources. The table below shows the value and source of these funding streams as at 30th June 2019.

Table 4: 2019/20 funding

	Original Budget 2019/20	Forecast Funding 2019/20	Variance
Council Tax	(10,268)	(10,268)	-
NDR	(2,675)	(2,675)	-
New Homes Bonus	(2,788)	(2,788)	-
Total Funding	(15,731)	(15,731)	-

6 CAPITAL PROGRAMME

- 6.1 The revised capital budget for 2019/20 is £77.940m, of which £61.258m is to be carried forward to future years. This figure includes the adjusted carry forwards from 2018/19 which have increased since the Outturn report. **Essential Reference Paper B** provides a detailed analysis of the projects and their budgets.
- 6.2 The forecast outturn against revised budget is an underspend of £61.258m. This is due to the reprofiling of spend on the major projects, with a majority of the estimated budget and spend now moving to future years. The remaining capital budgets are currently on target.

7 DEBTORS

Total outstanding debt as at 30th June 2019 is £1.617m, which has increased by £684k from 18/19 outturn position. As at end of July, £260k of the £684k has been paid.

The outstanding debt over 120 days totals £344k. Of this, £88k relates to outstanding invoices raised on behalf of Operations for the Joint Use Pools element. These invoices have been passed onto Legal Services who are in discussions with the debtor to pursue this debt.

- 7.1 **Essential Reference Paper C** analyses the profile of aged debtors.

8 PERFORMANCE ANALYSIS

Performance against targets

- 8.1 Please refer to performance indicator summary analysis in **Essential Reference Paper D** for full details. Our latest results can be found at <https://eastherts.covalentcpm.com/login> . All

Members have a shared read only account. Log in details can be found via the members section of the intranet.

8.2 Some performance highlights include:

- Fly tips: after missing the 2 day removal target for 4 consecutive quarters performance for the last two quarters (ie. since the start of this calendar year) has improved considerably.
- Staff sickness: after missing targets against a few different measures for a number of quarters staff sickness levels are back within acceptable limits.

8.3 Some areas of concern with regard to performance include:

- Missed bins: continue to be off target since the change to a new shared waste contract. Members of the Overview and Scrutiny Committee have requested an update on the shared waste contract at their next meeting.
- Website satisfaction: we continue to miss the target however are hopeful that launching the new council website (early September) will lead to more positive customer feedback. Further details about the customer experience can be found at (8.4)
- Complaints upheld at 1st and 2nd stage (ie. where the council was at fault). We have missed the targets for both measures this quarter. Waste related (often specifically missed bin collections) constitute a large number of the upheld complaints. In most instances we have given the customer the benefit of the doubt and instructed the contractor to return and pick up bins. The contractor is however in the process of improving evidence for non collection of bins (eg. Photographic evidence of not being left at the boundary or contamination) which should lead to fewer complaints being upheld in future.

8.4 The following table gives a flavour of customer feedback over the past quarter:

Channel	Examples of Feedback (verbatim)
<p>Face to Face feedback. 326 people rated our face to face service over the quarter, 263 (81%) of whom rated the experience as good. A further 35 (11%) rated is as average and 27 (9%) as poor. Face to face customers were most likely to rate the experience for council tax support and advice, parking, planning (duty desk) and the citizen's advice service.</p>	<ul style="list-style-type: none"> • Citizen's Advice Service: "CHARLOTE FROM CAB IS EXCELLENT" • Council tax advice: "VERY HELPFUL AND POLITE" • Parking: "CHRIS WAS FRIENDLY, EXPLAINED PERMITS AND THE SCHEME VERY WELL" • Planning duty: "EXCELLENT CUSTOMER SERVICE"
<p>Web page: elections Unsurprisingly, given there were 2 elections during this quarter, content related to elections was very popular (25,000 views). We received 46 individual comments over the period. Only 5 were rated as good or average with the remaining 41 rating their experience as poor.</p>	<ul style="list-style-type: none"> • "We live in a hideously criminal autocracy" • "Don't use PDFs! I use a mobile phone and it's not easy to navigate and view." • "Forms impossible to complete without printing, like it's 1991"
<p>Web page: Make, Object, Comment or View a Planning Application or Decision Planning pages always tend to be the most frequently visited pages on our website. Over the quarter there were over 50,000 unique page views however only 11 individuals left feedback (all 11 of whom stated their experience was poor). Although statistically quite low we have consistent feedback from</p>	<ul style="list-style-type: none"> • "Very obscure!" • "It says "telephone using the main switchboard number (asking for the Duty Planning Officer). but doesn't give the telephone number!" • "Having received a letter about a neighbour's planning application I was unable to view the copy, online, using the supplied application reference."

customers about the difficulty in navigating the planning portal.	
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- 8.5 In addition to these performance results, **Essential Reference Paper E** shows the latest communications report, highlighting our Media coverage over the past quarter. This indicates we are continuing to grow our digital footprint via the main channels (Twitter, Facebook) and more recently launched accounts in LinkedIn and Instagram.

9 RISK

- 9.1 Strategic risks are to be discussed at Leadership Team on 12th August and an update will be provided in the report to September's Performance, Audit & Governance Oversight Committee.

10 IMPLICATIONS/CONSULTATIONS

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

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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:	<i>Financial and non-financial discussions have taken place with the Leadership Team and Portfolio Holder for Finance and Support Services.</i>
Legal:	<i>There are no legal implications.</i>
Financial:	<i>Financial implications are included in the body of the report.</i>
Human Resource:	<i>There are no Human Resources implications.</i>
Risk Management:	<i>By not having effective performance management and reporting the Council is at risk of not being clear whether its priorities and objectives are being met and service delivery issues being resolved efficiently and effectively. Effective performance management supports transparency and improves local accountability.</i>
Health and wellbeing – issues and impacts:	<i>There are no Health and Wellbeing issues raised as part of this report.</i>
Equality, diversity and human rights considerations, and whether Equality Impact Assessment required:	<i>There are no equality, diversity and human rights implications.</i>

Environmental Sustainability	<i>There are no environmental sustainability implications raised as part of this report.</i>
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Capital Forecast Outturn Quarter 1 June 2019

	Revised Budget 2019/20 £'000	Forecast Outturn 2019/20 £'000	Variance 2019/20 £'000
Strategic Finance & Property			
Operational asset investment (Rolling Programme)	165	165	0
Hartham Pool – Filtration System Upgrade	10	10	0
Street Lighting LED Conversion	80	80	0
Charringtons House Investment	67	67	0
Wallfields – Accommodation Update	205	205	0
River & Watercourse Structures	81	81	0
St Andrews Street Car Park, Hertford - Riverbank Retaining Wall	69	69	0
Land Management Asset Register & Associated Works	50	50	0
Hertford Theatre - Replace Auditorium Roof	190	190	0
Financial Sustainability	3,000	3,000	0

	Revised Budget 2019/20 £'000	Forecast Outturn 2019/20 £'000	Variance 2019/20 £'000
Shared Business & Technology Services			
ICT Rolling Programme – Subject to IT Steering Group review	562	562	0
Storage Servers	122	122	0
Microwave Link	32	32	0
Members Laptops	18	18	0
HOS Laptops	20	20	0
HR & Payroll System	7	7	0
Financial Management System	0	0	0
Telephone Enhancements	21	21	0
Mobile Working - Planning & Env Health	4	4	0
Council Chamber Upgrade	12	12	0

	Revised Budget 2019/20 £'000	Forecast Outturn 2019/20 £'000	Variance 2019/20 £'000
Operations			
Grange Paddocks Leisure Centre	11110	2532	8578
Hartham Leisure Centre	4029	1166	2863
Hertford Theatre	5484	734	4750
Hertford & Beyond – Hartham Common Footpath	11	11	0
Bell Street – Public Convenience Facilities	67	0	67
Open Space Improvements - The Wash	50	50	0
Folly View Open Space Improvements, Hertford	15	15	0
Cannons Mill Lane Open Space improvements, Bishops Stortford	30	30	0
Replacement play equipment across the district (Rolling programme)	50	50	0
Play Area and other projects, Hartham Common, Hertford	325	325	0
Castle Park – HLF	619	619	0

	Revised Budget 2019/20 £'000	Forecast Outturn 2019/20 £'000	Variance 2019/20 £'000
Phisiobury Park - HLF	105	105	0
Buntingford Depot - Fire Prevention	310	310	0
Housing & Health			
Disabled Facilities Grants - Discretionary	60	60	0
Decent Homes Grants	120	120	0
Hillcrest Hostel – Disabled Access Works	17	17	0
Future Housing Schemes - 6 Water Lane, Hertford	130	130	0
Colebrook Court (Network Housing)	65	65	0
Community Capital Grants	183	183	0
Energy Grants	20	20	0
Wallfields – Solar panels	45	45	0
Castle Weir Micro Hydro Scheme	192	192	0

	Revised Budget 2019/20 £'000	Forecast Outturn 2019/20 £'000	Variance 2019/20 £'000
Planning & Building Control			
Historic Building Grants -	55	55	0
Market Improvement Scheme	42	42	0
Improvements to The Wash, Maidenhead Street & Bull Plain, Hertford	79	79	0
Communications, Strategy & Policy			
Website Build / Upgrade	51	51	0
Old River Lane LEP	17,359	1,359	16,000
Arts Centre	30,000	1,000	29,000
Millstream Property Company			
Capital Loans (5 x properties per annum)	1,491	1,491	0
Capital Loan (6 Water Lane, Hertford)	347	347	0
Capital Loan (new development and retention of 11 residential units)	764	764	0

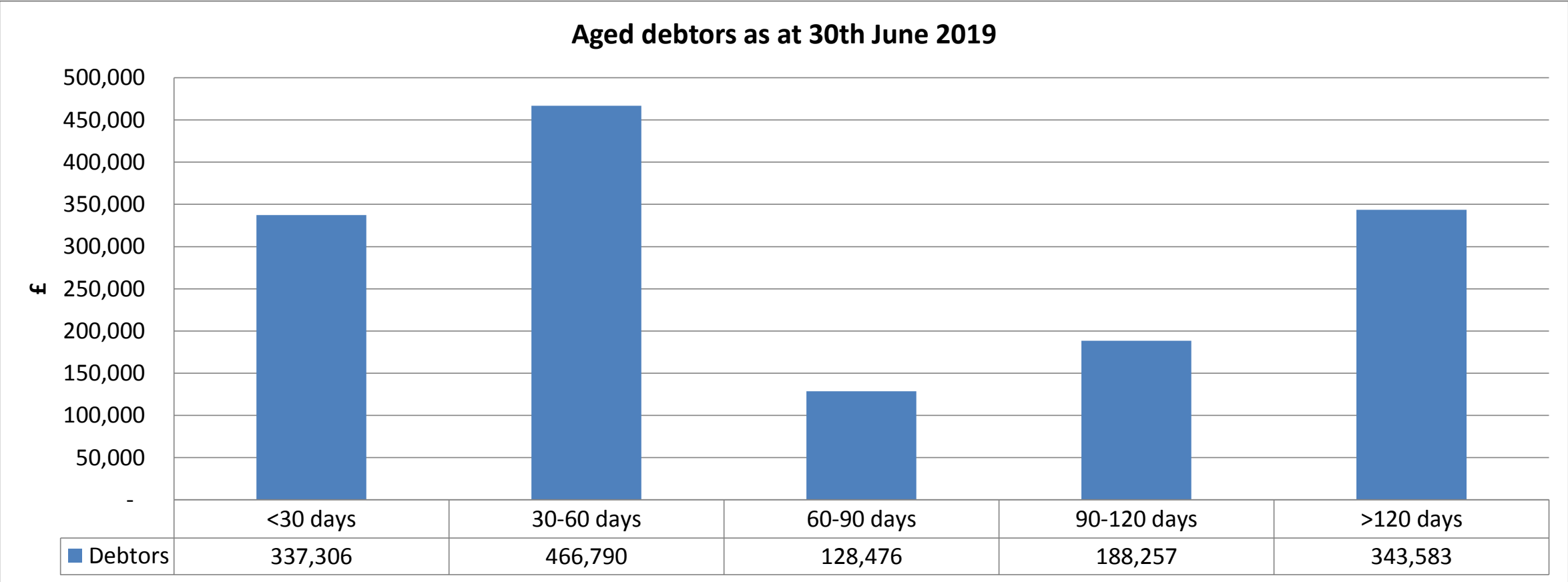
Current Capital Programme Budget Total	77,940	16,682	61,258
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Forecast Capital Carry Forward**2020/21**

	£'000
Grange Paddocks Leisure Centre	8,578
Hartham Leisure Centre	2,863
Hertford Theatre	4,750
Bell Street – Public Convenience Facilities	67
Old River Lane LEP	16,000
Arts Centre	29,000

Total Forecast Carry Forward to 2020/21	61,258
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The following graph shows the age of the £1.617m of debts outstanding as at 30th June 2019



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Essential Reference Paper D - Performance Analysis																																		
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note																												
Priority 1: People																																		
Service: Health & Housing																																		
QC HH 151 Number of homeless households living in temporary accommodation at the end of the quarter.	trend only	30	none set	<div></div>	<div>QC HH 151 Number of homeless households living in temporary accommodation at the end of the quarter.</div> <table><caption>QC HH 151 Data (Estimated from Chart)</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>23</td></tr><tr><td>Q2 2016/17</td><td>21</td></tr><tr><td>Q3 2016/17</td><td>10</td></tr><tr><td>Q4 2016/17</td><td>14</td></tr><tr><td>Q1 2017/18</td><td>18</td></tr><tr><td>Q2 2017/18</td><td>19</td></tr><tr><td>Q3 2017/18</td><td>18</td></tr><tr><td>Q4 2017/18</td><td>23</td></tr><tr><td>Q1 2018/19</td><td>18</td></tr><tr><td>Q2 2018/19</td><td>22</td></tr><tr><td>Q3 2018/19</td><td>21</td></tr><tr><td>Q4 2018/19</td><td>27</td></tr><tr><td>Q1 2019/20</td><td>30</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	23	Q2 2016/17	21	Q3 2016/17	10	Q4 2016/17	14	Q1 2017/18	18	Q2 2017/18	19	Q3 2017/18	18	Q4 2017/18	23	Q1 2018/19	18	Q2 2018/19	22	Q3 2018/19	21	Q4 2018/19	27	Q1 2019/20	30	At the end of June 2019 the council had 30 households in temporary accommodation . The council's temporary accommodation hostel had all 12 flats occupied. Eight households were in B&B. Six single person households were in temporary supported accommodation for people with mental health conditions and three households were in longer term private leased self contained accommodation.
Quarter	Value																																	
Q1 2016/17	23																																	
Q2 2016/17	21																																	
Q3 2016/17	10																																	
Q4 2016/17	14																																	
Q1 2017/18	18																																	
Q2 2017/18	19																																	
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Q4 2017/18	23																																	
Q1 2018/19	18																																	
Q2 2018/19	22																																	
Q3 2018/19	21																																	
Q4 2018/19	27																																	
Q1 2019/20	30																																	
QC HH 150 Number of prevented homeless applications	N/A	N/A	N/A	Cumulative Figure	N/A	PI to be deleted and replaced in line with the Homelessness Reduction Act 2017																												
Service: Revs & Bens																																		

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC RB 181 Time taken to process Housing Benefit new claims and change events.		9.05 days	10 days	↑	<p>MC RB 181 Time taken to process Housing Benefit new claims and change events.</p>	Value is 9.05 days which is slightly higher than last month but this value normally increases around this period of the year when there is typically more staff leave
Priority 2: Place						
Service: Health & Housing						
QC HH 149C % of Affordable homes delivered on section 106 developments in Towns against an annual 40% cumulative Planning Policy target	N/A	N/A	N/A	Cumulative Figure	N/A	These will continue to be monitored internally however the housing section who report this have limited control as to the outcome of each development so will be removed from this setting

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
QC HH 149D % of Affordable homes delivered on section 106 developments in Villages	N/A	N/A	N/A	Cumulative Figure	N/A	These will continue to be monitored internally however the housing section who report this have limited control as to the outcome of each development so will be removed from this setting
QC HH 155 Number of affordable homes delivered (gross)		54	32	Cumulative Figure		A total of 54 new affordable homes (37 affordable rented homes and 17 shared ownership) were completed up to the end of the first quarter 2019/20. The expected delivery for the quarter was 94 but 40 properties on Network's regeneration site in Hertford have been delayed by 6 weeks. Of the total homes delivered 21 were directly developed by Network and the remaining are from Section 106 agreements between the council, developers and housing associations.
Service: Planning & Building Control						

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks).		100.00%	60.00%		<p>MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)</p>	3 of 3 applications were dealt with within time frames
MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Others - under 8 weeks).		82.00%	80.00%		<p>MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).</p>	23 of 28 applications were dealt with within time frames

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others - under 8 weeks).		91.00%	90.00%	↓	<p>MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).</p>	75 of 82 applications were dealt with within time frames
MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.	N/A	N/A	100%	N/A	<p>MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.</p>	There have been 0 cases in the latest period
Service: Operations						
LATEST UPDATE March 2019 - MC OP 191 Residual household waste per household	trend only	435	none set	Cumulative Figure	<p>MC OP 191 Residual household waste per household.</p>	The most recent data available is 435kg which is 34kg less than at the same time last year.

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
LATEST UPDATE March 2019 - MC OP 192 % of household waste sent for reuse, recycling and composting.		50.47%	50%	↑	<p>MC OP 192 % of household waste sent for reuse, recycling and composting.</p>	The most recent data available is 50.47% recycling which is slightly higher than the previous month and is 1.3% higher than at the same point last year. There still some small amount of data that are required for a final figure but this would not move the percentage by any significant amount.
MC OP 2.2 - Waste: missed collections per 100,000 collections of household.		51.27%	30	↓	<p>MC OP 2.2 Waste: missed collections per 100,000 collections of household.</p>	This indicator continues to fall closer to targets set however is currently still above targets set out in the previous contract. The new contractor is monitoring this indicator closely
QC OP 2.4 Fly-tips: Time taken for removal		1.45	2.00 days	↓	<p>QC OP 2.4 Fly-tips: Time taken for removal.</p>	This value has now fallen within set targets and has been a steady improvement over the past few quarters

Essential Reference Paper D - Performance Analysis																																				
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note																														
Priority 3: Business																																				
Service: Health & Housing																																				
QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law		97.00%	85.00%		<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p> <table><caption>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</caption><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>93%</td></tr><tr><td>Q2 2016/17</td><td>94%</td></tr><tr><td>Q3 2016/17</td><td>94%</td></tr><tr><td>Q4 2016/17</td><td>94%</td></tr><tr><td>Q1 2017/18</td><td>94%</td></tr><tr><td>Q2 2017/18</td><td>95%</td></tr><tr><td>Q3 2017/18</td><td>95%</td></tr><tr><td>Q4 2017/18</td><td>95%</td></tr><tr><td>Q1 2018/19</td><td>95%</td></tr><tr><td>Q2 2018/19</td><td>95%</td></tr><tr><td>Q3 2018/19</td><td>95%</td></tr><tr><td>Q4 2018/19</td><td>95%</td></tr><tr><td>Q1 2019/20</td><td>97%</td></tr><tr><td>Q2 2019/20</td><td>97%</td></tr></tbody></table>	Quarter	Value (%)	Q1 2016/17	93%	Q2 2016/17	94%	Q3 2016/17	94%	Q4 2016/17	94%	Q1 2017/18	94%	Q2 2017/18	95%	Q3 2017/18	95%	Q4 2017/18	95%	Q1 2018/19	95%	Q2 2018/19	95%	Q3 2018/19	95%	Q4 2018/19	95%	Q1 2019/20	97%	Q2 2019/20	97%	2019/2020 Qtr 1 - Target exceeded. 97% of registered food businesses in East Herts are broadly compliant with food law; this represents 1025 businesses.
Quarter	Value (%)																																			
Q1 2016/17	93%																																			
Q2 2016/17	94%																																			
Q3 2016/17	94%																																			
Q4 2016/17	94%																																			
Q1 2017/18	94%																																			
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Q3 2018/19	95%																																			
Q4 2018/19	95%																																			
Q1 2019/20	97%																																			
Q2 2019/20	97%																																			
Priority: Supporting All																																				
Service: Revs & Bens																																				
MC RB 10.2 Council tax collection, % of current year liability collected.		29.80%	30.00%	Cumulative Figure	<p>MC RB 10.2 Council tax collection, % of current year liability collected.</p> <table><caption>MC RB 10.2 Council tax collection, % of current year liability collected.</caption><thead><tr><th>Month</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>10%</td></tr><tr><td>Q2 2016/17</td><td>15%</td></tr><tr><td>Q3 2016/17</td><td>20%</td></tr><tr><td>Q4 2016/17</td><td>25%</td></tr><tr><td>Q1 2017/18</td><td>30%</td></tr><tr><td>Q2 2017/18</td><td>35%</td></tr><tr><td>Q3 2017/18</td><td>40%</td></tr><tr><td>Q4 2017/18</td><td>45%</td></tr><tr><td>Q1 2018/19</td><td>50%</td></tr><tr><td>Q2 2018/19</td><td>55%</td></tr><tr><td>Q3 2018/19</td><td>60%</td></tr><tr><td>Q4 2018/19</td><td>65%</td></tr><tr><td>Q1 2019/20</td><td>70%</td></tr><tr><td>Q2 2019/20</td><td>29.8%</td></tr></tbody></table>	Month	Value (%)	Q1 2016/17	10%	Q2 2016/17	15%	Q3 2016/17	20%	Q4 2016/17	25%	Q1 2017/18	30%	Q2 2017/18	35%	Q3 2017/18	40%	Q4 2017/18	45%	Q1 2018/19	50%	Q2 2018/19	55%	Q3 2018/19	60%	Q4 2018/19	65%	Q1 2019/20	70%	Q2 2019/20	29.8%	Figure sits 0.2% below set target, 0.1% lower than June 2018
Month	Value (%)																																			
Q1 2016/17	10%																																			
Q2 2016/17	15%																																			
Q3 2016/17	20%																																			
Q4 2016/17	25%																																			
Q1 2017/18	30%																																			
Q2 2017/18	35%																																			
Q3 2017/18	40%																																			
Q4 2017/18	45%																																			
Q1 2018/19	50%																																			
Q2 2018/19	55%																																			
Q3 2018/19	60%																																			
Q4 2018/19	65%																																			
Q1 2019/20	70%																																			
Q2 2019/20	29.8%																																			

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC RB 10.4 NNDR (Business rates) collection, % of current year liability collected.		31.80%	30.00%	Cumulative Figure		Figures are above set targets and are the same as this time last year
Service: Human Resources						
MC HR 12A Number of short-term sickness absence days per FTE staff in post		0.22 days	0.33 days			S/T absence for the year so far = 0.90 (end of year target = 4)

Essential Reference Paper D - Performance Analysis


PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC HR 12B Number of long-term sickness absence days per FTE staff in post		0.06 days	0.17 days	↓	<p>MC HR 12B Number of long-term sickness absence days per FTE staff in post</p>	L/T absence for the year so far = 0.60 (end of year target = 2.00)
MC HR 12C Total number of sickness absence days per FTE staff in post			0.54 days	↓	<p>MC HR 12C Total number of sickness absence days per FTE staff in post</p>	Total absence for the year so far = 1.49 (end of year target = 6)
Service: Democratic & Legal Services						

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less		98.25%	90.00%	↓	<p>MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less</p>	57 of 58 cases were closed within allocated times
Service: Communications, Strategy & Policy						
MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.		82%	80%	↑	<p>MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.</p>	63 of 77 records were positive this month. A further 8 were average. There were only 6 poor satisfaction scores

Essential Reference Paper D - Performance Analysis

PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
(E)MC CSP 5.13C % Good Satisfaction (GovMetric) - Website.			35%	↑		Scores for June were much improved on previous months which had been affected by lots of feedback on our elections pages. Some of that feedback had been down to unfair expectations as to what the Council was able to provide i.e. what particular parties stood for.
QC CSP 5.1 % of complaints resolved in 14 days (10 working days) or less.		66.00%	70.00%	↓		27 complaints resolved over this period of which 18 were on time and 9 took longer than 10 working days. 7 of the 9 complaints related to waste services
QC CSP 5.2A % of complaints about the Council and its services that are upheld: 1st stage		48.00%	30.00%	↑		Of the 27 Stage 1 complaints received over the quarter, 13 were upheld of partially upheld. 9 of those related to waste services






Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
QC CSP 5.2B % of complaints about the Council and its services that are upheld: 2nd stage - appeal		100.00%	25.00%		<p>QC CSP 5.2B % of complaints about the Council and its services that are upheld: 2nd stage - appeal</p> <p>Legend: Quarters (pink bars), Target (Quarters) (blue line), Forecast (Quarters) (grey line)</p>	4 Stage 2 complaints were received over the quarter. All 4 of these were upheld or partially upheld. 2 related to planning, 1 to waste and 1 was regarding a tree preservation order
Service: Digital East Herts						
1a Volume & Proportion of Contacts by Email	trend only	276 (1.34%)	Trend only		<h3>Q4 Contact (CS proxy) Q1 19/20</h3> <p>■ Phone ■ Email ■ F2F ■ Webform</p> <p>72% Phone, 19% F2F, 8% Webform, 1% Email</p>	
1b Volume & Proportion of Contacts by F2F	trend only	3,991(19.42 %)	Trend only			
1c Volume & Proportion of Contacts by Phone	trend only	14,746 (71.77%)	Trend only			

Essential Reference Paper D - Performance Analysis						
PI code and Name	Status	Latest Value	Current Target	Movement since last update	Performance Data Trend Chart	Notes & History Latest Note
1d Volume & Proportion of Contacts by Web Forms	trend only	4,423 (7.5%)	Trend only			There have been a number of subtle changes from when these measures were last reported in Q4. These records are based on contact into customer services as a comparable proxy for customer contact given total contact into the Council can often include internal comms and sales/marketing. The most obvious changes have been the merging of several email addresses into one which forms the progression of the single customer service team. The net results is that there have been less emails because this is now a new email address. Two phone groups have also been merged so as a result, phone calls have increased. Web forms continue to increase and F2F interactions continue to decline

PI Status

Performance is 6% or more off target	
Performance is 3% or more off target	
Performance is on target or exceeding target	
No target to set performance against	Trend Only
Latest data unavailable - last data shown	
Indicators to be deleted	

Movement since last period

Value is higher than previous period & this is positive movement	
Value is higher than previous period but this is negative movement	
Value is lower than previous period but this is positive movement	
Value is lower than previous period & this is negative movement	
Value is the same as previous period	
N/A -Cumulative so will always be above previous period	n/a

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Quarterly comms reporting

twitter

April	May	June	
Tweets 94	Tweets 165	Tweets 94	↑ Increase on last qtr +111
Followers 9,483	Followers 9,593	Followers 9,681	↑ Increase on last qtr +294
Impressions 104k	Impressions 177k	Impressions 109k	↑ Increase on last qtr +152.5
366 mentions	559 mentions	480 mentions	↑ Increase on last qtr +607
Customer enquiries N/A	Customer enquiries 37	Customer enquiries 77	— N/A

facebook

April	May	June	
Posts 57	Posts 41	Posts 56	↑ Increase on last qtr +33
Followers 1,623	Followers 1,660	Followers 1,694	↑ Increase on last qtr +168
Customer enquiries N/A	Customer enquiries 20	Customer enquiries 11	— N/A

Instagram			
April	May	June	
Followers 1,220	Followers 1,225	Followers 1,272	↑ Increase on last qtr +67
9 posts	7 posts	8 posts	↑ Increase on last qtr +6
243	208	192	— N/A

LinkedIn			
April	May	June	
576 Connections	587 Connections	610 Connections	↑ Increase on last qtr +44
132 Clicks	29 Clicks	113 Clicks	↑ Increase on last qtr +94

Internal Communications

April	May	March	
15,580 Intranet page views	15,011 Intranet page views	13,926 Intranet page views	↓ Decrease on last qtr -5,767
202 Team Update views	594 Team Update views	428 Team Update views	↑ Increase on last qtr +604
Top story			
60 seconds with Simon O'Hear (90)	My story by Sam Wood (195)	60 seconds with Alex Cook (142)	↑ Increase on last qtr +211
Staff briefings attendance (June)			180 ↓ Decrease on last qtr -35

Emailmarketing

April	May	June	
Subscribers 1,630	Subscribers 1,629	Subscribers 1,625	↓ Decrease on last qtr -1
Open rate 68.9%	Open rate 54.5%	Open rate 55.5%	↑ Increase on last qtr +1.5%

Website

April	May	June	
218,477 Page views	340,965 Page views	178,396 Page views	↑ Increase on last qtr +66,932

Press

Traditional			
April	May	June	
2 PRESS RELEASES SENT	1 PRESS RELEASES SENT	9 PRESS RELEASES SENT	↓ Decrease on last qtr -8
26 Press articles	34 Press articles	29 Press articles	↓ Decrease on last qtr -56
+1 Press score	+1 Press score	+1 Press score	↓ Decrease on last qtr -15

Digital Media			
April	May	June	
30 online articles	32 online articles	20 online articles	↑ Increase on last qtr +10
+8 Press score	+3 Press score	+16 Press score	↑ Increase on last qtr +4

Total score			
+9 Press score	+4 Press score	+17 Press score	↓ Decrease on last qtr -14

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EAST HERTS COUNCIL

PERFORMANCE AUDIT AND GOVERNANCE OVERVIEW COMMITTEE – 24 SEPTEMBER 2019

REPORT BY HELEN STANDEN – DEPUTY CHIEF EXECUTIVE

UPDATE ON SECTION 106 AGREEMENTS

WARD(S) AFFECTED: All

Purpose/Summary of Report

- To provide an update report to Performance, Audit and Governance Oversight Committee members on Section 106 Agreements

<u>RECOMMENDATION FOR PERFORMANCE AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE: That:</u>	
(A)	Members review the update report and are invited to comment

1.0 Background

1.1 Members will be aware that East Herts Council as the planning authority is responsible for the creation of Sec106 Agreements, and is accountable for the allocation of received financial contributions (payments from developers to fund social/ community/ infrastructure projects as part of new developments).

1.2 The Council therefore must ensure that:

- The funding is allocated and spent on projects and/or facilities that are in line with the stipulations of the relevant Section106 Agreement,
- The process is transparent and fair to all,
- Any projects supported are necessary, viable, will deliver the required social and community benefits, and will be well managed.

1.3 The Performance Audit and Governance Oversight Committee on 22 January 2019 received an initial report on Section 106 Agreements at East Herts, which identified the following actions:

- Recruitment of S106 Officer
- Establish a regular report format
- Appoint a Member 'S106 Champion'
- Develop an effective mechanism for members and officers to further develop and input to the project plan list

1.4 In addition to this report, an Internal Audit Report on Section 106 Spending Arrangements, (published in November 2018 and circulated to PAGO members with the 22 January report), made several recommendations and a follow up Audit scheduled.

1.5 To take the actions of the January report forward and act on the Audit recommendations a dedicated Sec106 role to oversee the Sec106 contributions has been established – Infrastructure Contributions & Spend Manager role made permanent in July 2019 following an initial four month secondment.

2 Report

2.1 In August 2019, the follow up Internal Audit follow up took place and updates on the five actions points from the initial audit report provided. The Council is now awaiting the conclusions from the Auditor and the draft report is expected shortly – it will be shared with Members at a later date.

- 2.2 The following points provide an update of the current position of received Sec106 contributions and actions taken by the Infrastructure Contributions & Spend Manager to date:
- 2.3 A review of all received financial contributions from 1996 to date has been undertaken to create a Master Received Contributions Spreadsheet. This spreadsheet has information confirming the planning application, location, obligation wording, timescale for allocation and RAG rating for each unallocated contribution, in line with one of the Audit recommendations. Additional columns identify current and future project information and spending to ensure that all financial contribution information is located on one spreadsheet. See **Exempt Report** within **Essential Reference Paper "B" - Master Received Contributions Spreadsheet**.
- 2.4 Using this Master Received Contributions Spreadsheet, significant work has taken place to identify and confirm agreement wording to allow distribution of unspent contributions to internal projects and other external bodies for community use, as well as transferring funding to named recipients and identify ongoing revenue payments.
- 2.5 Officers within the Council have been consulted on potential projects / funding needs. These potential allocations have been identified for the current and next financial year (2019/20 and 2020/21) on the Master spreadsheet to ensure that funds are not double allocated or missed.
- 2.6 Identification of funds received on behalf of specific named projects has identified financial contributions received by EHC on behalf of the NHS for the funding of specific named projects. Transfer of this funding has been agreed with NHS East & North Hertfordshire Clinical Commissioning Group as the body now responsible for the identified works. In addition, funds have been transferred to Canal & River Trust in line with the specific Sec106 contribution wording.

- 2.7 Work is ongoing with the Legal Team and Housing Officers to ensure that all financial contributions due in lieu of affordable housing are identified and received (with indexation and late payment fees if applicable), as a further outstanding obligations have been identified.
- 2.8 For the current financial year (April 2019 to date), funding has been allocated to identified projects and named recipients, with further project funding allocated for the coming financial year 2020/21. The Sec106 funds remaining include already allocated funding such as financial contributions received by the Council in lieu of affordable housing, capital funding for specific named projects, and revenue funding allocated for parks and open space maintenance over specified period – normally ten (10) years following adoption.
- 2.9 The remaining unallocated contributions are available for future project funding bids from both internal and external bidders (note: each allocation will be subject to the wording of the individual Sec106 Agreement). New internal and external funding bid application forms for specific project funding have been devised to facilitate a fair and transparent audit trail of Sec106 funding allocation. See Essential Reference Papers “C” and “D” - external and internal Sec106 funding bids application forms
- 2.10 To publicise the availability of this Sec106 funding to potential external organisations a new webpage has been created and will go ‘live’ when the new East Herts website is launched. This explains what Sec106 is and provides advice on how to bid for funding, with a simple online expression of interest form for initial enquiries. It also has information on the Bishop’s Stortford North Sports Development Fund that is being finalised to allocate the Sec106 contributions ring fenced for this. (See Executive Report of 11 September 2018 - ‘Bishop’s Stortford North – Allocation of S106 Funding for Sports Investments’ for further information on the project and funding).

- 2.11 To facilitate the bid evaluation process going forward the Sec106 Steering Group is being re-launched, and the Infrastructure Contributions & Spend Manager has developed good working relationships with the planning, finance and legal teams.
- 2.12 In addition to allocation of received contributions, work has started to cross-reference the current list of Sec106 Agreements against the Legal Register information and minutes from Development Management Committee to create a definitive record of all signed Sec106 Agreements and their contribution obligations. This is now being used to ensure Sec106 Agreements from 2017 onwards are identified, contributions noted on the master received contributions spreadsheet and information updated on the Uniform Development Management module on the planning IDOX system.
- 2.13 However, due to the complex nature of S106 agreements, lack of consistent recording and increased workload in responding to Sec106 enquiries and administration now a dedicated Officer is in place, it is taking much longer than anticipated to finalise the definite list of Sec106 contributions and obligations and therefore work on this will be ongoing.
- 2.14 As part of this work, several outstanding Sec106 contributions from completed developments and phased contributions due from current / ongoing developments have been identified. Members should note that any outstanding financial contributions are subject to indexation and compounded late payment fees as per the individual Sec106 Agreement wording. Work is ongoing with Housing Officers to ensure that all financial contributions due in lieu of affordable housing are identified and received.
- 2.15 It should also be noted that significant income is being generated from enquiries from solicitors on completion / satisfaction of Sec106 Agreement obligations for house sales. A standard procedure for answering these enquiries and

template responses devised, and a fee charged for each enquiry (which increased to £83 in April 2019).

- 2.16 Also as part of the role, information on Sec106 contributions has also been provided for three (3) Freedom of Information Requests and to two (2) external consultations.
 - 2.17 To ensure joined up working, good working relationships with the Monitoring Officers in the County Council Growth & Infrastructure Unit have been developed to share information on all Sec106 Agreements and contribution obligations. Quarterly meeting are held with the HCC Highways Department to share information and identify potential projects for potential joint funding allocation. Additionally, knowledge and information on new and existing Sec106 Agreements is now regularly shared with the Premises and Estates Support Manager at the CCG.
 - 2.18 To publicise and facilitate the allocation of received contributions, and identify future projects for inclusion in new Sec106 Agreements, regular meetings and information sharing is taking place with the Town and Parish Councils.
 - 2.19 Regular meetings are scheduled with Cllr Jan Goodeve, who was appointed as Exe Member for Planning and Growth in May 2019, to update on current Sec106 contributions and funding allocations. Members are also providing useful information and updates on the progress of developments within their areas.
- 3 Going forward:
- 3.1 Now that significant work has been done to ensure that current received contributions have been allocated within their timescale, work will continue to create a definitive record of all current and forthcoming Sec106 Agreements and contributions due to East Herts Council.

- 3.2 Sharing of information on Sec106 funding opportunities both internally and externally will be a priority, and will enable the compilation of information on potential future projects that Senior Planners will be able to incorporate into any new Sec106 Agreements.
- 3.3 Regular updates on Sec106 funding to Members, Leadership Team and Officers will be ongoing. Note: The Infrastructure Contributions & Spend Manager is giving a Sec106 update at the September Staff Briefings.
- 3.4 Consideration will be given to top-slicing / allocating a proportion of Sec106 contributions to administration to off-set the costs of the Infrastructure Contributions and Spend Manager

Background Papers

- 22/01/2019 - Performance, Audit and Governance Scrutiny Committee - Section 106 Agreements Report
<http://democracy.eastherts.gov.uk/documents/s47509/Section%20106%20Agreements.pdf?j=18>
- 11/09/18 – Executive - Bishop’s Stortford North – Allocation of S106 Funding for Sports Investments Report
<http://democracy.eastherts.gov.uk/documents/s46069/BSN%20-%20S106%20Funding%20Allocation.pdf?j=5>

Contact Member: Cllr Jan Goodeve
Exe Member for Planning & Growth
jan.goodeve@eastherts.gov.uk

Contact Officer: Helen Standen – Deputy Chief Executive
Contact Tel No: 1405
helen.standen@eastherts.gov.uk

Report Author: Jackie Bruce
Infrastructure Contributions & Spend Manager
Contact Tel No: 1654
Jackie.bruce@eastherts.gov.uk

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	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:	Deputy CEO Head of Communications, Strategy & Policy Head of Development Management Exe Member for Planning & Growth Exe Member for Financial Sustainability
Legal:	<i>N/A – Note: Legal Team advice on allocation of received Sec106 financial contributions to ensure they are compliant with the individual agreement wording.</i>
Financial:	<i>N/A – Note: Financial Services Team are notified of all Sec106 financial contribution receipts and spends to ensure effective budget monitoring.</i>
Human Resource:	N/A
Risk Management:	N/A
Health and wellbeing – issues and impacts:	N/A
Equality, diversity and human rights considerations, and whether Equality Impact Assessment required:	<i>N/A - No EIA required for this paper but the individual projects that arise from Sec106 contributions will need to be impact assessed</i>
Environmental Sustainability	N/A

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Section 106 Funding Application

Public Bodies & Community Groups



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EastHertsDC



easthertscouncil

01279 655261

www.eastherts.gov.uk



East Herts Council is the accountable body for the spending of S106 monies and therefore must ensure that:

- The funding is spent on facilities that can be demonstrated to be required because of the new development taking place
- The process is transparent and fair to all
- Projects supported are necessary, viable, will deliver the required social and community benefits, and will be well managed.

Please complete all steps to ensure timely review.

Should you have any questions, please email the **Infrastructure Contributions & Spend Manager**: Jackie.bruce@eastherts.gov.uk

Step 1 - Contact Details:
Name of Organisation Group:
Address:
Postcode:
Website:
Main Contact Name:
Position of Main Contact:
Main Contact Telephone Number:
Main Group Email Address

Step 2 - About your Organisation/Group:
What Kind of Organisation/Group are you: <input type="checkbox"/> Town/Parish Council <input type="checkbox"/> Community Group <input type="checkbox"/> Charity <input type="checkbox"/> Club <input type="checkbox"/> Registered Company <input type="checkbox"/> Other – Please Specify:
When Was your Group Formed:

Briefly describe why your organisation/group was formed and how you meet that purpose (in fewer than 150 words):
How many paid members of staff does your group have:
How many regular volunteers does your group have:

Step 3: About the Project and Funding:
How much Section 106 funding are you requesting?
Describe the Project/Activity that any awarded funding will deliver/contribute towards (in fewer than 600 words):
Detail the ownership of any building or asset being used and the consent that is in place for any works:
Evidence of need for the project (e.g. supported by the findings of relevant audits and strategies, identified as a priority in a Parish Plan, community consultation) in fewer than 600 words:
Describe the breadth of the needs met by this project– the extent of the range of identified needs that would be met by the project (in fewer than 600 words):

<p>Environmental sustainability – describe the extent to which the project includes features that mitigate its environmental impact and improve its sustainability (in fewer than 200 words):</p>
<p>Detail ongoing running costs where applicable along with information as to how any proposal will financially sustainable beyond initial funding (in fewer than 600 words):</p>
<p>Detail what statutory planning or licensing requirements exists in relation to the application & the extent to which the proposed development is compliant with relevant policies (in fewer than 600 words):</p>
<p>Please provide the planning reference/s numbers for the original development/s where Section 106 funds have been identified for this application (if known):</p> <p>Please detail the location of this application in relation to the original development/s</p> <p>Detail funding of the whole project; please include a breakdown of all funding arrangements including match funding, grant awards, charitable donations, reserves etc (please include if these funds are confirmed/awarded):</p>
<p>If part funding is applied for please provide a detailed description of the specific use of the funds requested through this application :</p>

Step 4 - Project Delivery:

Please detail the project management capability within the organization/group including examples of previously delivered activities (in fewer than 600 words):

Detail all risks highlighted for the project and the mitigation strategies that have been agreed (in fewer than 600 words):

Describe the readiness to proceed – the extent to which the project is ready to proceed within a defined timescale (in fewer than 600 words):

Please detail the procurement process being followed for the project and how this approach ensures best value for the tax payer (in fewer than 600 words):

Step 5 – Submission Details:
Submission Date:
Signature of submitter:
Name of Submitter:
Address:
Contact email:
Contact telephone number :
Please include the following with your submission: <ul style="list-style-type: none"> • Copy of your Constitution (if applicable) • Additional funding award notices/applications • Architectural/Technical drawings and details • Quotations for works or activities • Consultation reports • Asset details and imagery • Other information or reports which are material to this application

Following Sections are for completion by East Herts District Council.

Legal Evaluation:
Application Reference Number:
Planning reference/s numbers for the original development/s:
Relevant agreement clause/s details relating to this application:
Please confirm if this application meets the requirements of the detailed Section 106 agreement and the highlighted funds (if it does not meet the requirements please detail the reasoning):
Legal Contact Name:
Legal Contact email address:
Signature & Date of completion:

Deputy Chief Executive authorisation:
Approved or Rejected:
Comments on Approval/Rejection:
Signature & Date of Approval/Rejection:

Portfolio Holder authorisation:
Portfolio:
Portfolio Holder Name:
Portfolio Holder Details:
Approved or Rejected:
Comments on Approval/Rejection:
Signature & Date of Approval/Rejection:

Ward Member(s) authorisation:
Ward Member Name:
Ward Member Details:
Approved or Rejected:
Comments on Approval/Rejection:
Signature & Date of Approval/Rejection:

Following Approval:

Name of responding Officer:
Date Applicant informed:
Date Finance Informed for fund allocation:
Date of addition to Section 106 / Capital Programme of Works:

Following Rejection:


Name of responding Officer:
Date Applicant informed:


Essential Reference Paper "D"


Section 106 Funding Application

East Herts Council Project – Internal Project Funding



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East Herts Council is the accountable body for the spending of S106 monies and therefore must ensure that:

- The funding is spent on facilities that can be demonstrated to be required because of the new development taking place
- The process is transparent and fair to all
- Projects supported are necessary, viable, will deliver the required social and community benefits, and will be well managed.

Please complete all steps to ensure timely review.

Should you have any questions, please email the **Infrastructure Contributions & Spend Manager**: Jackie.bruce@eastherts.gov.uk

Step 1 - Contact Details:	
Service / Department:	
Main Contact Name:	
Position:	
Telephone Number:	
Email:	

Step 2: About the Project and Funding:
What is the name of your project?
When will the project start?
When will the project end?
What are you planning on doing? - describe the Project/Activity / Equipment that any awarded funding will deliver/contribute towards (in fewer than 600 words):

<p>Where will the project take place? Detail the ownership of any land / building or asset being used and the consent that is in place for any works:</p>
<p>Do you need any permissions? Detail what statutory planning or licensing requirements exists in relation to the application & the extent to which the proposed development is compliant with relevant policies (in fewer than 600 words):</p>
<p>Evidence of need for the project - (e.g. supported by the findings of relevant audits and strategies, identified as a priority in a Management Plan, Parish Plan, community consultation).(in fewer than 600 words)</p>
<p>Who is the project aimed at helping? Describe the breadth of the needs met by this project– the extent of the range of identified needs that would be met by the project (in fewer than 600 words):</p>
<p>Environmental sustainability – describe the extent to which the project includes features that mitigate its environmental impact and improve its sustainability (in fewer than 200 words):</p>

Ongoing costs - Detail ongoing running costs where applicable along with information as to how any proposal will financially sustainable beyond initial funding (in fewer than 600 words):

What Section 106 Funding has been identified for your project?

Please provide the planning reference/s numbers for the original development/s where Section 106 funds have been identified for this application:

Please detail the location of this application in relation to the original development/s

Project funding:

How much Section 106 funding are you requesting?

Detail funding of the whole project; please include a breakdown of all funding arrangements including match funding, grant awards, charitable donations, reserves etc (please include if these funds are confirmed/awarded):

If part funding is applied for please provide a detailed description of the specific use of the Section 106 funds requested through this application:

Step 4 - Project Delivery:

Describe the readiness to proceed – the extent to which the project is ready to proceed within a defined timescale (in fewer than 600 words):

<p>Project Risks - Detail all risks highlighted for the project and the mitigation strategies that have been agreed (in fewer than 600 words):</p>
<p>Project Procurement - Please detail the procurement process being followed for the project and confirmation of adherence to EHC Financial Regulations. (in fewer than 600 words):</p>

<p>Step 5 – Submission Details:</p>
<p>Submission Date:</p>
<p>Signature of submitter:</p> <p><i>ADD ELECTRONIC SIGNATURE BOX HERE</i></p>
<p>Name:</p>
<p>Position:</p>
<p>Email:</p>
<p>Tel:</p>
<p>Please include the following with your submission:</p> <ul style="list-style-type: none"> • Additional funding award notices/applications • Architectural/Technical drawings and details • Quotations for equipment / works or activities • Consultation reports • Asset details and imagery • Other information or reports which are material to this application

Following Sections are for completion by East Herts Council Officers.

Legal Evaluation:
Application Reference Number:
Planning reference/s numbers for the original development/s:
Relevant agreement clause/s details relating to this application:
Please confirm if this application meets the requirements of the detailed Section 106 agreement and the highlighted funds (if it does not meet the requirements please detail the reasoning):
Legal Contact Name:
Legal Contact email:
Date of completion:

Deputy Chief Executive authorisation:
Approved or Rejected:
Comments on Approval/Rejection:
Signature & Date of Approval/Rejection:

Head of Service authorisation:
Approved or Rejected:
Comments on Approval/Rejection:
Signature & Date of Approval/Rejection:

Portfolio Holder Notification:
Portfolio Holder Name:
Portfolio Holder Details:
Date notified:

Ward Member(s) Notification:
Ward Member Name:
Ward:
Date notified:

Following Approval:

Name of responding Officer:
Date Applicant informed:
Date Finance Informed for fund allocation:
Date of Section 106 Steering Group advised:
Date of addition to Section 106 / Capital Programme of Works:

Following Rejection:

Name of responding Officer:
Date Applicant informed:

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE 24 SEPTEMBER 2019

REPORT BY EXECUTIVE MEMBER FOR CORPORATE SERVICES

INSURANCE CONTRACTS OPTIONS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- In July 2018 this committee recommended to the Executive that insurance contracts were extended for 12 months following expiry of the long term agreement on 30th May 2019. (The Executive agreed). This report provides an update as requested by Members in 2018.

<u>RECOMMENDATIONS FOR PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE: That:</u>	
(A)	The Committee recommend to the Executive that insurance contracts are extended for a further and final year.
(B)	An updated report is presented at the meeting in March 2020 with options for 2021.

1.0 Background

- 1.1 Insurance contracts across all classes of business were subject to competitive tender in 2016 with a three year long term agreement expiring on 30 May 2019.

- 1.2 Ahead of expiry of contracts the council had to select one of the following options (for 2019/20) and a recommendation was sought from the committee in July 2018:
- Exercise an option to extend contracts for a year and review options this year.
 - Undertake a procurement exercise.
 - Join the new discretionary mutual offering from the Local Government Association. The company was incorporated in May 2018 and is known as LGM Ltd. (Local Government Mutual. Hereafter referred to as LGM).
- 1.3 The Committee recommended to the Executive that insurance contracts were extended for up to two years with the position reviewed in 2019, hence this report. The Executive agreed. It was also agreed that the council would remain a Founding Member of LGM.
- 1.4 The committee is therefore asked to consider the current options available to the council and make a recommendation to the Executive.

2.0 Report

- 2.1 Business has been placed with conventional insurance markets since the demise of Municipal Mutual in 1992 however a new Mutual offering is available.
- 2.2 Insurance contracts were subject of an OJEU tender exercise in 2016. Long term agreements expired on 30th May 2019 and the council exercised its right to extend the contract by one year (of a maximum two years) as directed by this committee and The Executive. Rates and premium spend in 2019/20 remain consistent with 2018/19.

2.3 **Essential Reference Paper 'B'** details the options available to the council, which are not dissimilar to last year's options summarised in 1.2, and lists benefits and risks for each.

2.4 If recommendation A is agreed, an updated report should be presented in spring 2020 with options for 2021. An early decision will be necessary due to the prolonged timetable required for the options that will remain.

3.0 Implications/Consultations

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

Background Papers

Performance, Audit and Governance Scrutiny Committee 24 July 2018

Contact Member: Councillor George Cutting – Executive Member for Corporate Services
george.cutting@eastherts.gov.uk

Contact Officer: Isabel Brittain – Head of Strategic Finance and Property
Extension 2050
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives:	<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>
Consultation:	<p>Meetings took place ahead of preparation of the report with the Head of Strategic Finance and Property and the Portfolio Holder.</p> <p>Local Government Mutual and the council's insurance broker and other markets are aware of the options available but have not been consulted about the content of the report.</p>
Legal:	<p>The council obtained legal advice in May 2019 but this will need to be refreshed.</p> <p>An updated legal advisory paper will be provided by LGM if we can agree a Non-Disclosure Agreement. (Although LGM's advice cannot be relied upon as the council did not commission).</p> <p>Essential Reference Paper B details benefits and risks for each option, some of which are legal matters.</p>
Financial:	<p>It is difficult to place a financial estimate against each option. The timing of developments such as Old River Lane, the leisure centres and the Theatre will have significant impacts on premiums payable, as will insurance market conditions.</p> <p>Essential Reference Paper B details benefits and risks for each option, some of which are financial. If the property portfolio and the insurance market remain stable, the premiums payable are unlikely to alter significantly under options one or two, unless option three remains a possibility. The likely contribution payable for option three is unknown.</p>
Human	None, although any option could affect the future role

Resource:	of two members of staff. (1.5 FTE).
Risk Management:	Detailed within Essential Reference Paper B.
Health and wellbeing – issues and impacts:	None.
Equality, diversity and human rights considerations, and whether Equality Impact Assessment required:	All potential providers are reputable multinational companies based within the EU. When considering options going forwards the council can research equality, modern day slavery and other related policies.
Environmental Sustainability:	When considering options going forwards the council could ask providers about their green credentials.

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East Herts Council
Performance, Audit and Governance
Oversight Committee

24 September 2019

Shared Internal Audit Service –
Progress Report

Recommendation

Members are recommended to:

- a) Note the Internal Audit Progress Report
- b) Note the Status of Critical and High Priority Recommendations

Contents

- 1 Introduction and Background
 - 1.1 Purpose
 - 1.2 Background
- 2 Audit Plan Update
 - 2.1 Delivery of Audit Plan and Key Findings
 - 2.5 Proposed Audit Plan Amendments
 - 2.6 Critical and High Priority Recommendations
 - 2.8 Performance Management

Appendices:

- A Progress against the 2019/20 Audit Plan
- B Implementation Status of Critical and High Priority Recommendations
- C Audit Plan Items (April 2019 to March 2020) - Indicative start dates agreed with management
- D Assurance Definitions / Priority Levels

1 Introduction and Background

Purpose of Report

- 1.1 To provide Members with:
- a) The progress made by the Shared Internal Audit Service (SIAS) in delivering the Council's 2019/20 Internal Audit Plan as at 6 September 2019.
 - b) The findings for the period 1 April 2019 to 6 September 2019.
 - c) The proposed amendments required to the approved Internal Audit Plan.
 - d) The implementation status of previously agreed audit recommendations.
 - e) An update on performance management information as at 6 September 2019.

Background

- 1.2 Internal Audit's Annual Plan for 2019/20 was approved by the Audit Committee at its meeting on 12 March 2019. The Audit Committee receive periodic updates against the Annual Internal Audit Plan.
- 1.3 The work of Internal Audit is required to be reported to a Member Body so that the Council has an opportunity to review and monitor an essential component of corporate governance and gain assurance that its internal audit function is fulfilling its statutory obligations. It is considered good practice that progress reports also include proposed amendments to the agreed Annual Internal Audit Plan.

2 Audit Plan Update

Delivery of Audit Plan and Key Audit Findings

- 2.1 As at 6 September 2019, 40% of the 2019/20 Audit Plan days have been delivered (the calculation excludes contingency days that have not yet been allocated).
- 2.2 Final reports for the following audits and projects have been issued or completed since the last Audit Committee:

Audit Title	Date of Issue	Assurance Level	Number of Recommendations
Insurance	June 2019	Satisfactory	One Medium, One Low / Advisory
Health and Safety	June 2019	Satisfactory	Three Medium, One Low / Advisory
Herts Home Improvement Agency (HHIA) (2018/19) *	July 2019	Limited	Seven High, Eight Medium, Three Low / Advisory
Business Continuity	July 2019	Satisfactory	Four Medium, Three Low / Advisory
Complaints Policy & Procedures	July 2019	Satisfactory	Three Low / Advisory

Risk Management	Aug 2019	Satisfactory	One Medium, Four Low / Advisory
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* This was a Hertfordshire County Council led internal audit which has been distributed to the Council as contributing partner of the Hertfordshire Home Improvement Agency.

- 2.3 The table below summarises the position regarding 2019/20 projects as at 6 September 2019. Appendix A provides a status update on each individual project within the 2019/20 Internal Audit Plan. Details of indicative start dates for the individual projects are shown in Appendix C.

Status	No. of Audits at this Stage	% of Total Audits
Final Report Issued	5	16%
Draft Report Issued	4	12%
In Fieldwork/Quality Review	2	6%
In Planning/Terms of Reference Issued	5	16%
Allocated	12	38%
Not Yet Allocated	3	9%
Deferred/Cancelled	1	3%
Total	32	100%

Proposed Audit Plan Amendments

- 2.5 No audit plan amendments have been proposed since the last committee meeting.

Critical and High Priority Recommendations

- 2.6 Members will be aware that a Final Audit Report is issued when it has been agreed ("signed off") by management; this includes an agreement to implement the recommendations that have been made.
- 2.7 The schedule attached at Appendix B details any outstanding Critical and High priority audit recommendations.

Performance Management

- 2.8 The 2019/20 annual performance indicators were approved at the SIAS Board meeting in March 2019. Targets were also agreed by the SIAS Board for the majority of the performance indicators.
- 2.9 The actual performance for East Herts Council against the targets that can be monitored in year is set out in the table below:

Performance Indicator	Annual Target	Profiled Target	Actual to 6 Sept 2019
1. Planned Days – percentage of actual billable days against planned chargeable days completed	95%	40% (130/325 days)	40% (131/325 days)
2. Planned Projects – percentage of actual completed projects to draft report stage against planned completed projects	95%	32% (10/31 projects)	29% (9/31 projects)
3. Client Satisfaction – percentage of client satisfaction questionnaires returned at 'satisfactory' level	100%	100%	100% (4 received) Note (1)
4. Number of Critical and High Priority Audit Recommendations agreed	95%	95%	100% (7 High agreed) Note (2)

Note (1) – 2 received in 2019/20 relate to 2018/19 audits.

Note (2) – the 7 recommendations are from the Hertfordshire County Council led internal audit of the Hertfordshire Home Improvement Agency. The audit report has been distributed to the Council as a contributing partner of the Agency.

APPENDIX A - PROGRESS AGAINST THE 2019/20 AUDIT PLAN

2019/20 SIAS Audit Plan

AUDITABLE AREA	LEVEL OF ASSURANCE	RECS				AUDIT PLAN DAYS	LEAD AUDITOR ASSIGNED	BILLABLE DAYS COMPLETED	STATUS/COMMENT
		C	H	M	LA				
Key Financial Systems – 74 days									
Main Accounting System (General Ledger)						10	Yes	0	Allocated
Debtors						10	Yes	0	Allocated
Creditors						10	Yes	0	Allocated
Treasury Management						6	Yes	0	Allocated
Payroll						10	Yes	0	Allocated
Council Tax						6	Yes	0	Allocated
NDR						6	Yes	0	Allocated
Housing Benefits						6	Yes	0	Allocated
Asset Management						10	No	0	Not yet allocated
Payroll Pension Certificate						0	No	0	Cancelled
Operational Audits – 108 days									
Health and Safety	Satisfactory	0	0	3	1	10	Yes	10	Final report issued
Recruitment Process						10	Yes	2.5	In planning
Land Charges						10	Yes	9.5	Draft report issued
Members Allowances and Expenses						8	Yes	7.5	Draft report issued
Recycling						10	No	0	Not yet allocated
Homeless Reduction Act / Temp Accom.						10	Yes	0	Allocated
Community Grants Programme / Lottery						8	Yes	2	In planning
HHIA – Follow-up						2	No	0	Not yet allocated
Consultation and Engagement						10	Yes	9.5	Draft report issued
Business Continuity Planning	Satisfactory	0	0	4	3	10	Yes	10	Final report issued
Budgetary Control						10	Yes	0	Allocated
Complaints Policy and Procedure	Satisfactory	0	0	0	3	10	Yes	10	Final report issued

APPENDIX A - PROGRESS AGAINST THE 2019/20 AUDIT PLAN

AUDITABLE AREA	LEVEL OF ASSURANCE	RECS				AUDIT PLAN DAYS	LEAD AUDITOR ASSIGNED	BILLABLE DAYS COMPLETED	STATUS/COMMENT
		C	H	M	LA				
Procurement, Contract Management and Project Management – 20 days									
Procurement						10	Yes	8.0	In fieldwork
Contract Management						10	Yes	9.5	In fieldwork
Risk Management and Governance – 16 days									
Insurance	Satisfactory	0	0	1	1	8	Yes	8	Final report issued
Risk Management	Satisfactory	0	0	1	4	8	Yes	8	Final report issued
IT Audits – 24 days									
IT Service Shared Service Agreement						6	Yes	1	ToR issued
Cyber Security Follow-up						6	Yes	0	Allocated
Information Management						6	Yes	1	ToR issued
Project Management						6	Yes	1	ToR issued
Shared Learning and Joint Reviews – 10 days									
Shared Learning						4	No	0	Through year
Joint Reviews						6	Yes	0.5	ToR issued
Counter Fraud – 3 days									
Counter Fraud – matters arising						3	No	0	Through year
Ad Hoc Advice – 1 days									
Ad Hoc Advice						1	Yes	0.5	Through year
Follow-up Audits – 7 days									
S106 Spend Arrangements						6	Yes	5.5	Draft report issued
CCTV – joint review						1	Yes	0	Allocated
Completion of 18/19 Projects – 6 days									
Various						6	Yes	5.5	In progress
Contingency – 15 days									
Contingency						15	No	0	Not yet allocated
Strategic Support – 56 days									

APPENDIX A - PROGRESS AGAINST THE 2019/20 AUDIT PLAN

AUDITABLE AREA	LEVEL OF ASSURANCE	RECS				AUDIT PLAN DAYS	LEAD AUDITOR ASSIGNED	BILLABLE DAYS COMPLETED	STATUS/COMMENT
		C	H	M	LA				
Annual Report and Head of Internal Audit Opinion 2018/19						5	Yes	5.0	Complete
Audit Committee						12	Yes	5.0	Through year
Follow Up of Audit Recommendations						4	Yes	1.5	Through year
Client Liaison						10	Yes	1.5	Through year
Liaison with External Audit						1	Yes	0.5	Through year
Plan Monitoring						9	Yes	3.0	Through year
SIAS Development						5	Yes	5.0	Through year
2020/21 Audit Planning						10	Yes	0	Allocated
SBC TOTAL		0	0	9	12	340		131	

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
1.	CCTV - joint review (2018/19) - <i>These recommendations and their implementation status are overseen and monitored by Stevenage Borough Council as the lead authority but are included here for Member information.</i>	<u>Partnership agreement.</u> We recommend that an appropriate new Partnership Agreement between the current four CCTV Partner Authorities is drawn up and executed. It should clearly include the specific roles and responsibilities of the Partner Authorities. It should also clearly state the relationship the Partner Authorities have with Hertfordshire CCTV Partnership Ltd. and the function of that company in respect of the overall CCTV Partnership.	We will prepare an updated CCTV Partnership Agreement drafted through the CCTV Officer Management Board to be signed by all four Partner Authorities.	CCTV Officer Management Board.	31 March 2019. Revised to 30 September 2019.	<u>January 2019.</u> On track. <u>March 2019.</u> On track. <u>July 2019.</u> In progress. <u>September 2019.</u> Work in progress.	Not yet implemented – continue to monitor.
2.	CCTV - joint review (2018/19) - <i>As above.</i>	<u>Reporting arrangements.</u> We recommend that all reporting arrangements for the Partner Authorities are formally reassessed, agreed and documented to ensure there is complete clarity and transparency of expectations and understanding across all interested parties regarding the need, responsibility, frequency, timing, content, format and distribution of each	Authority reporting arrangements to be included as part of a revised Partnership Agreement, Shareholder Agreement and Terms of Reference as necessary.	CCTV Joint Executive, CCTV Officer Management Board and Company Board of Directors as appropriate.	31 July 2019. Revised to 30 September 2019.	<u>January 2019.</u> On track. <u>March 2019.</u> On track. <u>July 2019.</u> This will be captured as part of the partnership agreement. Revised deadline is 30 September 2019.	Not yet implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		report required.				<u>September 2019.</u> Work in progress.	
3.	TSS Improvement Plan – Governance (2018/19).	<p><u>Review of IT policies.</u> Management should complete the review of the IT policies and tailor them to the needs of both Councils. The purchased IT policy software should be deployed without any further delay and the policies should be made available to all members of staff. Management should track and monitor staff attestation and responses.</p> <p>Furthermore, management should review and, where necessary, revise the Service's IT procedures so that they are consistent across both Councils. The procedures should be documented and communicated to all members of staff.</p>	<p>Meta-compliance must be fully implemented first to assure acceptance and compliance from staff and this cannot be rolled out till Azure-AD project is finalized. This project has been assigned to a Project Manager. Time-line as follows: Azure AD - end of May Implementation of Meta - Compliance – end of July Deployment of policies as written on intranet - as completed Deployment of policies via Meta-Compliance two a month – Final completion November During that period policies will be confirmed and placed on the</p>	ICT Strategic Partnership Manager.	<p>Creation - April to August 2019 Deployment – November 2019</p>	<p><u>July 2019.</u> This is a new addition and the management response opposite is therefore the latest comment.</p> <p><u>September 2019.</u> Meta-compliance installation completion -awaiting on approval of AUP from both councils to deploy.</p> <p>Azure AD installation complete. SSO being deployed for a number of systems.</p> <p>Policies still being written and defined.</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
			<p>intranet, with a number that must be written or amended. To get staff fully compliant will require roll-out of Meta - Compliance.</p> <p>There are two classifications, policies and protocols; policies are documents which all staff need to adhere to and protocols are internal polices for ICT staff only.</p> <p>Policies:</p> <p>Acceptable Usage Policy – Written and gone to HR for consultation</p> <p>Data Protection Policy – Completed and on intranet</p> <p>Mobile Device Policy – In draft security team to approve</p> <p>ICT Monitoring Policy - Security team to write</p> <p>ICT Remote Working Policy - Security team/MGT team to write</p> <p>Social Media Policy –</p>				

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
			<p>Completed and on intranet</p> <p>Data sharing policy (Contractors) - Security team to write</p> <p>Protocols:</p> <p>Security Breach response Protocol - Security team to write</p> <p>Change Control Protocol – In draft</p>				
4.	TSS Improvement Plan – Governance (2018/19).	<p><u>Strategic objectives.</u></p> <p>Representatives from both Councils should agree a shared set of expectations for how technology will be used to achieve their respective strategic objectives.</p> <p>These expectations should form the basis for a defined IT Strategy for the Shared IT Service, which should include as a minimum:</p> <p>The expectations for the levels of service to be provided</p> <p>The metrics for monitoring the performance of the Shared IT Service.</p> <p>The performance of the Service should be</p>	ICT strategy & Roadmap are being written in collaboration with Microsoft Navigator consultancy project.	ICT Strategic Partnership Manager.	August 2019.	<p><u>July 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p> <p><u>September 2019.</u></p> <p>ICT Strategy written in draft. It is going through approval and consultation process with an expected timeline for completion October 2019.</p> <p>Quarterly reporting on projects and</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		reviewed on a routine basis by the ICT Partnership Board and measured against the defined metrics and key performance indicators.				finances to Members has been agreed and will start in December.	
5.	Cyber Security follow up (2018/19).	<p><u>Network access control.</u></p> <p>Management should establish a network access control to block unknown or unauthorised devices from connecting to the Council's IT network. This should include restricting the ability to physically connect to the IT network.</p> <p>Where there is a demonstrable need for a device to connect to the IT network, the Service should require:</p> <p>The purpose for the connection has been recorded</p> <p>Appropriate security controls have been enabled on the device connecting to the IT network</p> <p>The period of time that the device will require the connection</p> <p>All connections are approved before being</p>	The Council has created a Security & Network Team who has been tasked to look at security / network tools. There is also a planned upgraded Office 365 and in particular Intune to manage all mobile (non-network connected) devices. The plan is to ensure that only known devices are allowed to access Council systems.	ICT Strategic Partnership Manager.	<p>Network Tools July 2019.</p> <p>Revised to 2020/21</p> <p>Intune October 2019.</p>	<p><u>July 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p> <p><u>September 2019.</u></p> <p>Intune MDM has been installed and will be rolled out to manage all mobile devices and Windows 10 laptops. Plan in place to upgrade all Laptops to windows 10 is in place to ensure control via Intune encryption using Bitlocker.</p> <p>Financial and resource restrictions have forced the procurement of network tools to</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		allowed to proceed. Devices connected to the IT network should be reviewed on a routine basis.				financial year 2020/21.	
6.	Cyber Security follow up (2018/19).	<u>Firewall configuration.</u> There should be a record of the configuration of the Council's firewalls, which includes but is not limited to: The purpose of all of the rules The expected configuration and activity for each rule The member of staff that requested and approved the rule The configuration of the firewall should be reviewed on a routine basis. The Service should develop a Firewall rule policy to provide the list of controls that are required to secure firewall implementations to an approved level of security.	The Council has created a Security & Network Team who have been tasked to look at replacing the entire Firewall (and switch) estate. As part of this work all firewall configurations will need to be reviewed and recorded.	ICT Strategic Partnership Manager.	November 2019. Revised to April 2020.	<u>July 2019.</u> This is a new addition and the management response opposite is therefore the latest comment. <u>September 2019.</u> Replacement of all firewalls scheduled for April 2020. Configurations and creation of new network environment is being worked on as part of that plan.	Not yet implemented – continue to monitor.
7.	Incident Management follow up (2018/19).	<u>Updating the disaster recovery plan.</u> Management should update the Council's IT disaster recovery plan to	We have started a project to install a	ICT Strategic Partnership	August 2019 – Microwave Link.	<u>July 2019.</u> This is a new	Not yet implemented –

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		include the procedure for establishing all IT services at a single data centre. A complete IT Disaster Recovery scenario test on all applications and systems should take place to provide assurance that recovery could happen within the expected time frame. The Service should document the results of the test to determine the further actions required to improve the efficacy of the plan.	secondary Microware link between our data centres. This will give us a resilient link where either can be down, and connectivity remains. Also, with our upgrade to horizon VDI, we are installing hardware which will allow either site to run 100% of capacity allowing the complete downing of one site for upgrade work but will of course allow for full capacity in the event on one data centre being of offline.	Manager.	October 2019 - VDI upgrade.	addition and the management response opposite is therefore the latest comment. <u>September 2019.</u> External grant funding has been received to obtain an external view on our DR plans, this is to be created post installation of VDI upgrade as our DR capabilities will have been changed and improved.	continue to monitor.
8.	Incident Management follow up (2018/19).	<u>Updating the disaster recovery plan.</u> Management should update the Council's IT disaster recovery plan to include the procedure for establishing all IT services at a single data centre. A complete IT Disaster Recovery scenario test on all applications and systems should take place to provide assurance that recovery could happen within the	Also, with our upgrade to horizon VDI, we are installing hardware which will allow either site to run 100% of capacity allowing the complete downing of one site for upgrade work but will of course allow for full capacity in the event on one data centre	ICT Strategic Partnership Manager.	August 2019 – DR review. October 2019 - VDI upgrade.	<u>July 2019.</u> This is a new addition and the management response opposite is therefore the latest comment. <u>September 2019.</u> VDI upgrade out to tender with award scheduled for	Not yet implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		expected time frame. The Service should document the results of the test to determine the further actions required to improve the efficacy of the plan.	being of offline.			October 2019.	
9.	Digital East Herts (2018/19).	<u>Risk management.</u> We recommend that management should conduct a robust review of active projects at risk, or likely to become at risk, to determine if strategic intervention is needed by Leadership Team. This should include making sure the financial savings targets set are actually viable and likely to be met by the deadline of 31 March 2020. Any projects identified as highly likely not to produce the minimum financial savings expected should be escalated to Leadership Team so that remedial action to adjust or re-assign targets can be taken in a timely manner. We also recommend that management should develop a new list of potential digital projects for Leadership Team to	Issue in most cases is that project delivery (in terms of outputs) is on track. However, the cashable savings linked to the project are at risk of not materialising. For example, where new systems have been implemented the work has been completed however no direct savings have been realised. In some projects also, savings are being discussed as part of a review of shared budgets between East Herts and Stevenage. As part of the year end close down process, each Head of Service will be discussing their	Head of Communications, Strategy and Policy.	September 2019.	<u>July 2019</u> This is a new addition and the management response opposite is therefore the latest comment. <u>September 2019.</u> No further management comments.	Not yet implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		consider, as a way to find solutions to cover the £50,000 shortfall presently being forecast.	18/19 and 19/20 budgets. Savings will be validated at this point. A wider piece of work will also take place afterwards looking at efficiency targets for 19/20 where the remaining shortfall will be identified.				
10.	Joint Waste Contract (2018/19).	<p><u>Performance management.</u></p> <p>The four performance indicators in place have a significant weighting within the PMR and therefore measuring these allows management to assess service delivery. We recommend that management undertake an exercise of prioritising the remaining indicators and determine which the next most important service measurement indicators are. This should be part of the project currently underway.</p> <p>In addition, we recommend that priority is given to formally agreeing the service failure types to be measured. A clear and defined record of all</p>	<p>A clear structure including timescales for the full implementation of PMR criteria was in place at the time of audit and since close of audit this has continued to be worked upon.</p> <p>We are currently carrying out works on the remaining categories and anticipate these to be fully implemented for end of August 19.</p>	Joint Waste Services Manager.	30 August 2019.	<p><u>July 2019</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p> <p><u>September 2019.</u></p> <p>Following the SIAS audit and as previously agreed, further work has taken place and all 64 criteria within the Performance Monitoring Regime are now live and operational for the Urbaser contract.</p>	Implemented.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		<p>adjustments to the PMR should be maintained and appropriate approval retained.</p> <p>A contract variation notice should be raised to formalise any locally agreed changes to performance criteria, with the support of the Legal Commercial Team Manager.</p>					
11.	<p>Herts Home Improvement Agency - joint review led by Hertfordshire County Council (2018/19).</p> <p><i>These recommendations and their implementation status are overseen and monitored by Hertfordshire County Council as the lead authority but are included here for Member information.</i></p>	<p><u>Governance structures, work streams and resources.</u></p> <p>In order to ensure that operational systems, processes and governance structures can be assessed and re-modelled, where required, to support the HHIA in delivering key business objectives, we recommend that:</p> <ul style="list-style-type: none"> - A formal project plan is produced to facilitate a review of existing systems and processes across the HHIA as a whole, with the intention of identifying any key change activities required (e.g. management information, KPI's, recruitment and retention). 	<p>Recruit project resource (graduate trainee) to develop formal plan based on audit report and operational requirements identified by MA/SE. Plan to address current resource issues and financial objectives for the service.</p> <p>Formal plan developed using audit report recommendations and areas identified by MA as part of her orientation with</p>	Head of HHIA and Head of Hertfordshire Equipment Service.	<p>Resource identified and in post July 2019.</p> <p>To be submitted for Board approval by Autumn 2019.</p>	<p><u>September 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		<ul style="list-style-type: none"> - The above plan should seek to promote a sufficiently robust review to identify both existing issues and longer-term changes required to existing models. - Work streams, with a specific purpose and lead officer, are established to accelerate delivery of any key business change activities required, with partners providing the required resources and professional expertise to support or deliver the activities - To provide sufficient capacity to oversee and support performance and business change activities, consideration should be given to establishing an operational oversight group (a sub-set of the Board). Where such a group is established, the formal HHIA Board should receive high level reports on progress (e.g. RAG ratings) to retain the Board's ability to monitor progress. 	<p>service.</p> <p>Bi-monthly meetings with Deputy Chair and Chair of HHIA Board to update on progress/ RAG ratings and seek support for activities from Board Partners where required</p> <p>MA/SE to lead on all of actions, with input from Board.</p> <p>Workstreams felt not to be practical except perhaps in the areas identified for Board consideration.</p>		Complete.		

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
12.	Herts Home Improvement Agency 2018/19. <i>As above.</i>	<p><u>Recruitment and business continuity.</u></p> <p>The HHIA should review the current business continuity and succession planning arrangements in place to ensure that the service can continue to function in the absence of key officers.</p> <p>Given the existing recruitment difficulties, the Board should critically review whether the existing pay grading structure is sufficient, or indeed whether recruitment difficulties relate to underlying issues in respect of the structure, job roles and responsibilities within the Agency.</p> <p>The above recommendation is critical as whilst the HHIA may be able to secure sufficient staff capacity through the use of temporary staff, this is not financially sustainable within the business model, nor does it provide the required workforce stability that the HHIA requires to provide a consistent level of service</p>	<p>New Senior Management structure in place:</p> <p>Head of Service reporting to Head of Hertfordshire Equipment Service. Longer term continuity to be reviewed as part of the review project.</p> <p>Put in place staffing to support the service whilst review is undertaken:</p> <ul style="list-style-type: none"> - MA overseeing Operations team but not undertaking operations tasks - Operations Manager replaced by Senior Technical Officer (Agency) with sole focus on progressing projects - SE acts as cover/support for MA - Business Development Manager resigned – to be replaced by Business Analyst (fixed term 1 year) 	Head of HHIA and Head of Hertfordshire Equipment Service (HES).	<p>In place.</p> <p>In place/ in progress.</p>	<p><u>September 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		and drive through key business change activities.	<p>Work with HR colleagues to review current structure, with particular focus on technical roles, although there needs to be an acceptance that there will be short-term reliance on agency staff in technical roles until these can be reviewed.</p> <p>Undertake Financial Analysis to understand potential to grow staffing with revenue</p> <p>Review of processes to improve productivity and stop blockages. To be incorporated in recovery plan.</p>		<p>Oct/Nov 2019.</p> <p>Oct/Nov 2019.</p> <p>In progress.</p>		
13.	Herts Home Improvement Agency 2018/19. <i>As above.</i>	<p><u>Management information systems.</u></p> <p>Further training should be provided to HHIA staff to ensure that the case management system is completed and updated in line with expectations.</p> <p>Regular data quality checks should be performed on the case management system to</p>	<p>Undertaking review of CMS system</p> <p>Process mapping exercise completed to understand how staff currently use the system and where changes need to be made</p> <p>Identification of</p>	Head of HHIA and Business Improvement Manager.	<p>In progress completion by August 2019.</p> <p>Mapping complete.</p> <p>Further recommendation by Aug 2019.</p>	<p><u>September 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p>	Partially implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

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		<p>obtain assurance that records are updated in an accurate and timely manner (including a review of data exceptions – e.g. blank fields).</p> <p>A mapping exercise should be performed to identify the key fields within the case management system that support key monitoring and KPI routines, with data quality checks focusing in particular on these areas.</p> <p>We also recommend that HCC Finance is provided with access to a reporting suite within the case management system, sufficient to support the production of financial monitoring / Board reports.</p>	<p>training needs for staff and resource to undertake these. Training to include inputting and quality of data.</p> <p>Super-user/ system manager to be identified to oversee data checks, develop the system e.g. for mobile working, and work with Finance to develop reporting suite.</p> <p>Review access to CMS/ other reporting suites for Finance to allow for improved financial reporting or define how this will be achieved e.g. Business Analyst to report on non-SAP data.</p>		<p>By August 2019</p> <p>Training by Oct 2019.</p>		
14.	<p>Herts Home Improvement Agency 2018/19.</p> <p><i>As above.</i></p>	<p><u>Financial reporting and monitoring.</u></p> <p>A formal review of the current format, approach and underlying information to support reporting of financial position of the HHIA should be undertaken. This should include:</p> <ul style="list-style-type: none"> - Review of the structure 	<p>Review Finance reporting with the</p>	<p>Head of HHIA, Head of HES and Head of Accountancy Services.</p>	<p>September 2019.</p>	<p><u>September 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p>	<p>Not yet implemented – continue to monitor.</p>

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		<p>of financial performance reports, in particular ensuring that financial projections are clearly linked to performance and other key information (such as staff capacity, job over-runs etc).</p> <p>- Where assumptions are being included, in particular significant increases in activity, appropriate identification of key risks to their achievement should be included.</p> <p>- Clearer evidence should be provided of existing performance of the HHIA against anticipated performance profiles (financial and non-financial), with clear statements provided of corrective actions being taken where targets are not being met.</p> <p>- A mapping process should be considered between the financial information required to populate Board Reports and the sources where this could be derived from, with an assessment also made on the reliability of that</p>	<p>Finance team. Utilise Finance Graduate capacity to put in place systems to capture staff capacity.</p> <p>Review 2018/19 data to identify activity trends and predict for 2019/20. Identify current risks and report on those to Board.</p> <p>Develop KPI projections and report to Board where action is being taken to address issues or meet/exceed projections.</p> <p>Finance Graduate to work with CMS Project Manager to look at financial reporting within both CMS and SAP to improve accuracy and reliability of reporting.</p>		<p>September 2019.</p> <p>November 2019.</p> <p>September 2019.</p>		

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		information. - Finally, further clarity should be provided on the respective roles and responsibilities of HCC Finance and HHIA management in relation to creating financial / performance reports for the HHIA Board. Should reports continue to be substantially prepared by Finance, these should be subject to final authorisation by the Head of Service or relevant Assistant Director to reduce the risks of a lack of future ownership.	Review of above actions when complete to agree on future reporting protocol. Consider potential options such as preparation of reports by Business Analyst or Finance having access to CMS/ financial spreadsheets.		December 2019.		
15.	Herts Home Improvement Agency 2018/19. <i>As above.</i>	<u>Cost recovery model.</u> The HHIA seeks further clarification (in writing) from the relevant government department in relation to the restrictions on recovering overheads from the DFG. This should include the position on whether: - It is permissible to recover general staff costs that are relevant to delivering the service, but which cannot be attributed to a specific project; - The current design and	Meet with Foundations to seek relevant advice and understand where written assurances can be sought in relation to staff costs and fees. Use information obtained to inform project plan e.g. develop policy concerning warranties. Project support to work with SE/MA and	Head of HHIA and Head of HES.	July 2019. Oct/Nov 2019. October 2019.	<u>September 2019.</u> This is a new addition and the management response opposite is therefore the latest comment.	Not yet implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		<p>project management fee charges, which by their nature are set at a level to recover overheads, are permissible within the grant conditions; and</p> <p>- The cost of extended warranties can be funded through the DFG, given the wider value for money implications if this not permissible.</p> <p>Given the above comment on staff overhead costs, we also recommend that the HHIA introduce more formal systems to evidence and monitor the chargeable activities performed by staff. We highlight that the implementation of a timesheet system would also ensure that appropriate evidence is available to support claims made against the DFG and will allow an increased level of management information to be produced on staff productivity.</p> <p>Should the HHIA not be financially viable without 100% recovery of all staff costs or overheads through the DFG,</p>	<p>Business Intelligence to develop timesheet tracker system for staff activities, similar to those in use by SIAS and HCC HR. These will more accurately track how resources are utilised.</p> <p>Review charges for works that are aborted – currently no costs are recovered so charging scheme to be put in place (if deemed permissible).</p> <p>Review viability of revenue model after the above actions have been taken and analysis made. Also consider potential revenue in light of review of discretionary policy/ resources needed.</p>		<p>October 2019.</p> <p>End of 2019/20 financial year.</p>		

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS

No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		<p>consideration should be given as to whether this issue could be resolved through DFG funding being retained by the individual partners, allowing the HHIA to invoice as a third party, although further legal and finance advice would be required.</p> <p>Alternatively, the HHIA would need to investigate whether it is viable to increase the volume of non-DFG funded adaptations, thereby providing a separate income route to address any shortfalls in costs that are recoverable from the DFG.</p>					
16.	Herts Home Improvement Agency 2018/19. <i>As above.</i>	<p><u>Site visits/inspections.</u></p> <p>We recommend that the service create more formal guidelines on the extent of monitoring visits required, based on the complexity and length of works. As part of this it should be a minimum requirement that pre-start site meetings and completion / sign off meetings are held for all projects, irrelevant of length / complexity, with</p>	<p>Develop agreed process for pre- and post-works site meetings and sign off with expectations for interim site visits for longer works</p> <p>Ensure meetings are recorded and captured on CMS system so information can be reported on</p>	Head of HHIA.	<p>January 2020.</p> <p>January 2020.</p>	<p><u>September 2019.</u></p> <p>This is a new addition and the management response opposite is therefore the latest comment.</p>	Not yet implemented – continue to monitor.

APPENDIX B – IMPLEMENTATION STATUS OF CRITICAL AND HIGH PRIORITY RECOMMENDATIONS





No.	Report Title	Recommendation	Management Response	Responsible Officer	Implementation Date	History of Management Comments	SIAS Comment (6 Sept 2019)
		these involving the client, HHIA and the Contractor. Finally, we recommend that more stringent monitoring is undertaken by management to ensure that such standards are maintained.	Monitoring undertaken by Business Analyst (subject to recruitment) as part of reporting process.		January 2020.		
17.	Herts Home Improvement Agency 2018/19. <i>As above.</i>	<u>Post work completion sign off/certification.</u> The HHIA strengthen the existing processes for signing off completed works, ensuring that there is appropriate evidence that the HHIA, as project managers, have visited and signed off all works that they are responsible for project managing as complete and to standard. We also recommend that a “schedule of defects” is completed for all projects (even if there are none) and that this is retained on the CMS. Where issues are identified there should be formal processes in place to ensure that these have been addressed prior to the invoice being paid (or a retention amount held back).	To be incorporated in the above. Schedule of defects to be added. Payments not to be made until client/HHIA are satisfied that works are completed to the agreed standard.	Head of HHIA.	January 2020. In progress.	<u>September 2019.</u> This is a new addition and the management response opposite is therefore the latest comment.	Not yet implemented – continue to monitor.

APPENDIX C – AUDIT PLAN ITEMS (APRIL 2019 TO MARCH 2020) – INDICATIVE START DATES AGREED WITH MANAGEMENT

Apr	May	Jun	July	Aug	Sept
2018/19 Projects Requiring Completion (Complete)	Complaints Policy and Procedures (Final Report Issued)	Risk Management (Final Report Issued)	Land Charges (Draft Report Issued)	CCTV (follow up) (Allocated)	Budgetary Control (Allocated)
Payroll Annual Pension Certificate (Cancelled)	Contract Management (In Fieldwork)	S106 (follow up) (Draft Report Issued)	Business Continuity Planning (Final Report Issued)	Community Grants/Lottery (In Planning)	Herts Home Improvement Agency (Not Yet Allocated)
Health and Safety (Final Report Issued)	Insurance (Final Report Issued)	Consultation and Engagement (Draft Report Issued)	Members Allowances and Expenses (Draft Report Issued)	Procurement (In Fieldwork)	IT Information Management (TOR Issued) (b/f from Nov)
				IT Shared Service Agreement (TOR Issued) (b/f from Sept)	
Oct	Nov	Dec	Jan	Feb	Mar
Recruitment Process (In Planning)	Council Tax (Allocated)	Payroll (Allocated)	Main Accounting (Allocated)	IT Cyber Security (follow up) (Allocated)	
	Business Rates (Allocated)	Debtors (Allocated)	Homelessness/Temporary Accommodation (Allocated)	IT Project Management (TOR Issued) (c/f from June)	
	Housing Benefits (Allocated)	Creditors (Allocated)	Recycling (Not Yet Allocated)	Asset Management (Not Yet Allocated)	
		Treasury Management (Allocated)			

APPENDIX D – ASSURANCE / PRIORITY LEVELS

Assurance Level	Definition
Good	The design and operation of the internal control framework is effective, thereby ensuring that the key risks in scope are being well managed and core objectives will likely be achieved. There are minor reportable audit findings.
Satisfactory	The internal control framework is largely working well in managing the key risks in scope, with some audit findings related to the current arrangements.
Limited	The system of internal control is only partially effective, with important audit findings in key areas. Improvement in the design and/or operation of the control environment is necessary to gain assurance risks are being managed to an acceptable level, and core objectives will be achieved.
No	The system of internal control has serious gaps, and controls are not effective in managing the key risks in scope. It is highly unlikely that core objectives will be met without urgent management intervention.

Priority Level			Definition
Corporate	Critical		Audit findings which, in the present state, represent a serious risk to the organisation as a whole, i.e. reputation, financial resources and / or compliance with regulations. Management action to implement the appropriate controls is required immediately.
	High		Audit findings indicate a serious weakness or breakdown in control environment, which, if untreated by management intervention, is highly likely to put achievement of core service objectives at risk. Remedial action is required urgently.
Service	Medium		Audit findings which, if not treated by appropriate management action, are likely to put achievement of some of the core service objectives at risk. Remedial action is required in a timely manner.
	Low / Advisory		Audit findings indicate opportunities to implement good or best practice, which, if adopted, will enhance the control environment. The appropriate solution should be implemented as soon as is practically possible.

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East Herts Council

Shared Anti-Fraud Service Report

September 2019

Recommendation

Members are recommended to:

Note the activity undertaken by the Shared Anti-Fraud Service to deliver the 2018/19 Anti-Fraud Plan for the Council

Note the other anti-fraud activity undertaken to protect the Council.

Note progress of the Shared Anti-Fraud Service on delivering the 2019/20 Anti-Fraud Plan.

Introduction

1. Background
2. Summary of SAFS Activity at East Herts Council in 2018/2019
3. Update on the Anti-Fraud Plan 2019/20
4. Reporting & Transparency Code Data

Appendix

- A. EHC/SAFS Anti-Fraud Plan 2018/19
- B. EHC/SAFS Anti-Fraud Plan 2019/20
- C. Reported Fraud/ outcomes and values 2018/19
- D. Comparison of reported fraud and outcomes from 2015.

Introduction

This report provides details of the work undertaken to protect the Council against the threat of fraud and the Council's Anti-Fraud Action plan for 2018/2019. The Committee are asked to note this work.

Recent reports have been provided to Council officers, and are being used by SAFS to ensure that the Council is aware of its own fraud risks and is finding ways to mitigate or manage these effectively wherever possible.

These reports include:

- *Fighting Fraud and Corruption Locally 2016–2019 Strategy* produced by CIPFA in March 2016 and supported by CLG. The new strategy estimates annual fraud losses in local government at around £2.1bn (this report is based on 2013 data).
- *UK Annual Fraud Indicator 2017* published in partnership by Crowe Clark Whitehill, Portsmouth University and Experian which estimates the risk of fraud losses for local government in excess of £8bn per annum.
- CIPFAs *Fraud and Corruption Tracker 2018* indicates that identified fraud had increased since 2016 but that counter fraud capacity within councils had reduced, and would continue to do so, placing local government at even greater risk of fraud.
- The Central Governments *United Kingdom Anti-Corruption Strategy 2017-2022* includes the vision and priorities for dealing with and reducing the risk of corruption within the UK private, public & charity sectors and when working with organisations /companies/government agencies abroad.

1. Background

- 1.1 According to reports from CIPFA, National Audit Office (NAO), Cabinet Office, and the Private Sector fraud risk across local government in England exceeds £2.billion each year with some more recent reports indicating levels considerably above this.
- 1.2 The Cabinet Office, Ministry for Housing Communities and Local Government, National Audit Office, and CIPFA have also issued advice, and best practice guidance to support local councils in the fight to reduce the risk of fraud and prevent loss to the public purse. This advice includes the need for Councils to be vigilant in recognising their fraud risks and to invest sufficient resources in counter fraud activities that deliver savings.
- 1.3 It is essential that to support this service the Council has in place a robust framework to prevent and deter fraud, including effective strategies and policies, as well as plans to deal with the investigation and prosecution of identified fraud.
- 1.4 East Herts Council is a founding member of the Hertfordshire Shared Anti-Fraud Service (SAFS). This Committee has previously received detailed reports about the creation of SAFS and how this service works closely with the Shared Internal Audit Service (SIAS). SAFS works across the whole Council dealing with many aspects of fraud from deterrence & prevention to investigation & prosecution.

2. SAFS Activity & Delivery of the 2018/19 Anti-Fraud Plan

Staffing

- 2.1 The SAFS Team (in April 2018) is Composed of 18 accredited and trained counter fraud staff and is based at Hertfordshire County Councils offices in Stevenage.
- 2.2 Each SAFS Partner receives dedicated support and response at present this is achieved by allocating officers to work exclusively for each Partner but also allowing all officers within the Team to work with different Partners from time to time. Providing the Service in this way allows officers to develop good working relationships with Council staff but also offers better resilience and flexibility across the Partnership as a whole. SAFS Officers have access to Council offices, officers, systems & data to conduct their enquiries.
- 2.3 In 2018/19 SAFS deployed 1 member staff to work exclusively for the Council. This officer is supported by the SAFS Intelligence Team based at Stevenage (which includes expertise in open source intelligence, statutory data enquiries, data-analytics & financial investigations) and SAFS management.

SAFS KPI for 2018/2019

KPI	Measure	2018/19 Target	Achieved in Year
1	Provide an investigation resource to the Council to include fraud deterrence/prevention activities as well as proactive and reactive investigations.	1 FTE on call at EHC (Supported by SAFS Intel/Management). Membership of NAFN Membership of CIPFA Counter Fraud Centre Access to NAFN for relevant HBC Staff Fraud training events for staff/Members*	1 FTE on call (supported by SAFS Intelligence/Management) All other areas met in full.
2	Identified Value of Fraud prevented/detected. Based on the Methodology agreed by SAFS Board & Recovery of Social Housing Properties in the Borough	£150k From fraud identified and savings/prevention	£188k (£135k Fraud Loss & £60k Savings/Prevention) £167k (Irregularities) Council Tax Revenue from SPD review.
3	Allegations of fraud Received. From all sources.	100 Fraud referrals from all sources to SAFS	96
4	Success rates for cases investigated. This will ensure that quality investigations are undertaken.	50%	48% (16 cases proved from 33 investigated) 9 further cases had some form of intervention or reviews
5	Conduct Data-Matching using the local data-hub, NFI and other data-matching/mining.	Data-Hub for local data matching. Access to NFI output. County wide Council Tax Review Framework.	<ul style="list-style-type: none"> SAFS completed the NFI exercise for EHC and is working on output. Shared R&B Service made use of CTax Framework.

Fraud Awareness and Reported Fraud

- 2.4 One of the key aims for the Council is to create an 'Anti-Fraud' culture, that will deter fraud; encourage senior managers and members to consider the risk of fraud when developing policies or processes to prevent fraud occurring; encourage staff and the public at large to understand the impact of fraud on the Council, and report fraud where it is suspected.

- 2.5 The Council's website includes information on whistleblowing and fraud and how to report both, the latter to SAFS with contact details but the Council could also include a link to the SAFS webpage <https://www.hertfordshire.gov.uk/services/business/consumer-advice/safs.aspx> which could then be used to provide news and information about fraud to the public.
- 2.6 SAFS has delivered training to staff on site including general fraud awareness and document verification, as well as specialist training events on ID fraud and application fraud. This training was attended by officers from Revenues, Benefits, Customer Services, and Housing Services. SAFS have also provided some very simple ID checking devices to front line staff handling and copying original documents.
- 2.7 Working with HR SAFS have delivered an e-training package for staff and Members which will be linked to the Councils policies and fraud reporting tools to raise awareness of the risk of fraud & corruption, bribery and anti-money laundering.
- 2.8 Council staff can use the same methods to report fraud or they can report fraud directly to SAFS staff working at the Council.
- 2.9 During 2018/19 SAFS received 95 allegations of fraud affecting Council services.

Table 1. Types of fraud being reported (in year):

Housing & Council Tax Benefits	Council Tax Discounts	Tenancy/ Housing	Blue Badge	Other *	Total
45	30	10	6	4	95

**Includes staff/NDR*

Table 2. Who is reporting Fraud

Fraud Reported by Staff	Reports from Public	Data-Matching/ Proactive Investigations	Other Agencies**	Total
28	59	2	6	95

**Includes Police/DWP*

- 2.10 The volume of cases reported does fluctuate each year and overall reported fraud is lower in East Herts than in other SAFS Partners but the variance can quite dramatic- see **Appendix D** for year on year fraud referrals since 2015.
- 2.11 At this time many cases raised for investigation are still in the early stages. However, of the 33 cases investigated and closed in the year where fraud was established losses of £135,000 and savings, through prevention, or new revenue of nearly £60,000 was identified. See **Appendix C** for a breakdown of cases where fraud has been reported.
- 2.12 SAFS continues to work closely with the Shared Revenue & Benefit Service to identify potential fraud around discounts and exemptions. The Council is now able to level civil and financial penalties for false claims for discounts and exemptions where appropriate.

In 2018/19. Five penalties were applied raising £1,475 in additional revenue for the Council.

- 2.13 The Council also made use of the SAFS managed *Countywide Council Tax Review Framework* in 2018 which this resulted in 408 incorrect single person discounts being removed and £167,000 additional council tax being identified for collection.
- 2.15 East Herts Council was one of the pilot sites for joint working with the DWP Fraud & Error Service where fraud impacted on both housing benefit and council tax support. This highly successful pilot has since been rolled out by the DWP nationally and the excellent relationship between investigators at the DWP and SAFS has been maintained with a number of positive outcomes in 2018/19.

Case 1: A report received by the DWP stated that a Stanstead Abbots resident was claiming various welfare benefits but had failed to declare that they were married or their husbands earnings.

An investigation conducted by SAFS & DWP confirmed that the alleged partner had been resident since 2015 and was in full time work. These facts had never been reported to EHC or the DWP. The subject attended an interview and admitted the offending and overpayments of benefits were calculated as – CTR £2,416, SPD £463, HB £8,541 and DWP welfare benefits £15,245.

Total value of the fraud = £26,665

The subject was arrested after failing to attend court and appeared before Hatfield Mags Ct in June 2019 and entered a guilty plea to all offences: Sentenced to 12 weeks imprisonment suspended for 12 months, 200 hrs unpaid work.

- 2.14 SAFS works very closely with the Councils Civil Enforcement officers investigating abuse of Blue Badge in the Councils pay and display car parks. The LGA reported in 2018 that an increase in the theft of Blue Badges has seen an increase in the misuse of these by criminals to avoid congestion and parking charges and in 2018 issued new guidance for Councils on their role in enforcement of the Blue Badge scheme.

Case 2: In February 2018, as part of a routine patrol officers, observed a female parking a vehicle at a Council carpark in Bishop Stortford. The driver parked in disabled bay and displayed a blue badge on her dashboard.

When challenged by officers the driver claimed that badge belonged to her mother but that she was doing some shopping for her mother. At a formal interview the driver stated that both she and her mother lived in North London and maintained that she was just doing some shopping for her mum and thought she could use the badge for that purpose. However, other information obtained suggested that the driver worked in Bishop Stortford and that was the reason she had parked there on that occasion.

The driver was charged with offences under the Road Traffic Act and pleaded guilty on the first occasion in August 2019 - she was fined £126 and ordered to pay the Councils costs of £650 in full.

- 2.15 SAFS ensured the Councils compliance with the National Fraud Initiative (NFI) matches received in February 2019. The NFI is a national anti-fraud data sharing exercise conducted by the Cabinet office every two years across local and central government.

- 2.16 The Councils statutory data-sets were uploaded in October 2018 and in February 2019 the output from this exercised was a total of 1443 data-matches for review across service such as licensing, housing benefits, council tax, payroll and housing.
- 2.17 Of the 1443 matches 74 were coded as high priority and 374 medium priority. To date 681 matches have been cleared or reviewed (this includes all high priority matches) and only 3 matches identified where further investigation was required are still open.

3. 2019/2020 Anti-Fraud Action Plan

- 3.1 The Council has an Anti-Fraud & Anti-Corruption Strategy. This document lays out the Council's position, and includes advice to Members, senior officers and staff about reporting suspected fraud. This document will be reviewed in 2018/19 but at present it meets much of the best practice guidance from CIPFA.
- 3.2 A copy of the 2019/2020 Anti-Fraud Plan is attached at **Appendix B**. This Plan covers all recommended by CIPFA to ensure that the Council acknowledges the risk of fraud, its responsibility to combat fraud, and takes appropriate action to prevent/deter/pursue fraud. The Plan also provides assurance that the Council benefits from a positive return on its investment in the SAFS Partnership.
- 3.3 The KPIs for SAFS in 2019/2020 have been amended to reflect changes to the way the service will be delivered, including improved use of data and access to the Hertfordshire Fraud Hub hosted by the Cabinet Office.
- 3.4 The Council has recently reviewed its webpages to make it easier for the public to report fraud and corruption.
- 3.5 The Council, via work undertaken by SAFS, will be joining the Cabinet Office FraudHub for Hertfordshire later this year, this will allow the Council to review its data more frequently to prevent and detect fraud sooner.
- 3.6 Working with all SAFS Partners, a highly successful campaign to prevent the misuse/abuse of blue badges across the County including East Herts Council took place in May 2019. This campaign included the use of social media and press coverage encouraging compliance with the rules of the blue badge scheme, warning about the increased risk of the theft of badges and provided an amnesty for the return of expired badges. The campaign concluded with high profile patrols with SAFS officers working alongside Civil Enforcement Officers inspecting and checking blue badge on display pay and display car parks.
- 3.7 SAFS will provide reports to this Committee in later in 2019 on the performance against the Anti-Fraud Plan, but to-date we can report that 38 live cases at the 31st March were carried into the current year. A further 41 cases have been reported between April and August 2019 and currently 45 cases are still live or under review.
- 3.8 Of 14 cases investigated and closed between April and August fraud was identified in 8 with a value of loss/savings of £63k recorded. Of the 45 cases that are still live an estimated £202k of fraud loss/savings has been calculated.

- 3.9 In the most serious cases two matters have been referred for prosecution.
- 3.10 The majority of cases reported, investigated and closed relate to housing benefit and council tax discounts.

4. Transparency Code- Fraud Data

- 4.1 The Department for Communities and Local Government (DCLG) published a revised Transparency Code in February 2015, which specifies what open data local authorities must publish.
- 4.2 The Code also recommends that local authorities follow guidance provided in the following reports/documents:

CIPFA: *Fighting Fraud Locally Strategy*

(https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118508/strategy-document.pdf).

The National Fraud Strategy: *Fighting Fraud Together*

(<https://www.gov.uk/government/publications/nfa-fighting-fraud-together>)

CIPFA Red Book 2 – *Managing the Risk of Fraud – Actions to Counter Fraud and Corruption*

(http://www.cipfa.org/-/media/files/topics/fraud/cipfa_corporate_antifraud_briefing.pdf)

- 4.3 The Code requires that Local Authorities publish the following data in relation to Fraud. The response for East Herts Council for 2018/2019 is in **Bold**:

- 3 Number of occasions they use powers under the Prevention of Social Housing Fraud (Power to Require Information) (England) Regulations 2014, or similar powers.

Nil. (East Herts Council is a Partner to the Hertfordshire Shared Anti-Fraud Service and use the National Anti-Fraud Network (NAFN) to conduct such enquiries on their behalf.

- 4 Total number (absolute and full time equivalent) of employees undertaking investigations and prosecutions of fraud.

2 FTE

- 5 Total number (absolute and full time equivalent) of professionally accredited counter fraud specialists.

2 FTE

- 6 Total amount spent by the authority on the investigation and prosecution of fraud.

£80,000

- 7 Total number of fraud cases investigated.

33 Cases investigated and closed in year

- 4.4 In addition, the Code recommends that local authorities publish the following (*for East Herts Council Fraud/Irregularity are recorded together and not separated*):

- Total number of cases of irregularity investigated-

See 7 above

- Total number of occasions on which a) fraud and b) irregularity was identified.

16 Occasions where fraud identified & 408 Single Person Discounts for Council Tax withdrawn on review for irregularity.

- Total monetary value of a) the fraud and b) the irregularity that was detected.

£188k fraud losses/prevention reported & a further £167k of Council Tax revenue identified for collection.

- Total monetary value of a) the fraud and b) the irregularity that was recovered.

Not recorded.

Appendix.

A. EHC Anti- Fraud Plan 2018/19



EHC Plan 2018/19

B. EHC Anti-Fraud Plan 2019/20



EHC Plan 2019/20

C. EHC Anti-Fraud Statistics 2018/19



EHC Fraud Stats

D. EHC Comparison of Fraud Referrals from 2015



EHC Fraud Referral
Comparison

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE

24 September 2019

REPORT BY CHAIRMAN OF PERFORMANCE, AUDIT AND GOVERNANCE

WORK PROGRAMME

WARD(S) AFFECTED: *none*

Purpose/Summary of Report

- To invite Members to review and determine the future work programme of Performance, Audit and Governance Oversight Committee.

RECOMMENDATION FOR PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT COMMITTEE DECISION: That Members	
A	Agree the main agenda items for the next meeting; and
B	Agree the draft work programme for the remainder of the year. (Essential Reference Paper B attached).

1.0 Background

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

Report

- 2.0 The draft agenda for 19th November 2019 meeting of PAGO Committee is shown in **Essential Reference Paper 'B'**. Members are asked to confirm that these are the key items they wish to consider.

- 2.1 **Essential Reference Paper "B"** also sets out provisional items for future meetings of the committee. Whilst the timing of

some items shown may have to change depending on availability of essential data (eg. from central government), members are asked to consider the future programme and add, remove or move items as they see fit.

2.2 Members are asked whether there is any training relevant to the function and remit of the PAG Committee that 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: PAG, Committee Chairman: Councillor M Pope
mark.pope@eastherts.gov.uk

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

Report Author: Michael Edley: Interim Support Officer
Mike.edley@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS: PAGO Work Programme

Contribution to the Council's Corporate Priorities/ Objectives	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:	Committee members and officers
Legal:	None
Financial:	<i>NONE</i>
Human Resource:	None
Risk Management:	<i>NONE</i>
Health and wellbeing – issues and impacts:	None
Equality, diversity and human rights considerations, and whether Equality Impact Assessment required:	NONE
Environmental Sustainability	NONE

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Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

[NB: This is a working document and is likely to be subject to ongoing amendments]

?? May 2019	
Topic	Lead Officer
Risk Management Annual Report	Isabel Brittain, Head of Strategic Finance Author: Graham Mully, Risk and Insurance Business Advisor
Delivery of Housing and Health Strategy – Year 2 Review	Jonathan Geall, Housing Development and Strategy Manager
Work Programme	

31 July 2019	
Topic	Lead Officer
Annual statement of accounts	Isabel Brittain, Head of Strategic Finance Author: Rob Winterton
Annual Performance Report 2018/19	Ben Wood
Council Tax Reduction Scheme 2020/2021	Su Tarran, Head of Revenue and Benefits
Shared Internal Audit Service – update on Annual Assurance	
Shared Internal Audit Service – update on Audit Plan	

Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

[NB: This is a working document and is likely to be subject to ongoing amendments]

31 July 2019	
Topic	Lead Officer
Annual Governance Statement and Action Plan	Isabel Brittain, Head of Strategic Finance
Work Programme	

24 September 2019	
Topic	Lead Officer/s
Performance on Theme/Issue: Section 106	<i>Jan Goodeve, Helen Standen, Jackie Bruce. Ben Wood</i>
Financial Health check (April – June 2019),	Isabel Brittain
Treasury Management Strategy Review 18/19 Outturn	Isabel Brittain, Head of Strategic Finance
SAFs Annual Fraud Report 2018/19 and progress report of delivery of 2019/20 Annual Fraud Plan	Nick Jennings
SIAS Shared Internal Audit Plan and Board Report Update	Nick Jennings
Insurance options report	Graham Mully / Isabel Brittain
Work Programme	Mike Edley

Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

[NB: This is a working document and is likely to be subject to ongoing amendments]

19 November 2019	
Topic	Lead Officer
Performance on Theme/Issue: Economic Development	Ben Wood, Jan Goodeve
Financial Health Check Report (July – Sept 2018)	Isabel Britain,
Audit Results Report	Earnst and Young
Asset Management Update	Isabel Brittain
Corporate strategic plan 2020/21 development progress.	Isabel Brittain,
Treasury Management - Mid-year Review 2018-19	Isabel Briattain
Update on the Implementation of the Annual Governance Statement 2018/19 – Action Plan	Isabel Brittain,
Work Programme	Mike Edley

14 January 2020	
Topic	Lead Officer
Performance on Theme/Issue: Public Health	Jonathan Geall; Eric Buckmaster
Financial Health Check Report (Oct – Dec 2019),	Isabel Brittain
Budget report & Medium Term Financial Plan	Isabel Brittain, Head of Strategic Finance
2019/20 Corporate Service Plans Progress update	Ben Wood, Head of Comms, Strategy and Policy
Annual Audit Letter and External Audit	Natalie Clark, EY

Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

[NB: This is a working document and is likely to be subject to ongoing amendments]

14 January 2020	
Topic	Lead Officer
Grants Certification Summary	
Shared Internal Audit Service (SIAS) Update on Audit Plan	Simon Martin SIAS, HCC
Treasury Management Strategy 2019-20	Isabel Brittain, Head of Strategic Finance and External Auditor from Ernst & Young
Work Programme	

17 March 2020	
Topic	Lead Officer
Performance on Theme/Issue: Communications	Ben Wood
Financial Health Check Report (Jan–March 2020),	
External Auditor 2018-19 Audit Plan	External Auditor Ernst & Young
Shared Anti-Fraud Service with draft plan for 2019/20 for approval	Nick Jennings HCC
Shared Internal Audit Plan (SIAS) 2019/20	Simon Martin SIAS, HCC
SIAS Audit Plan Update	As above
Insurance options report	Graham Mully / Isabel Brittain
Annual Review of Risk Management Strategy	Isabel Brittain, Head of Strategic Finance/Graham Mully, Risk and Insurance Business Advisor
Annual risk report	Isabel Brittain, Head of

Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

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17 March 2020	
Topic	Lead Officer
	Strategic Finance/Graham Mully, Risk and Insurance Business Advisor
Work Programme	

Other items/notes:

- Financial Health check Reports** (Isabel Brittain, Head of Strategic Finance)
 Finance will continue to provide quarterly finance health checks for 2019-20.
 These reports include risk management except for the outturn report when
 the annual risk report is submitted independently.
 The dates for the quarterly finance health checks to go to PAG are as follows:
 Quarter 1 (April – June 2019) PAG – 4/09/2019
 Quarter 2 (July – September 2019) PAG – 21/11/2019
 Quarter3 (October – December 2019) PAG – 17/03/2020
 Outturn (full year 2018/19) PAG – will go to PAG in July 2020
- Performance:** Members will focus on specific issues/themes at each meeting allowing them to explore issues on connected KPIs in a more detailed manner. On 31 July members will take a view on what issues they wish to look at for each future meeting.
- Complaints lodged with the monitoring officer** (Alison Stuart, Head of Democratic and Legal Support Services) - This will be as and when there are updates to report.

Performance, Audit & Governance Oversight (PAGO) Committee

Work Programme 2019/20 – DRAFT

[NB: This is a working document and is likely to be subject to ongoing amendments]

- **Changes to Constitution Review Update** (Alison Stuart, Head of Democratic and Legal Support Services): As and when there are updates to report.
- **Shared Anti-Fraud Service (SAFS):**
November reports: *Progress - Anti-Fraud Plan 2018/2019 & SAFS/EHC Anti-Fraud Report 2017/2018.*
March report: *SAFS/EHC Anti-Fraud Plan 2019/2020.*
- **Shared Internal Audit Service (SIAS):**
31 July 2019: Shared Internal Audit Service – update on Shared Internal Audit Service – update on Annual Assurance; and Audit Plan
4 September 2019: SIAS Shared Internal Audit Plan Update; Annual SIAS- Board Report 2018-19;
14 Jan 2020: Shared Internal Audit Service (SIAS) Update on Audit Plan
17 March 2020: Shared Internal Audit Plan (SIAS) 2019/20; SIAS Audit Plan Update

PERFORMANCE, AUDIT AND GOVERNANCE OVERSIGHT – Deadlines for Papers

DATE OF MEETING	REPORT DEADLINE (midday)
21 May 2019	8 May 2019
31 July 2019	11 July 2019
24 September 2019	14 September 2019
19 November 2019	5 November 2019
14 January 2020	3 January 2020
17 March 2019	3 February 2020