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Jeff Hughes
Head of Democratic and Legal
Support Services

MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 8 MARCH 2011
TIME : 7.00 PM

PLEASE NOTE TIME

MEMBERS OF THE EXECUTIVE

Councillor Tony Jackson	- Leader of the Council
Councillor Malcolm Alexander	- Deputy Leader and Executive Member for Community Safety and Protection
Councillor Mike Carver	- Executive Member for Planning Policy and Transport
Councillor Linda Haysey	- Executive Member for Community Development, Leisure and Culture
Councillor Bob Parker	- Executive Member for Housing and Health
Councillor Michael Tindale	- Executive Member for Resources and Internal Support

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PERSONAL AND PREJUDICIAL INTERESTS

1. A Member with a personal interest in any business of the Council who attends a meeting of the Authority at which the business is considered must, with certain specified exemptions (see section 5 below), disclose to that meeting the existence and nature of that interest prior to the commencement of it being considered or when the interest becomes apparent.
2. Members should decide whether or not they have a personal interest in any matter under discussion at a meeting. If a Member decides they have a personal interest then they must also consider whether that personal interest is also prejudicial.
3. A personal interest is either an interest, as prescribed, that you must register under relevant regulations or it is an interest that is not registrable but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of the Council more than it would affect the majority of inhabitants of the ward(s) affected by the decision.
4. Members with personal interests, having declared the nature of that personal interest, can remain in the meeting, speak and vote on the matter unless the personal interest is also a prejudicial interest.
5. An exemption to declaring a personal interest applies when the interest arises solely from a Member's membership of or position of general control or management on:
 - any other body to which they have been appointed or nominated by the authority
 - any other body exercising functions of a public nature (e.g another local authority)

In these exceptional cases, provided a Member does not have a prejudicial interest, they only need to declare their interest if they speak. If a Member does not want to speak to the meeting, they may still vote on the matter without making a declaration.

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
 - the matter does not fall within one of the exempt categories of decisions
 - the matter affects your financial interests or relates to a licensing or regulatory matter
 - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.
7. Exempt categories of decisions are:
 - setting council tax
 - any ceremonial honour given to Members
 - an allowance, payment or indemnity for Members
 - statutory sick pay
 - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
 - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.
8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.
9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes

To approve the Minutes of the meeting held on 8 February 2011 (previously circulated in Council Minute book of 23 February 2011).

3. Leader's Announcements

4. Declarations of Interest

To receive any Member(s) declaration(s) of interest.

5. Issues Arising from Scrutiny (Pages 5 - 8)

6. Environmental Health Enforcement Policy (Pages 9 - 30)

7. A Shared Internal Audit Service (Pages 31 - 44)

8. Localism Bill - East Herts Council Leading the Way (Pages 45 - 54)

9. 2011/12 Service Plans (Pages 55 - 86)

10. 2010/11 Estimates and Future Targets (Pages 87 - 112)

11. Monthly Corporate Healthcheck - January 2011 (Pages 113 - 180)

12. Urgent Business

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

Agenda Item 5

EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

REPORT BY SCRUTINY COMMITTEE CHARMEN

ISSUES ARISING FROM SCRUTINY

WARD(S) AFFECTED: All

Purpose/Summary of Report

- This report details the comments and recommendations made by the Scrutiny Committees since the last meeting of the Executive and should be read in conjunction with reports of the Executive Members found elsewhere on the agenda.

RECOMMENDATION FOR DECISION:

(A)	That the report be received.
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1.0 Background

1.1 Scrutiny meetings have been held recently as follows:

Joint meeting of Scrutiny Committees – 15 February 2011

2.0 Report

2.1 Service Plans 2011/12 (Agenda Item 9)

The Joint Scrutiny Committees resolved that the Executive be informed that the Committees consider the Service Plan activity for 2011/12 as now submitted should be approved.

2010/11 Estimates and Future Targets (Agenda Item 10)

The Joint Scrutiny Committees resolved that the Executive be informed that the Committees have the following comments on the 2010/11 Estimates and future targets:

(A) the estimates for 2010/11 be noted;

- (B) the refined list of performance indicators that are either being retained or deleted (paragraph 1.7 of the report now submitted) should be approved by the Executive;
- (C) no further resources should be invested to improve the potential 2010/11 outturn position in order to meet current targets, as detailed at paragraphs 3.3, 3.4 and 4.2 of the report now submitted;
- (D) the targets set out in paragraph 5.1 – 5.3 of the report submitted to either improve, reduce or retain performance should be approved by the Executive;
- (E) the adoption of the new local measures set out in paragraph 6.1 of the report submitted (including those arising from the Task and Finish Group on Planning Enforcement) should be supported by the Executive;
- (F) the data quality spot checks that are currently being undertaken, as detailed at paragraph 7.3 of the report be noted;
- (G) the fact that unit cost indicators are not included in the list of PI estimates and targets, as detailed at paragraph 8.1 of the report, be noted; and
- (H) the changes to the 2009/10 performance outturns for the leisure performance indicators, as detailed at paragraph 9.1 - 9.3 of the report, be noted.

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 Members: Councillor D Andrews, Chairman, Corporate Business Scrutiny Committee.
Councillor Mrs D L E Hollebon, Chairman, Environment Scrutiny Committee.
Councillor C Woodward, Chairman, Community

Scrutiny Committee.

Contact Officer: Jeff Hughes – Head of Democratic and Legal Support Services, Extn: 2170.

Report Authors: Martin Ibrahim - Senior Democratic Services Officer, Marian Langley – Scrutiny Officer

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives (<i>delete as appropriate</i>):	This report seeks to summarise scrutiny activities, which in general terms, support all of the Council's objectives.
Consultation:	This report assists the wider consultation process in reporting issues arising from scrutiny to the Executive.
Legal:	The Constitution requires issues arising from Scrutiny to be reported to the Executive.
Financial:	None
Human Resource:	None
Risk Management:	None

EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

REPORT BY EXECUTIVE MEMBER FOR COMMUNITY SAFETY AND PROTECTION

ENVIRONMENTAL HEALTH ENFORCEMENT POLICY

WARD(S) AFFECTED: All

Purpose/Summary of Report

- To amend the existing Environmental Health Enforcement Policy to ensure that it is in accordance with current legislative requirements and guidance.

<u>RECOMMENDATION TO COUNCIL:</u> that	
(A)	the Environmental Health Enforcement Policy (Essential Reference Paper B) be recommended to Council for approval.

1.0 Background

- 1.1 In 1998 the Cabinet Office published the “Enforcement Concordat” to help promote consistency in the UK regulatory enforcement regime. The Enforcement Concordat laid down the principles of good enforcement policy and, although a voluntary Code of Practice, it was adopted by 96% of all central and local government bodies with enforcement functions. East Herts Council signed up to the Enforcement Concordat in October 2000. The Environmental Health Service produced its first Enforcement Policy in 2002 in accordance with these principles; to secure compliance with the law whilst minimising the burden on individuals, businesses and the Council.
- 1.2 Full Council approved an Enforcement Policy for East Hertfordshire District Council on 25 February 2004. This revised Environmental Health Enforcement Policy is supplementary to that core policy

1.3 Following the recommendations of the Hampton Report (2005) into regulatory functions and the burdens created by regulation, the Legislative and Regulatory Reform Act 2006 came into force. As a result The 'Regulators Compliance Code', a Statutory Code of Practice for Regulators was bought in under the provisions of the Act to promote the Government's better regulation agenda. The "Regulators Compliance Code", supplements the provisions set out in the Enforcement Concordat, however in addition gives the Hampton Principles a statutory basis, and places a legal duty on regulators to have regard to five Principles of Good Regulation¹. The Regulators Compliance Code came into force on 6th April 2008.

2.0 Report

2.1 The Environmental Health department is seeking to vary the existing Environmental Health Enforcement Policy to ensure that it is in accordance with current guidance. The existing Policy has also been changed as required due to the introduction of Primary Authority Scheme. The policy has changed format so it is not possible to show track changes.

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

- Environmental Health Enforcement Policy 2006,
http://www.eastherts.gov.uk/media/pdf/q/8/EHEnforcementPolicy2006_1.pdf
- Reducing administrative burdens: effective inspection and enforcement – Philip Hampton 2005
<http://www.berr.gov.uk/files/file22988.pdf>
- The Regulators Compliance Code 2007
<http://www.berr.gov.uk/files/file45019.pdf>
- Legislative and Regulatory Reform Act 2006
<http://www.legislation.gov.uk/ukpga/2006/51/contents>

Contact Member: Councillor M Alexander, Executive Member for

Community Safety and Protection

Contact Officer: Simon Drinkwater, Director of Neighbourhood Services, ext 1405

Report Author: Nicholas Egerton – Environmental Health - Environment –Ext 1483

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p>Pride in East Herts <i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p>Leading the way, working together <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	The policy has been consulted with members of our Customer Consultation Panel and Private Sector Landlord Forum
Legal:	None
Financial:	<ul style="list-style-type: none">• The changes to the enforcement policy should not result in any significant financial implications.• The cost of implementing the approach as identified in 'Essential Reference Paper B' will be contained within existing budgets.
Human Resource:	There are no additional staffing issues that need to be considered as part of this report
Risk Management:	This enforcement policy is based on the principles identified in the Regulators Compliance code. This is a statutory code for enforcement action and therefore not adopting this approach would be a greater risk.

Neighbourhood Services

Environmental Health

Enforcement Policy

Date: December 2010

Review Date: January 2014

A summary of the Policy is available in large print, on tape, or in other languages on request

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1. Background

- 1.1 In 1998 the Cabinet Office published the “Enforcement Concordat” to help promote consistency in the UK regulatory enforcement regime. The Enforcement Concordat laid down the principles of good enforcement policy and, although a voluntary Code of Practice, it was adopted by 96% of all central and local government bodies with enforcement functions. East Herts Council signed up to the Enforcement Concordat in October 2000.
- 1.2 Following the recommendations of the Hampton Report (2005)¹ into regulatory functions and the burdens created by regulation, the Legislative and Regulatory Reform Act 2006 came into force.
- 1.3 The ‘Regulators Compliance Code’, a Statutory Code of Practice for Regulators was bought in under the provisions of the Act to promote the Government’s better regulation agenda. The “Regulators Compliance Code”, supplements the provisions set out in the Enforcement Concordat, however in addition gives the Hampton Principles a statutory basis, and places a legal duty on regulators to have regard to five Principles of Good Regulation². The Regulators Compliance Code came into force on 6th April 2008.

2. Introduction

- 2.1 The Environmental Health Service forms part of the Health and Housing Service, which in turn is part of Neighbourhood Services. Within Neighbourhood Services, other services are undertaken by Housing Options, Community Protection, Building Control and Development Control.
- 2.2 The aim of the Environmental Health Service is to protect the health, safety and welfare of the public and protect the environment of East Herts. Most of this protection role is statutory and contained in legislation.
- 2.3 This policy seeks to illustrate how the Environmental Health Service will apply its enforcement powers. This could range from a criminal prosecution at one end of the spectrum or informal warnings and advice at the other. The policy is underpinned by detailed procedures that ensure consistency of approach by officers.
- 2.4 The Environmental Health Service role covers several different enforcement areas, including food safety, health and safety at work, private sector housing, noise and nuisance control, contaminated land, air quality, pollution prevention and control, infectious disease control, private water supplies and certain licensing functions.
- 2.5 Each area of work uses different legislation and guidance to secure its aims. This legislation has been developed by Government agencies, Legal Authorities, Public Authorities and Industry. This policy does not try to capture all of this detailed, complex and often changing guidance, but in all of its enforcement activities the Environmental Health Service gives due weight to current relevant guidance. This Policy may therefore

¹ Reducing administrative burdens: effective inspection and enforcement – Philip Hampton 2005

² Transparency, accountability, proportionality, consistency and targeted action

be supplemented by more specific documents, where appropriate, relating to the areas of work mentioned above and detailing working protocols and procedures.

- 2.6 There is one other enforcement policy that the Environmental Health Service follows which relates to Private Sector Housing. However, the Environmental Health Enforcement Policy will form a general overarching policy for all Environmental Health enforcement work.
- 2.7 This Policy commits the Council to implementing procedures which officers shall follow when undertaking their statutory duties, ensuring that they act in an equitable, practicable and consistent manner.
- 2.8 The Policy cannot be absolutely prescriptive because the circumstances of each individual case and the evidence available are likely to vary. But this Policy should leave most readers in no doubt as to what they can expect by way of enforcement from the Environmental Health Service of East Herts Council.
- 2.9 This Policy accords with the principles of the Human Rights Act 1998, The European Convention on Human Rights, The Freedom of Information Act 2000, the Regulation of Investigatory Powers Act 2000, The Data Protection Act 1998 and the Legislative and Regulatory Reform Act 2006.

3. The Principles of Good Enforcement- Policy and Procedures

- 3.1 The primary function of central and local government enforcement work is to protect the public and the environment. However at the same time, carry out enforcement functions in an equitable, practical and consistent manner to promote a thriving national and local economy. The council is committed to promoting compliance and maintaining a fair and safe environment.
- 3.2 The effectiveness of legislation in protecting consumers or sectors in society depends crucially on the compliance of those regulated. It is recognised that most businesses want to comply with the law, therefore care will be taken to help businesses meet their legal obligations without unnecessary expense, while taking firm action, including prosecution where appropriate, against those who flout the law or act irresponsibly. All citizens will reap the benefits of this policy through better information, choice and safety.

4. The Principles of Good Regulation.

- 4.1 This Policy is based on the five principles of good regulation in accordance with the Regulator's Compliance Codes: these are transparency, accountability, proportionality, consistency and targeted only at cases for which action is needed.

4.2 Transparency

- 4.2.1 We will communicate in plain English or in the appropriate language or method. The council has interpreting and translation services available for businesses or the public who do not have English as their first language.

- 4.2.2 In most circumstances when carrying out enforcement action we will ensure that people affected by formal action are informed of what is planned, and will allow for discussion and time to respond before the action is taken. However this is not always possible if immediate action is required (for example, in the interests of health & safety, environmental protection or to prevent evidence being destroyed).
- 4.2.3 The Environmental Health Service will make it clear in writing, and/or where possible verbal communication why the remedial work is necessary, what must be done, and over what time scale. We will make a clear distinction between legal requirements, and recommendations about best practice which are not compulsory.
- 4.2.4 Where there are rights of appeal against formal action, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken (this advice will be issued with the enforcement notice).

4.3 Accountability

- 4.3.1 The regulators will actively work with businesses and the public to advise and to assist with compliance and complaints.
- 4.3.2 In consultation with business and other relevant interested parties, including technical experts where appropriate, the council will produce and publish standards setting out the level of service and performance the public and business people can expect to receive. The Council's performance team monitors performance against these standards. Any service standard such as speed of response will be available on request, and information will be provided in plain language wherever possible.
- 4.3.3 The council undertakes regular customer satisfaction surveys and regularly reviews comments, compliments, and complaints it receives regarding the nature and quality of its service and enforcement functions. If anyone wishes to complain about enforcement action they may do so initially by contacting :

The Head of Health and Housing, or one of the Environmental Health Managers on
Tel: 01279 655261

Or by writing to the above at Wallfields, Pegs Lane, Hertford, Herts SG13 8EQ.

Or by email at environmental.health@eastherts.gov.uk

- 4.3.4 If a complainant is dissatisfied with the results of their complaint, they can complain through the Council's formal complaints procedure. This is available at all council offices or on the website www.eastherts.gov.uk

4.4 Proportionality

- 4.4.1 The council will minimise the costs of compliance for business by ensuring that any action required is proportionate to the risks involved and the seriousness of any breach. As far as the law allows, it will take account of the circumstances of the case and the

attitude of the operator when determining action, but will seek to secure the most appropriate standard.

- 4.4.2 The council will have regard to various courses of remedial action and will consider what is 'reasonably practicable'. Officers, when considering enforcement, will take into account the degree of risk. However some risks may be so serious that they cannot be permitted. The most serious formal action, including prosecution, will be for serious breaches of the law where there is a significant risk to health, safety or the environment, or where there has been a flagrant disregard for the requirements of the law.
- 4.4.3 The council will take particular care to work with small businesses, voluntary and community organisations and minority groups so that they can meet their legal obligations without unnecessary expense, where practicable.
- 4.4.4 Officers of the Council will, in appropriate circumstances, facilitate training and education if this is what is most needed to address problems attracting enforcement action.
- 4.4.5 We will only ask for information to be provided that is needed to carry out the regulatory work.

4.5 Consistency

- 4.5.1 The council will carry out its duties in a fair, equitable and consistent manner to ensure that similar issues are dealt with in a similar way, making full use of guidance produced by government and other agencies. Decisions on enforcement always entail a degree of judgement and the circumstances of each case will inevitably differ in detail. Furthermore, guidance upon which officers rely may change over time, and therefore decisions made one day may differ from one made the next for that reason. Because of this there may be times when the enforcement appears inconsistent, but through no fault of the Council's.
- 4.5.2 All staff undertaking enforcement duties will be suitably trained, qualified and authorised. The above measures will be supplemented by managerial checks prior to enforcement action.

4.6 Targeted

- 4.6.1 All enforcement action will be primarily targeted towards those situations that give rise to the most serious risks (such as high risk processes, poor compliance, poor management and deliberate or organised crime). Other factors also determine priorities for enforcement activity, including Government targets and priorities, new legislation, national campaigns and public concerns. This may result in particular types of business or particular sectors of the community being targeted from time to time.

5.0 Shared Enforcement Responsibilities

- 5.1 The council recognises there are areas of work within the Environmental Health Service where there may be shared or complimentary enforcement roles with other agencies, in these circumstances there may be a benefit from an inter- agency or multi-agency

approach. This can arise where the local authority powers alone are insufficient, shared with another agency, or required as a matter of good practice or safety. In all such circumstances the Council will aim to work in conjunction with all other agencies as appropriate.

- 5.2 Where matters are identified by, or reported to officers, and the enforcement responsibility lies with another Council service or outside agency, officers will refer the matter to the appropriate service or agency. Any persons involved will, so far as reasonably practicable, be informed that the matter has been thus referred.
- 5.3 Where enforcement action is being taken by another Council service or outside agency, officers will provide all reasonable assistance including the production of witness statements and collection and sharing of evidence etc. subject to legal constraints and the meeting of any reasonable expenses.
- 5.4 If a business has a Primary Authority the officer will contact the Primary Authority before enforcement action is taken, unless immediate action is required because of imminent danger to health, safety or the environment.
- 5.5 Enforcement agencies exchange information as part of their partnership work to help reduce crime and disorder. By capturing coherent and robust intelligence, current and emerging problems can be clearly identified. This approach enables strategic and tactical direction to be provided. Information on trends, history and specific incidents can be used to target regulatory activity on the risks identified.

6.0 Enforcement and the 24-Hour Economy

- 6.1 The Council recognises that many activities take place outside normal office hours and can make provision to visit businesses outside normal office hours at times when the business is operating. The Environmental Health Service is therefore able to carry out a range of inspection, complaint response and monitoring activities outside the Council's normal service hours. The Environmental Health Service does not operate an out of hours service to respond immediately to all types of complaint, this service is only provided for emergencies or persistent offenders.

7.0 Authorisation of Officers

- 7.1 The full range of legislative powers available to undertake the range of duties are found in the East Herts Council Constitution which is available on request or on the Council's website.
- 7.2 The constitution gives delegated power to the Director of Neighbourhood Services to appoint and authorise officers, subject where appropriate to officers possessing such qualification as required in accordance with the Council's policy and procedures, and having the necessary competency and experience. All enforcement officers will be authorised in writing by the Director of Neighbourhood Services.
- 7.3 The authorisation of each officer is dependant on the duties they have been appointed to undertake, their training, experience and competency. A copy of the documentation

detailing each enforcement officer's areas of responsibility, credentials and warrant are held on file and are regularly reviewed and updated as necessary.

8.0 Exercise of Powers of Entry

- 8.1 In order to enforce the various statutory provisions relating to the different enforcement areas, the powers of entry prescribed under the applicable legislation vary. Such powers may allow an officer to request entry to a business address without notice. Alternatively officers seeking access to primarily residential addresses used as a business may be required to give notice to an owner/occupier that he/she wishes to gain entry for a specified purpose on a specified day. Entry may be sought for a number of purposes, including inspection, collection of evidence, checking compliance, and to undertake works in default etc.
- 8.2 The obstruction of an officer is a criminal offence and it is the policy of East Herts Council to refer cases of obstruction to the Solicitor to the Council, with a view to prosecution. In such cases the investigating officer will also apply to a Magistrate for a warrant to enter the premises by force if necessary, to enable the purposes of such entry to be fulfilled.
- 8.3 It is the policy of East Herts Council to issue all investigating officers with identification card which have a photographic image of the officer indelibly imprinted on them. Officers will carry their I.D. cards with them at all times and will produce them on request to verify their identity. If any person has any doubts or suspicions concerning an officer's identity they can contact the Head of Health & Housing or one of the Environmental Health Managers at the address listed in paragraph 4.3.3.

9.0 Levels of Enforcement Action

- 9.1 This Policy applies to the enforcement activities undertaken by the Environmental Health Service. For the purpose of this document 'enforcement' includes action carried out in the exercise of, or against the background of, statutory enforcement powers. This is not limited to formal enforcement action such as prosecution or issue of notices, and includes the inspection of premises for the purpose of checking compliance with legal requirements, the provision of advice, and support to aid compliance.
- 9.2 This Enforcement Policy helps to promote an efficient and effective approach to regulatory inspection and enforcement, and to improve regulatory outcomes without imposing unnecessary burdens. This is in accordance with the Regulator's Compliance Code.
- 9.3 In certain instances the regulator may conclude that a provision in the Code is either not relevant or is outweighed by another provision. The regulator will ensure that any decision to depart from the Code will be properly reasoned, based on material evidence and documented.
- 9.4 Following an inspection, monitoring visit, investigation, or referral from another responsible authority, there are several enforcement options available to the Council and its officers to secure compliance with the law. Having suitably considered all the relevant information these options are:

- To take no action
- To take informal action (either written or oral)
- To issue a formal caution
- To issue statutory notice(s)
- To issue fixed penalty notices
- To prohibit (e.g. an activity or use of a premises)
- To seize equipment, articles or records (paper or computer)
- To execute work required by a statutory notice where the recipient has not complied, or take Emergency Remedial Action under the Housing Act 2004
- To issue a range of statutory & compulsory orders - e.g. prohibition, demolition or management orders under the Housing Act 2004 and Housing Act 1985.
- To prosecute
- To review, amend, condition, vary, revoke or suspend a licence.
- To take out an injunction.

9.5 If a business has a Primary Authority (also if appropriate a Lead or Home Authority scheme or informal Lead or Home Authority Scheme), the regulator will contact the Primary Authority before enforcement action is taken, unless immediate action is required because of imminent danger to health, safety or the environment.

9.6 In any situation which requires action to ensure compliance with the law, officers will consider the following when deciding on the most appropriate enforcement method: -

- the degree of risk from the situation,
- the seriousness of the legal contravention,
- the different technical means of remedying the situation,
- the particular circumstances of the case and likelihood of its continuation or recurrence,
- the general attitude of the offender to his or her responsibilities,
- the past history of the person(s) or company involved,
- the impact of the enforcement choice in encouraging others to comply with the law,
- the likely effectiveness of the various enforcement options,
- any legal imperatives e.g. the obligation to serve an abatement notice if a statutory nuisance exists.

9.7 No action

If it is found that there has been no breach of relevant legislation or a licence condition, then no further action by the Council may be required. Notwithstanding this, the investigation officer will note their findings and the reason for the decision, which must be recorded in writing for future reference.

9.8 Informal action

9.8.1 This sort of action will be appropriate where the degree of risk (or in some cases environmental impact) from any given situation is minor, or is insignificant. The person responsible would have no recent history of non-compliance and the officer would have good reason to expect them to put right the matters in question without the need for further intervention. The other enforcement options would be inappropriate and disproportionate bearing all of these things in mind. In some instances, the law allows

discretion in whether formal or informal action should be taken. Examples of informal action include written and oral warnings. Other legislation may not allow such discretion.

- 9.8.2 For example, informal action is often inappropriate in the enforcement of proper standards of housing because the statutory mechanisms for enforcement already allow lengthy periods of time for compliance. Any addition to this could leave occupiers of such housing exposed to unsatisfactory conditions for too long.
- 9.8.3 Informal action will be recorded on files and will be used as a basis for judgements on future enforcement action if there are recurrent problems with an offender or premises.

9.9 Formal Cautions

- 9.9.1 Formal cautions will be issued in accordance with guidance in Home Office Circular 18/1994. The aim of the formal caution is to deal quickly and simply with less serious offences, divert offenders from unnecessary appearance in the criminal courts and reduce the chances of their re-offending. A formal caution is likely to be appropriate where there has been a contravention of the law giving rise to a potential risk or environmental impact or persistent failure to put a matter right.
- 9.9.2 Formal cautions will only be offered where the Council has confidence that this is in the public interest and where there is sufficient evidence to support a prosecution should the offender refuse to accept the caution, i.e.:
 - The evidence available must comply with the Crown Prosecution Service code on criteria for prosecution i.e. a conviction should be more likely than an acquittal before a court;
 - The offender must admit to the offence;
 - The offender must agree to the caution.
- 9.9.3 There should be a presumption in favour of cautioning rather than prosecution for certain categories of offenders, e.g. the elderly or those who suffer from mental illness or impairment or a severe physical illness. However, membership of these groups does not of itself provide protection against prosecution.
- 9.9.4 The offender must be given a full explanation of the significance of the caution before being allowed to accept it, as a formal caution is an admission of guilt to a criminal offence and is recorded as such. It may be cited if the offender is found guilty of the same or similar offence on a later occasion. It remains “on record” for 3 years and will be reported to the Office of Fair Trading.
- 9.9.5 The authorisation to issue formal cautions or prosecute is delegated to the Director of Neighbourhood Services, except in the case of the Health and Safety at Work etc. Act 1974, whereby an Officer (Inspector) is duly authorised.

9.10 Statutory Notices

- 9.10.1 Notices are served where there is a clear breach of the law and require offenders to cease contravening activities. The time period allowed for compliance will be dependant on the degree of risk to health & safety, environmental damage, or nuisance. In some instances service of a notice will be compulsory as the law allows us no discretion.

Notices will be monitored to ensure compliance, **subject to consideration of the evidence it is likely that the negligent or wilful non-compliance with a statutory notice will result in prosecution.**

- 9.10.2 Information regarding any relevant appeal procedure will be made available at the time that the notice is served.
- 9.10.3 Where there is a statutory provision that enables the Council to levy a charge for the costs associated with the service of a formal notice, then such a charge will be made and may be pursued as a civil debt.

9.11 Fixed Penalty Notices (FPN)

- 9.11.1 Certain legislation allows for an authorised officer of the Council to issue a fixed penalty notice (FPN) for low-level crime when a contravention of the legislation is witnessed. The issue of a FPN gives an offender the opportunity to avoid a prosecution and attending court by the payment of a set fine within a specified period. FPN's will only be issued when there is adequate evidence to support a prosecution. If the fine is not paid in full within the stated period then the Council is likely to take a prosecution.
- 9.11.2 Fixed penalty notices will not be issued to repeat offenders or if the offence is not a low-level crime as in these circumstances prosecution is the appropriate action.

9.12 Prohibition

- 9.12.1 This power will be used where there are statutory grounds (e.g. that there is an imminent risk of injury to health or a risk of serious personal injury) and where the situation cannot be allowed to continue because of the risks involved. This course of action is usually associated with food, health and safety and housing enforcement.

9.13 Seizure of Equipment, Food & Articles or Substances

- 9.13.1 Officers are entitled to seize certain items and remove them from a premises where they are used unlawfully, or where they may be required as evidence during part of an investigation. This approach will be used generally in association with other powers; for example equipment may be seized where there has been a repeated, persistent, or extreme use of sound equipment which has caused a nuisance at one or more neighbouring properties, and where it is practical to seize the equipment.
- 9.13.2 Seizure may also be used for food which fails to meet food safety requirements. This power will be used where there may be a serious health risk from food available for human consumption, in order to rapidly remove it from the food chain and protect public health.
- 9.13.3 Articles or substances which are a cause of immediate danger may be seized under health and safety law.

9.14 Work in Default

- 9.14.1 Some legislation allows the local authority to undertake the work required by a notice if the recipient of the notice does not do so within the times specified in it.
- 9.14.2 Where such a notice has been served, and where without adequate excuse or reason, the work has not been done, then work in default would generally follow subject to the practical constraints of the case and the financial circumstances. Prior to carrying out works in default the Council will consider carefully the prospect of recovery of any costs incurred in accordance with any current Council policy.
- 9.14.3 The Council will make every effort to recover the full cost of doing the work in default. In circumstances where this is not achievable, the Council will attempt to place a charge on property to enable costs to be recovered on future sale of the said property.

9.15 Statutory & Compulsory Purchase Orders

- 9.15.1 A range of Statutory Orders are available under the Housing Acts (1985, 2004) and are sometimes a precursor to compulsory purchase proceedings. A Prohibition Order may be made under Section 20 &21 of the Housing Act 2004 if premises have Category 1 or Category 2 hazards. This will prevent the use of the premises or part of the premises for any purpose not approved by the local authority. A Demolition Order requires the vacation and demolition of premises within statutory time limits. The Council may make a Management Order under the Housing Act 2004, which allows the Council to completely take over the management and operation of a property. Rights of appeal exist in relation to these powers and compensation provisions also arise in some cases.
- 9.15.2 The Council may compulsorily purchase property under Section 17 of the Housing Act 1985. This procedure may sometimes follow the exercise of another statutory power (e.g. a Prohibition Order) or may be carried out without prior action. The consent of the Secretary of State is required and compensation provisions flow from the exercise of this power.

9.16 Prosecutions

- 9.16.1 The decision to prosecute an individual is a serious step. Fair and effective prosecution is essential to maintain law and order. Prosecution can have serious implications for all involved. The Council has regard to the Code for Crown Prosecutors so that it can make fair and consistent decisions about prosecutions. The authorisation to prosecute is delegated to the Director of Neighbourhood Services, except in the case of the Health and Safety at Work etc. Act 1974, whereby an Officer is duly authorised.
- 9.16.2 The Council has the discretion whether or not to prosecute for an offence and the decision to prosecute will be based on the circumstances of each individual case. The criteria for prosecution must be related to the risk or the seriousness of the offence rather than being a punitive response to minor technical transgressions. Not every breach of legislation will result in legal action. Relevant factors will be assessed by the investigating officer, Environmental Health Managers, Head of Health and Housing and, where appropriate, the Director of Neighbourhood Services and the Head of Legal or their nominated representative.

9.16.3 Circumstances that warrant prosecution will include at least one of the following:

- The alleged offence involves an obvious breach of the law such that the safety, health or well being of residents, others or the environment is or has been put at risk;
- The alleged offence involves a knowing or wilful failure to comply in full or in part with the requirements of a statutory notice, statutory instrument or other legal duty;
- The alleged offence involves a failure to comply in full or part with a statutory requirement after having been given reasonable opportunity to do so;
- A history of similar offences involving risk to the safety, health or well being of the public or the environment.

9.16.4 The enforcement officer must be satisfied that there is relevant, admissible, substantial and reliable evidence that an offence has been committed by an identifiable person/company. This is known as the evidential test.

9.16.5 Having satisfied the evidential test the following factors will be taken into consideration, forming the basis of the public interest test:

- The seriousness of the alleged offence;
- The previous history of the person or business concerned;
- The ability of witnesses and their willingness to co-operate;
- The willingness of the party concerned to prevent recurrence of the offence;
- The probable public benefit of prosecution;
- Any explanation offered by the alleged offender;
- The likelihood of the defendant being able to establish, where appropriate, a due diligence/best practicable means defence;
- Whether other action (formal cautioning, improvement notices) will be more appropriate or effective.

9.16.6 Further factors which may influence the decision to prosecute

Factors in favour of prosecution	Factors against prosecution
Significant sentence likely and will deter future non compliance.	Nominal penalty probable and unlikely to change offenders behaviour
Defendant a ringleader or organiser of offence	Offence committed as result of genuine mistake or misunderstanding (balanced against seriousness of the offence and consequences)
Evidence of premeditation	One-off minor occurrence due to misjudgement
Offence motivated by any form of discrimination	Defendant already subject of sentencing and further conviction unlikely to result in imposition of further penalty, unless the particular offence requires a prosecution
Victim of offence was vulnerable or in fear of offender	Prosecution likely to have a detrimental effect on the victim's physical or mental health.
Marked difference in actual or mental ages of defendant and	Defendant is particularly elderly, mentally or physically vulnerable, unless the

victim	seriousness of the offence or likelihood of its being repeated is such that it cannot be ignored
Eliminate financial gain or benefit from non compliance, and restore harm caused by regulatory non compliance.	There has been undue delay between the offence taking place and the date of trial, subject to the seriousness and complexity of the offence, unless caused in part by the defendant or offence only recently came to light.

9.16.7 Officers investigating offences will seek to ensure that their investigations and decision making is not unduly prolonged and that complainants, witnesses and other parties are kept informed of progress with the case. To this end all cases for prosecution will be referred to Head of Legal within 6 weeks of the decision to prosecute being made.

9.16.8 Fully documented contemporaneous notes will be kept of all cases.

9.17 Licences and Conditions

9.17.1 The Council has the power to attach, amend, or vary licence conditions where these are considered proportionate and necessary, in accordance with Council Policy or in accordance with advice and guidance issued by the Government and advisory bodies. Where changes are made and there are rights of appeal, advice on the appeal mechanism will be clearly set out in writing.

9.17.2 If a prosecution is taken by this authority and is successful, the court may order the cancellation of a licence for a prescribed period. Alternatively the Council may consider making application for cancellation of the licence following conviction for a relevant offence, especially where there are sufficient grounds to believe that such action is warranted to prevent an occurrence or halt an existing occurrence.

9.18 Injunction

9.18.1 If the Council's Legal Service advise that a High Court injunction is the most appropriate course of enforcement action, then an application will be made to the appropriate court. This enforcement action will only be used in exceptional circumstances.

10.0 Implementation of the Enforcement Policy

10.1 The Director of Neighbourhood Services, Head of Health and Housing and Environmental Health Managers will be responsible for ensuring that all enforcement officers are familiar with the requirements of, and carry out their duties in accordance with this Enforcement Policy.

11.0 Working with external agencies and enforcement bodies

Each regulator will liaise with the other partner regulators to ensure that any proceedings instituted are for the most appropriate offence.

12.0 Civil Claims

Any enforcement action is completely separate and distinct from civil claims made by individuals for compensation or other remedy. Enforcement is not undertaken in all circumstances where civil claims may be pursued, nor is it undertaken to assist such claims.

- 12.1 The regulator may on request provide solicitors acting for individuals pursuing a civil claim, a factual report, which details the investigation and involvement in the case. There may be a charge for this report.

13.0 Publicity

- 13.1 Regulatory authorities have a responsibility to protect the public from detrimental trading and environmental practices. Regulators undertake a range of activities to achieve this. These include actions that are taken after the detection of an offence, as well as measures to prevent offences occurring.
- 13.2 One such measure is the publication of convictions and information concerning significant detrimental trading behaviour. The publicity generated by prosecutions and other enforcement action acts as a deterrent to others. It also reassures the general public that Regulators take a serious view of such detrimental behaviour.
- 13.3 Regulators will therefore consider publishing the name and address of each person convicted of or subject to other enforcement action, together with details of the matters involved. In reaching a decision as to whether to publish such information, the Regulator will consider the following factors:-
 - The specific details of the offence committed or detrimental activity.
 - The public interest in disclosing personal information e.g. the deterrent effect of the publication.
 - Whether the publication would be proportionate.
 - The personal circumstances of the offender.This list is not exhaustive and other factors may be relevant in the circumstances of an individual case.

14.0 Diversity

- 14.1 The Council is committed to equality of access to its services and has adopted the East Herts Council Comprehensive Corporate Equality Policy. This policy will be followed by officers when carrying out their duties. The policy statement reads as follows:

‘The East Herts Comprehensive Equality Policy sets out the Council’s vision and commitment to ensure equality of access and opportunities for all living and working in the district. East Herts Council is committed to improving the quality of life for all its residents and employees. The Council values the diversity of the community and wants to use the community’s wealth of experience to create an excellent quality of life in East Hertfordshire.
- 14.2 ‘The East Herts Comprehensive Equality Policy sets out the Council’s vision and commitment to ensure equality of access and opportunities for all living and working in the district. East Herts Council is committed to improving the quality of life for all its residents and employees. The Council values the diversity of the community and wants to use the community’s wealth of experience to create an excellent quality of life in East Hertfordshire.

The Council accepts that discrimination affects people in complex ways and discrimination is a major barrier to fair and just society. The Council is dedicated to the promotion of equal opportunities and to removing any discrimination in service delivery, procurement and employment. The Council is committed to achieving equality and community cohesion in partnership with other organisations and local communities.

This Comprehensive Equality Policy also clarifies the Council's existing commitment to equalities by incorporating our new legal duties, and best practice standards. The Council is always learning. It endeavours to deliver its promise, review regularly to ensure compliance with legislation and its duties'.

15.00 Have Your Say

Our enforcement policy is regularly reviewed and updated - please tell us your views on the policy and include any comments or questions you have for us via email: environmental.health@eastherts.gov.uk OR use the space below and return to the following address:

Environmental Health Service,
East Herts Council, Wallfields,
Pegs Lane, Hertford.
Herts. SG13 8EQ

Name: (Optional)
Address: (Optional)

COPIES OF THIS DOCUMENT ARE AVAILABLE IN
LARGE PRINT BY TELEPHONING 01279 655261 AND
ASKING TO SPEAK WITH THE COMMUNICATIONS
TEAM.

EAST HERTS COUNCIL

EXECUTIVE - 8 MARCH 2011

REPORT BY EXECUTIVE MEMBER FOR RESOURCES AND INTERNAL SUPPORT

A SHARED INTERNAL AUDIT SERVICE

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

- To confirm East Herts participation in the Herts Shared Internal Audit Service.
-

RECOMMENDATION FOR EXECUTIVE: that

(A)	the Director of Internal Service, in consultation with the Executive Member for Resources and Internal Services, be authorised to conclude agreement with other participating district councils and Hertfordshire County Council to set up a shared internal audit service.
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1.0 Background

The sharing of internal audit services was a Herts Pathfinder idea. Under Pathfinder an arrangement involving a local authority partnership, supported by a call off arrangement with a professional accountancy/audit firm was identified as a preferred option by Hertfordshire Chief Finance Officers and endorsed by the Pathfinder Chief Executives steering group in February 2010.

Progress on bringing forward specific proposals was deferred in part by lack of dedicated resourcing but also by Herts County Council's necessary focus on their Managed Service contract.

The appointment in September 2010 of an interim head of audit at the County and release of project management resources on completion of negotiations of the Managed Services contract has allowed more rapid progress to this point.

From East Herts perspective the partnership offers resilience, ready access to a wider range of skills and lower risk delivery of cost savings built into the MTFP.

2.0 Report

- 2.1.1 East Herts has an excellent internal audit service. The Audit Committee, external audit and its customers routinely praise the work of the team. The partnership option is therefore approached to reinforce the service rather than repair or address weaknesses.
- 2.1.2 As with all services, and support service in particular, there is a need to become more efficient and reduce costs while remaining abreast of current best audit practice. This will create challenges. Remaining as is would mean operating at a sub optimum level in terms of appropriate mix of skills and seniority and with a cost structure with little scope for efficiency gains. In the current year we have received assistance at cost but on a good will basis from North Herts to address staff shortages. Being reliant on goodwill and an assumption that resources will always be available is not sustainable. This is particularly so for a service from which the Section 151 Officer specifically and the Council generally seeks ongoing assurance about the adequacy of controls at a time when organisational change is taking place to reduce staffing across many services.
- 2.1.3 **Essential Reference Paper B** summarises the proposed arrangements. The proposed shared service “Shared Internal Audit Service” SIAS will be hosted by Herts County Council. It will be a collaborative arrangement overseen by each participating Council’s S151 Officer. Each Council’s Audit Committee will have unchanged responsibilities and reporting arrangements. The SIAS is effectively a start up venture and is not a continuation of the Herts County Council service with a district “bolt on”. It will draw on the best features of participating councils’ existing services with a remit to work to CIPFA’s best practice standards with the role of the Head of Internal Audit matching the outcome of the current consultation paper. That post is out to open competition at present and all subsequent appointments will be ring fenced in the first instance to existing staff in the first instance.
- 2.1.4 Costing to date indicates a daily rate per audit day of £240 which compares well with our current costs of £271. This rate will be

finalised once there is final confirmation of the requirements of the 4 or potentially 5 district participants. There is no intention to reduce audit days within East Herts below that within the 2011/12 budget. However, over time there may be scope to reduce coverage once it can be demonstrated that based on assessed risks fewer days would offer adequate assurance.

- 2.1.5 Existing staff will transfer to Herts County Council. The current head of the service will not transfer being only 50% employed on audit activity and will continue to manage risk, procurement and support the review of governance arrangements along with the Monitoring Officer and S 151 Officer. This arrangement has the added advantage of back up during the period of transition. The aim is to start up the service from 1 July and consultation has commenced with staff and Unison.
- 2.1.6 That consultation has identified a number of concerns set out at **Essential Reference Paper C**. As noted above the Council is currently well served by its internal audit staff and their concerns over service quality are not taken lightly. However, all participating councils' Chief Finance Officers are committed to developing a high quality service – initially by recruitment of high calibre staff and a synergy of current best practice. Senior audit managers are meeting to draw on existing arrangements to establish the initial service delivery plan. Staff transfer issues, the final organisational structure and any issues of redundancy cannot be finalised until all Councils have signed up to the shared service and will be subject to further consultation with staff and Unison.
- 2.1.7 This will not be the first shared service for audit. The most developed Shared Internal Audit Service involving both County and District Councils is the South West Audit Partnership (SWAP). SWAP has stated that the key benefits it has delivered to its partners are:
 - Productivity increases of the order 25 per cent
 - More affordable specialist services as costs are shared
 - Cost reductions of the order of 10 per cent
 - Streamlining in managerial arrangements allowing greater responsiveness and flexibility.

2.1.8 The Audit Committee requested that the Chairman be consulted on this report. Councillor Ranger comments that the proposal is in the best interest of the Council in particular:

- The shared vision and expectations of the service are critical to its success.
- The proposal that this be a new venture with oversight of all Chief Finance Officers addresses the concerns about the past performance of the County Council's service.
- The proposal to have a consistent link officer will promote a good relationship and location of the base (in Stevenage or Hertford) is not an issue for a service such as audit.

3 Implications

Essential reference paper A provides information on any corporate issues and consultation associated with this report.

Background papers

None

Contact Member Councillor M Tindale – Executive Member for Resources and Internal Support

Contact Officer Alan Madin – Director of Internal Services Ext No 1401

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i>
Consultation:	Essential Reference Paper C refers and consultation is continuing. Presentations have been made to all staff involved and a dedicated web page established by Herts CC accessible to County and District council staff affected by the change includes an FAQ section for staff.
Legal:	The proposed model is a collaborative arrangement as set out at ERP B
Financial:	No additional saving beyond those set out in the MTFP is targeted in the next two years. Set up costs (ICT and similar) be funded by Herts County Council to be offset by a fist call on future savings
Human Resource:	EHC staff will transfer to Herts County Council.
Risk Management:	As Essential Reference Paper B

ESSENTIAL RERENCE PAPER B

Shared Internal Audit Service Model

The original work to assess options for delivery of the internal audit function was carried out during 2009/10 under the aegis of the Pathfinder Programme. Four options for provision were initially assessed as viable:¹

Option 1	Current position (no change)
Option 2	Collaboration or 'virtual services' option
Option 3	Council 'hub' or shared service option with possibility of entering a contract with an external supplier for specialist services and additional capacity
Option 4	Outsourced services option.

The options were considered in the Outline Business Case for the Shared Internal Audit Service which was discussed by Hertfordshire Chief Financial Officers (HCFOs) in February 2010. The HCFOs decided that Option 3 should be explored in more detail. This shared service option was considered to provide the opportunity to deliver the benefits of a 'close' in-house service, greater resilience in an area where recruitment had been difficult, and the scope to deliver efficiencies of process resulting from the economy of scale of a larger service.

This decision led to the development of a detailed proposal for a Shared Internal Audit Service to be delivered through a partnership hosted by HCC. The proposal also includes the option to draw down additional resource from an external supplier in order to supplement the available 'in-house' resource.

The proposed objectives of the SIAS will be:

- to deliver a programme of high quality and reliable assurance on all key governance, risk and control systems to each Council, operating in accordance with statutory requirements, professional standards, and recognised best practice methodology

¹ These are defined in detail in Section 4 of the Outline Business Case 1 February 2010

- to deliver high standards of customer service and be responsive and flexible in its approach, offering the benefits of a ‘close’ in-house team
- to offer a wide base of experience, resilience, specialisms and skills, taking advantage of the economy of scale available to larger audit teams
- to deliver efficiencies through exploiting opportunities for joined up working, adopting a common methodology and service standards, sharing knowledge, skills and expertise
- to provide a supportive and stimulating working environment for those staff working in the Shared Service with opportunities for career development
- to be open to future opportunities to expand the Shared Service thus enabling greater efficiencies to be achieved.

The key benefits will be:

- Increasingly effective use of the total audit resource available to participating authorities resulting from knowledge sharing, efficiency in research and development work and efficiency in audit planning
- Economies of scale in terms of management structure, working practices and systems. For example, only one Audit Manual will need to be maintained result in efficiency savings; many similar such opportunities exist
- Enhanced career development and career opportunities for staff who obtain roles in the SIAS
- Potential for other partners to join the SIAS with further efficiencies arising.

The proposed arrangement will be a collaboration falling within the scope of Section 1 of the Local Authorities (Goods and Services) Act 1970 which allows authorities to collaborate in relation to administrative, professional or technical assistance. This permits HCC to offer an internal audit service to the other Councils and allows those other Councils to commission HCC to provide this service for a fee. The legality of this approach has been confirmed by legal opinion.

The arrangement will be governed through a detailed Partnership Agreement/Memorandum of Understanding which will set out the arrangements in place, standards and expectations and performance targets. The Memorandum of Understanding will be agreed by all parties.

Thereafter, it is proposed that oversight of the SIAS will be through a joint officer board comprising those Chief Financial Officers of council's participating in the service, given their particular interest in ensuring the adequacy and effectiveness of internal audit arrangements. The board will monitor the performance of the Shared Service to ensure that it delivers the standards and expectations set out in the Memorandum of Understanding.

Whilst the partners will jointly oversee the performance of the SIAS, the responsibility for the adequacy of the whole system of internal audit will remain with the Councils themselves, who will retain responsibility for approving audit plans and monitoring delivery via the Councils' respective Audit Committees (or equivalent). The individual Councils will continue to:

- be responsible for overseeing the effectiveness of the internal audit function at Council level, and holding the Head of Internal Audit to account for delivery
- be responsible for the effectiveness of their respective governance, risk management and control arrangements, holding managers to account for delivery
- Receive regular progress updates on internal audit work, consider key themes and issues, and take them forward as necessary.

Risks and Mitigations

In order to ensure that the SIAS is successful it will be necessary to ensure that the following key risks are managed:

Risk	Mitigation
SIAS is unable to deliver required work during transitional period	<p>Best practice programme management, change management and risk management processes through the transformation, and support to establish new ways of working beyond into the 'business as usual' phase</p> <p>Provision is being made for accessing additional audit resource via the establishment of a framework contract.</p>
SIAS is unable to provide adequate and effective audit services in line with professional and statutory requirements at a time of major change in the partner Councils	<p>All management roles within the service will require significant experience of successful delivery of internal audit services</p> <p>Existing employees across the Councils have long standing and in depth knowledge of audit requirements</p> <p>HCFO oversight via the proposed joint board.</p>
Loss of key staff, knowledge and experience	<p>Pre go-live: Equality Impact Assessments; compliance with HR processes; a commitment to staff consultation and engagement</p> <p>Post go-live: creation of a stimulating and rewarding working environment.</p>
Failure to deliver efficiencies	<p>Recognition within the Memorandum of Understanding of the responsibilities on both provider and client to deliver an efficient process</p> <p>Development of suitable management information systems to allow performance</p>

Risk	Mitigation
	monitoring and remedial action as necessary.

ESSENTIAL REFERENCE PAPER B1

The attached document was not finalised on the grounds of cost saving and timing. All figures are to be regarded only as at best indicative, were not subject to rigorous evaluation, and not endorsed by HCFOs.

However, both HCFO's and CEO's accepted that this provided a minimum but adequate analysis to determine that a local authority based single service option should be taken forward for further work

ESSENTIAL REFERENCE PAPER C

UNISON Response to Proposals for an Internal Audit Shared Service (IASS)

UNISON supports shared service partnerships between councils, where a business case identifies financial benefits and where service delivery is maintained or improved. This is a viable and preferential alternative to privatisation and a positive way of finding efficiency savings. It can, when successful be a way of safeguarding both jobs and public service delivery.

UNISON acknowledges this attempt to informally consult with staff before a report is submitted to CMT but does question how genuine a consultation process it is, since it appears that in principle approval has already been given by senior officers to form the Internal Audit Shared Service (IASS). Genuine consultation implies presenting future plans at an early enough stage to influence the outcome. It remains to be seen whether or not these plans change as a result of this consultation exercise.

UNISON does have serious concerns about these particular proposals and would like the following issues addressed, some of which have also been raised by existing internal audit staff at East Herts and other district councils. UNISON believes that the officers currently engaged in the service are best placed to know how viable the proposals are.

1. Lack of a Business Case

No details have been provided as to how savings will be achieved. In the report submitted to the Herts County Council Resources and Performance Cabinet Panel on 11 February, a list of key benefits was given but no supporting evidence supplied. There is also no mention of the hidden costs of redundancy and relocation expenses.

2. Failure of the HCC Audit Service

The Deloitte review identified a number of serious concerns about the HCC Audit Service with an assessment practice level of 'basic' in three of the five categories examined and 'acceptable' in the other two. The requirement for HCC to implement a new strategy for Internal Audit to improve performance forms a main driver for the partnership. This is not a good basis on which to form a partnership from the district councils' perspective. There is a high risk that the quality of service at district level will be dragged down as a result of the underperformance of HCC.

It would make more sense for HCC to put their own house in order first and for the districts to form a separate partnership with a view to HCC joining at a later date. Audit could be added to the services currently being looked at by Stevenage and East Herts.

3. Other Quality Issues

East Herts Internal Audit staff have raised a number of concerns about the future quality of the service, including the feasibility of a daily rate of £240. There is little point in repeating these, other than to say, they are genuine concerns warranting a detailed response.

It is also worth mentioning that in the HCC Consultation Information document for staff and UNISON the following paragraph (3.38) automatically implies a reduction in the level of service provided.

“The costs of delivering the Internal Audit service will need to reduce. The overall direction will therefore be for fewer staff, better skilled in modern audit practice, and deployed at areas of maximum importance, risk and potential impact.”

4. New Staffing Structure

The proposed staffing structure appears to have been created with HCC in mind with the districts tagged on almost as an after thought. All the posts have been given HCC grades with no salaries attached to them so that district staff have no means of comparison with their current grades.

5. TUPE Issues

UNISON would expect TUPE principles to apply throughout the whole process. This would mean that staff transfer on their current terms and conditions of service, which under the regulations cannot be harmonised where the sole or main reason for doing so is the transfer itself. All collective agreements would also transfer, including redundancy agreements and salary protection arrangements.

UNISON would like a detailed explanation of how staff can be transferred under TUPE and at the same time join the selection process for the new service as detailed in the HCC Information and Consultation document.

6. No compulsory Redundancies

UNISON would want to negotiate a shared service/no compulsory redundancy agreement. Any compulsory redundancies due to ETO exemptions will be rigorously challenged. As at HCC, volunteers for voluntary redundancies should be encouraged.

7. Equality impact Assessment

UNISON would ask that this is undertaken in order to assess the impact on staff of the proposed changes in terms of equality issues.

Conclusions

UNISON wishes to see a detailed business case for how savings will be realised as a result of the proposed partnership and a comparison between these and the level of savings that could be achieved by retaining the service in house.

UNISON believes that a further option should be included to explore the possibility of a partnership between district councils. This will reduce the risk of the HCC service not improving and adversely affecting quality at district level. There is also the advantage of the respective staff being familiar with auditing their own services and making the most effective use of limited resources.

It is essential to ensure that the service does not deteriorate as a result of these proposals and UNISON would ask that further options are explored before embarking on a high risk course of action that may be regretted at a later stage.

Jane Sharp – East Herts Branch of UNISON

10 February 2011

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Agenda Item 8

EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

LOCALISM BILL – EAST HERTS COUNCIL LEADING THE WAY

REPORT BY THE LEADER OF THE COUNCIL

WARDS AFFECTED: ALL

PURPOSE/SUMMARY OF REPORT:

- To provide an overview of the key proposals made in the publication of the Localism Bill and highlight how East Herts Council is already responding to these proposed changes and embracing the principles of the Bill.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u> that	
(A)	the progress to date against some of the proposals contained in the Localism Bill, be noted; and
(B)	the scrutiny committees be invited to consider including aspects of the Bill in their work programmes as it progresses through Parliament.

1 BACKGROUND

- 1.1 On 13 December 2010, the Government laid before parliament the Localism Bill. This Bill had its Second Reading debate on 17 January 2011 and was committed to a Public Bill Committee. The Committee last considered the Bill on 17 February 2011 and will sit again on 1 March 2011 and 3 March 2011.
- 1.2 **It is important to note that this is a Bill and it is still being debated and therefore has not been passed as legislation. This means that the proposals contained in the Bill, as summarised in paragraph 2.1 and 2.2, are not statute yet.**

- 1.3 Described as a 'landmark bill that heralds a ground-breaking shift in power to councils and communities overturning decades of central government control', the Bill proposes to devolve a range of new powers and freedoms to local government and local communities. It also proposes to overhaul the planning system and set out the framework needed to underpin the creation of the Big Society.
- 1.4 This report outlines the proposals within the Bill and highlights how East Herts Council is already responding to some of the changes and embracing some of the principles of it.

2 REPORT

- 2.1 The Localism Bill consists of 405 pages, 207 clauses and 24 schedules.

Key proposals include:

- Enabling councils to grant discretionary business rate discounts and giving affected businesses a greater say in rate supplements.
- A new general power of competence.
- A community right to challenge to take over the running of council services.
- A community right to bid which gives communities the opportunity to bid for local assets such as libraries, pubs and shops.
- A right for communities to instigate local referendums on any local issue.
- Replacing council tax capping with a new right to veto excessive council tax rises through a referendum.
- A community right to build where local people have the power to take forward development in an area without seeking planning permission if a local majority (over 50%) vote in favour in a referendum.
- Abolishing regional strategies and making neighbourhood plans the new building block of the planning system.

Six essential actions

- 2.2 Alongside the publication of the Localism Bill, the Government outlined six actions central government will need to take if decentralisation is to be achieved. These are:
 1. **Lift the burden of bureaucracy** - by removing unnecessary red tape and regulation which restricts local action:

The centrepiece of the Bill for councils is a new **general power of competence** which it is claimed will fundamentally change local government's relationship with the centre. Rather than needing to rely on specific powers, it is felt that this new power will give councils the legal reassurance and confidence to innovate and drive down costs to deliver more efficient services. **This is a proposal at this stage and it is not statute yet.**

Alignment: Following the abolishment of the National Indicator set we have taken the step to review our indicator set. This allows us to fulfil our commitment to deliver our priorities and to account to our residents for our performance. We have also introduced Hot Performance Indicators, published online monthly so our residents have regular information on how we are performing. Areas are topical and linked to residents' concerns/interests.

2. **Empower communities to do things their way** - by creating rights for people to get involved with, and direct the development of, their communities:

This involves promoting local democracy by:

- allowing councils to **return to the committee system** if they so wish
- providing **a new power to create directly elected mayors** in 12 cities
- **abolishing Standards for England**; and
- Providing councillors with clarity on the **predetermination rules**

It also establishes new rights for local people and communities - giving local people and communities a bigger say over their area through:

- a **community right to challenge** to take over the running of council services. Councils will be obliged to consider "expressions of interest" and, where they accept them, carry out a procurement exercise
- a **community right to bid**. Councils will be required to keep a List of Assets of Community Value such as libraries, pubs and shops which cannot be disposed of until community interest groups have been given the opportunity to bid to buy them

- a new right for councillors and communities to instigate **local referendums** on any local issue. These will not be binding but councils will be required to take the outcome into account in decision making; and
- replace council tax capping with a new right to **veto excessive council tax rises through a referendum**.

These are proposals at this stage and therefore not statute yet.

Alignment: We are embracing the concept of giving local people and communities a bigger say by reviewing how we undertake consultation and engage with the community as part of the Public and Community Engagement Task and Finish Group.

3. **Increase local control of public finance** - so that more of the decisions over how public money is spent and raised can be taken within communities (including making community budgets available to all by 2013):

This will include making housing fairer and more democratic through returning decision-making powers on housing to local councils and communities by:

- putting councils in charge of the **allocation and tenure of social housing**;
- creating a new **National Homeswap Scheme**, which will enable (the accommodation between) two or more tenants to permanently exchange their properties;
- enabling councils to be more flexible in the way they respond to those at risk of **homelessness**;
- formally abolishing **Home Information Packs**;
- reforming **council housing finance** by replacing the Housing Revenue Account Subsidy System with a more transparent, locally run system; and
- reforming the **regulatory system for social housing**; including abolishing the Tenant Services Authority (TSA) and transferring its remaining functions to the Homes and Communities Agency.

These are proposals at this stage and therefore not statute yet.

Alignment: Although the Bill may not be passed until later in the year this particular area is looking to be progressed sooner. We have already started conversing on this with the local Registered Social Landlords (Riversmead and South Anglia) who have differing opinions on the anticipated success of the changes.

We already have an existing house swap scheme but are unsure whether going forward we will do this through the existing choice based lettings scheme or through a separate scheme.

We are also already offering flexible housing options.

It also looks to create powerful incentives for economic growth: giving local government a stronger financial stake in the local economy by:

- allowing local authorities to grant discretionary business rate discounts; and
- requiring all **business rate supplements** to require a ballot of businesses.

4. **Diversify the supply of public services** - by ending public sector monopolies, ensuring a level playing field for all suppliers, giving people more choice and a better standard of service:

This looks to reform planning through returning the planning system to democratic and local control by:

- **abolishing regional strategies**
- making **neighbourhood development plans** the new building blocks of the planning system with a new duty to cooperate on councils and other key partners.
- creating a **Community Right to Build** where local people have the power to take forward development in an area without seeking planning permission if a local majority (over 50%) vote in favour in a referendum; and
- **abolishing the Infrastructure Planning Commission** and transferring its functions to the Secretary of State.

These are proposals at this stage and therefore not statute yet.

Alignment: Our existing Local Development Framework will continue. The Government has asked for Pilot authorities to test

the Community Right to Build system, however on this occasion we have chosen not to volunteer.

In regard to enforcement, there is a proposed non-key decision to devolve powers to remove flyposting to the Town Councils in East Herts.

5. **Open up government to public scrutiny** - by releasing government information into the public domain, so that people know how their money is spent, how it is used and to what effect; and requiring councils to publish an annual senior pay policy statement, approved by Full Council, setting out its policies relating to the remuneration of its chief officers (i.e. Chief Executive, Monitoring Officer, Directors and those reporting directly to Directors).

The Government is currently consulting on a new Code of Recommended Practice for local authorities on the publication of data ('the proposed Code'). The proposed Code is concerned with making data generated by authorities available and accessible to the public. It is intended to set out the requirement to publish data and minimum expectations and considerations.

This is a proposal at this stage and it is not statute yet.

Alignment: We already publish *all* payments on a weekly basis. This exceeds the Government's request to report spending values over £500.

In addition, we have made details of senior staff salaries available and publish our annual report so we are clear on what our spending achieves. Going forward we will continue to make information easily available to the public through the Council's website.

Under Section 5 of the Local Government and Housing Act 1989 it is the duty of the Council's Monitoring Officer to report to the Executive if it appears that the Executive or any person acting on behalf of the Executive has made a decision which is contrary to law. The Council has responsibility for responding to Freedom of Information Requests (FOI) promptly and within 20 working days. It has not always been possible to respond to all requests within this timescale.

The Council has taken action to improve its speed of response to FOIs. An important element of that plan is to shift the Council from waiting for FOI requests to proactively reducing the

need for individuals to request information by making a wider range of information more easily available through the Council's website. This will include designing improvements to the website front page and more clearly signposting enquirers to the most used information. An action plan to better facilitate easy access to information and the management of freedom of information has been agreed.

With reference to the proposed Code on the publication of data, we are amending the publication of spending details and making it available in a range of different formats e.g. csv and pdf to increase its accessibility.

6. **Strengthen accountability to local people** - by giving every citizen the power to change the services provided to them through participation, choice or the ballot box.

This is a proposal at this stage and it is not statute yet.

Alignment: We have introduced webcasting at Full Council and Development Control Committee.

We are embracing the concept of giving local people and communities a bigger say by reviewing how we undertake consultation and engage with the community as part of the Public and Community Engagement Task and Finish Group.

We are also looking at new ways to consult e.g. we introduced an online survey tool 'Zoomerang' and conducted part of our 2011/12 budget consultation exercise using the Delib online simulator. We have implemented a variety of mechanisms to help engage and communicate with local people and communities, such as Twitter, MySpace and the launch of Network. The new ways of working are not just restricted to the work we do, for example the Community Safety Partnership made use of the Council's Community Voice meetings last year to engage the public and this year the partnership is holding its meeting as a public question and answer session that is also being web cast.

- 2.3 In addition to these measures, the Bill proposes to repeal the recently enacted duties to respond to petitions and promote democracy and the powers to pilot incentive charging for waste collection. Moreover, a general power is proposed to enable the Secretary of State to **order councils to contribute to the UK's obligation to pay a fine**, if an act or omission of the council can be

shown to have contributed to the fine being imposed.

- 2.4 The Government sees decentralisation as the action and Big Society as the outcome which brings with it challenges as well as opportunities, for example, provisions which will devolve further power and responsibility down to local government, in particular the new general power of competence which will enable the Council to pursue initiatives, trading opportunities and alternative ways of working it has previously been unable to consider and removing some regulations and initiatives such as Regional Spatial Strategies and Standards for England. In terms of the Big Society aspects of the Bill, what is proposed will provide local communities with a far greater opportunity to get involved in issues that are affecting their local area.
- 2.5 All of the reforms included in the Bill need to be responded to at a time of significant financial constraint. The Government has enabled councils to have a greater say over how they spend their money by reducing the number of ring fenced grants that local government receives. Council tax capping will also be abolished.

Background Papers

<http://services.parliament.uk/bills/2010-11/localism.html>

Local Government and Housing Act 1989

Code of recommended practice for local authorities on data transparency - Consultation

Contact Member: Cllr A Jackson, Leader

Contact Officer: Ceri Pettit, Head of Strategic Direction – ext 2240
Simon Drinkwater, Monitoring Officer – ext 1405

Report Author: Lorna Georgiou, Performance and Improvement Co-ordinator (Strategic Direction) – ext 2243

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<p>Promoting prosperity and well-being; providing access and opportunities</p> <p><i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p>Fit for purpose, services fit for you</p> <p><i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p>Pride in East Herts</p> <p><i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p>Caring about what's built and where</p> <p><i>Care for and improve our natural and built environment.</i></p> <p>Shaping now, shaping the future</p> <p><i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p>Leading the way, working together</p> <p><i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	N/A
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no human resource implications.
Risk Management:	There are no risk implications.

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EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

REPORT BY LEADER OF THE COUNCIL

2011/12 SERVICE PLANS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- The purpose is to set out the planned service activity for 2011/12. The Executive are asked to consider any recommendations from the Joint Scrutiny meeting on 15 February 2011 and approve the attached plans.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u> that:	
(A)	the attached service plan activity for 2011/12 be agreed.

1.0 Background

- 1.1 East Herts uses an integrated service planning and financial management framework to ensure that all services deliver the Council's corporate priorities.
- 1.2 Service Plans are produced every year by Heads of Service and set out what key actions need to be undertaken to deliver the corporate priorities and key objectives, in line with the budget. These actions are linked to key performance indicators, so that achievement can be measured and tracked.

2.0 Report

- 2.1 All service plans have been checked to ensure compliance with the service planning guidance and all sections have been completed. For ease, only Table 3a, which set out the key actions for each service, have been detailed in **Essential Reference Paper 'B'**. The rest of the service plan, which largely contains

contextual information about the service, will be published on the Council's intranet to support Table 3a.

- 2.2 Overall, the actions detailed reflect the Consolidated Budget report that was presented to Joint Scrutiny Committee on 18 January 2011 and Executive on 8 February 2011.
- 2.3 The 2011/12 Service Plan activity will be monitored on six monthly basis but will be reported to the relevant scrutiny committee for each service (like the Corporate Healthcheck Report), rather than all 12 being reported to Corporate Business Scrutiny.

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: Cllr Tony Jackson – Leader of the Council

Contact Officer: Cerdwen Pettit – Head of Strategic Direction (Shared) and Performance Manager – Contact Tel Ext No 2240

Report Author: Cerdwen Pettit – Head of Strategic Direction (Shared) and Performance Manager

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>Promoting prosperity and well-being; providing access and opportunities <i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p>Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p>Pride in East Herts <i>Improve standards of the built neighbourhood and environmental management in our towns and villages.</i></p> <p>Shaping now, shaping the future <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p>Leading the way, working together <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
<p>Consultation:</p>	<p>There are no specific consultation implications, although all Service Heads should have consulted staff in the development of their service plans.</p> <p>Joint Scrutiny Committee considered the 2011/12 Service Plans at their meeting on 15 February 2011.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>Financial implications to these action plans were discussed separately in the budget reports that were presented to CMT on 21 December 2010 and a joint meeting of Corporate Business Scrutiny Committee with Community and Environment Scrutiny on 18 January 2011 and Executive on 8 February 2011. Any changes that may arise to the financial implications contained in the service plans will be updated prior to 1 April 2011.</p>
<p>Human Resource:</p>	<p>There are no direct human resources implications.</p>

Risk Management:	Individual actions have been risk assessed, but the risks involved in not implementing the integrated service planning and financial management framework could result in the Council's corporate priorities not being delivered.
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Strategic Direction Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:		Resources		
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Restrain costs around staffing and employment, in addition to the steps being undertaken nationally.									
11-SD01	Implementation of the Strategic Direction (SD) review to ensure a streamlined more efficient SD service from 2011-12 onwards	Target: The new SD structure in place. Outcome: A more streamlined service and efficiency targets are met Critical Success Factors: CMT and Member support for the changes Environmental Impacts: Reduction in energy consumption from IT and potentially reduced staff travel.	#####	Head of Strategic Direction	Outcome will impact on all services	Within existing resources			
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.									
11-SD02	Provide support to C3W programme	Target: Corporate support for Programme Director of Change through communications planning and project management until the end of the project in July 2011. Outcome: To have flexible ways of working that generate increased efficiencies and improved customer service through better IT systems and therefore reduce office space requirements. Critical Success Factors: Corporate benefits delivered. Environmental Impacts: Resource to support the overall C3W programme will help deliver the corporate benefit profile to reduce the Council's carbon footprint.	31 July 2011	Head of Strategic Direction	None	Within existing resources			
11-SD03	Deliver the benefits as identified in the C3W Benefit Service Profile for Strategic Direction.	Target: Project Plan timescales met for 2011/12. Outcome: Reduced cost of service and reduced carbon footprint. Critical Success Factors: Reliance on home working being set up. Car Sharing scheme established. Environmental Impact: Reduced carbon footprint.	31 March 2012	Head of Strategic Direction	Support from Human Resources; IT Services	Staff Resources and adequate systems and IT infrastructure			
11-SD04	Implement any necessary changes to the Council's performance management framework, following the publication of the Localism Bill and the governments review of data requirements.	Target: Comply with statutory requirements Outcome: Effective use of resources to meet budget requirements. Critical Success Factors: Utilisation of existing resources to meet statutory duties Environmental Impacts: None	Statutory timetable to be announced	Head of Strategic Direction	Support from Human Resources; IT Services	Within existing resources			

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Business Support - Facilities Service Plan 2011/12

Action Plan						Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources	

Strapline: Fit for purpose, services fit for you**Corporate Priority:** Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation**By 2013 - Delivering financial efficiencies through shared service arrangements with other public sector bodies.****By 2013 - Restrain costs around staffing and employment, in addition to the steps being undertaken nationally.**

11-BSF01	Implement the new Service Structure for Facilities and Property Team, including the re-evaluation of those jobs affected by changes in roles and responsibilities and a full review of processes and procedures and to explore and implement shared service provision with other local authorities	<p>Target: Service restructuring implemented and shared service delivery options implemented where appropriate</p> <p>Outcome: Service engineered to meet future customer needs cost effectively, saving an estimated £120,000 p.a. The review underpinned by new generic support officer posts and more efficient processes and procedures (with due note being taken of the need to secure succession planning).</p> <p>Critical Success Factors: Support from management and understanding from clients during the transition period. Sufficient time made available to staff to learn new tasks and to develop required skills. Well founded and substantiated business case for shared service.</p> <p>Environmental Impacts: None</p>	31 August 2011	Head of Business Support Services	None.	Within approved budgets
By 2013 - Increase the percentage of residents who agree that the council provides value for money.						
11-BSF02	Set up new Corporate Resource Unit (CRU) at Wallfields, providing a wide range of copying and scanning facilities	<p>Target: CRU established</p> <p>Outcome: Increased productivity in the creation of hardcopy and digital images. A reduction in the number of multi-function machines and desktop printers to achieve significant costs savings</p> <p>Critical Success Factors: Full support and co-operation from Services in the use of these centralised facilities</p> <p>Environmental Impacts: Reduction in paper requirements</p>	31 August 2011	Facilities and Property Manager	All services to be consulted on the design and operation of the CRU	Within approved budgets
11-BSF03	Review and introduce new corporate procurement arrangements for the supply of paper	<p>Target: Reduction in cost of purchasing paper</p> <p>Outcome: Efficient procurement procedures to deliver significant cost reductions in paper supplies</p> <p>Critical Success Factors: Corporate management support</p> <p>Environmental Impacts: Use of environmentally sustainable products</p>	31 August 2011	Facilities and Property Manager	Audit services - implications for current procurement process	Within approved budgets
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.						
11-BSF04	Undertake business process improvement review of Business Support Service activities in view of service re-engineering required by the C3W programme.	<p>Target: Transitional and end of C3W project arrangements for Facilities Management services determined, including caretaking, corporate resource unit and property services. Scope for enhanced multi-tasking within Facilities Management activities explored. Options to improve service delivery identified.</p> <p>Outcome: Service standards, efficiencies and effectiveness identified, customer relationship management techniques improved and quality management routines adopted.</p> <p>Critical Success Factors: Support from other services</p> <p>Environmental Impacts: Reduced travelling to work and between sites thereby improving the carbon footprint. Other potential impacts in terms of reduction in paper, carbon savings in the way goods/services are procured, reduction in energy.</p>	31 July 2011	Head of Business Support Services	None.	Within approved budgets

Strapline: Pride in East Herts**Corporate Priority:** Improve standards of the built neighbourhood and environmental management in our towns and villages**By 2013 - Sustain the percentage of residents satisfied with street and environmental cleanliness by increasing partnership working to maintain environmental standards.**

11-BSF05	To bid (successfully) for the Environment Agency's new watercourse maintenance contract	<p>Target: To secure the new watercourse and maintenance contract</p> <p>Outcome: Generation of an estimated £37,000 of income. Added efficiency in carrying out East Herts work by combining with Environment Agency (EA) maintenance activities</p> <p>Critical Success Factors: Government's Comprehensive Spending Review may result in EA maintenance budgets being reduced. Maintenance work could be dealt with under a new regime (i.e. by EA or another agency). Unquantifiable work pressure arising from the implementation of the new Flood and Water Management Act</p> <p>Environmental Impacts: None</p>	30 November 2011	Facilities and Property Manager	None.	Within approved budgets
Target: To implement all approved Capital Schemes for 2011/12						

Action Code Page 62	Action Plan				Connections	
	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
11-BSF06	To implement 2011-12 Capital Programme schemes on time and within budget	<p>Outcome: Refurbishment and maintenance of current East Herts premises and assets, which in some instances will also ensure compliance with associated Building and Health and Safety Legislation</p> <p>Critical Success Factors: Receiving bids that are within budget and obtaining timely approval from our clients to proceed as planned. proactive use of resources allocated to ensure delivery of priority work</p> <p>Environmental Impacts: Secure reduction to C02 as per specific objectives of individual projects.</p>	31 March 2012	Head of Business Support Services	None.	Within approved budgets

Business Support - ICT Services Service Plan 2011/12

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome and Critical Success Factors)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources

Strapline: Fit for purpose, services fit for you

Corporate Priority: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation

By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.

11-BSI01	To work with the Programme Director of Change, to develop and deliver a project plan, that ensures the services part of C3W is delivered on time and that all the potential benefits identified by the service are delivered including the implementation of remote and home working and team desking arrangements.	<p>Target: Project Plan timescales met for 2011/12.</p> <p>Outcome: To have flexible ways of working that generate increased efficiencies and improved customer service through better IT systems and therefore reduce office space requirements.</p> <p>Critical Success Factors: To implement business process improvements which will deliver business efficiencies.</p> <p>Environmental Impacts: Reduced travelling to work and between sites improving carbon footprint.</p>	31 July 2011	Head of Business Support Services	Action will impact on all support services provided by ICT Services to other service areas.	Within approved budgets
11-BSI02	To ensure existing and new EDRM (Electronic Document and Record Management) scanning arrangements support the C3W Project.	<p>Target: As EDRM, Mobile and Home Working is delivered throughout the authority, scanning of documentation must be fulfilled.</p> <p>Outcome: EDRM processes that support home, flexible and remote working and facilitate service efficiencies and service improvement.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: Adoption of EDRM activities will reduce paper consumption and facilitate a reduction in travel and increase home working opportunities.</p>	31 July 2011	ICT Development Manager	Action will impact on EDRM services provided by ICT Services to other service areas.	Within approved budgets
11-BSI03	Continue to support colleagues and corporate working groups	<p>Target: To develop an Information Communication Technology (ICT) Business Continuity Plan and implement business continuity arrangements. Support of Business Continuity Group.</p> <p>Outcome: Resilient business continuity arrangements.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: None</p>	31 March 2012	Head of Business Support Services, ICT Managers	Action will impact on all support services provided by ICT to other service areas.	Within approved budgets

By 2013 - Delivering financial efficiencies through shared service arrangements with other public sector bodies.

11-BSI04	To support the project for shared service arrangements for ICT Services.	<p>Target: Project Plan timescales met for 2011/12.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services.</p> <p>Critical Success Factors: Support from other services and partner(s)</p> <p>Environmental Impacts: None</p>	31 March 2012	Head of Business Support Services, ICT Managers	Action will impact on all support services provided by ICT to other service areas and Partner(s)	Within approved budgets
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By 2013 - Increase the percentage of residents who agree that the council provides value for money.

11-BSI05	To further develop and refine the ICT Performance management information.	<p>Target: To provide Monthly Performance figures to Director of Internal Services and Head of Business Support Services, to facilitate management review of ICT activities.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: None</p>	31 March 2012	Network & Support Manager and Development Manager	To Improve efficiency and effectiveness of ICT services which will impact on all service areas	Within approved budgets
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Action Plan					Connections
Action Code Or ID	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Lead Officer	Resources
11-BSI06	To identify and implement measures to enhance user ICT skills.	<p>Target: To develop users ICT skills and enhance their knowledge, via quarterly DMT meetings and standard ICT Training.</p> <p>Outcome: Improved Productivity.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: None</p>	31 March 2012	Network & Support Manager and Development Manager	If the action impacts on another service in terms of support/input, please specify below: To Improve efficiency and effectiveness of ICT services which will impact on all service Within approved budgets areas

Community and Cultural Service Plan 2011/12

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
Strapline: Promoting prosperity and well being; providing access and opportunities Corporate Priority: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable						
By 2015 - Sustain the percentage of residents satisfied with sport and leisure facilities.						
11-CC01 Develop and review monitoring arrangements for the support and delivery of the ten year leisure services contract Target: Achieve performance indicator and customer satisfaction targets Outcome: Continuous improvement to leisure offer for local residents Critical Success Factors: Quality of contract management arrangements Environmental Impacts: Low						
31 March 2012 Leisure Services Manager None Within existing resources						
11-CC02 Develop improved models of community access to sports and leisure opportunities at Presdales and Leventhorpe school Target: Facilitate improved leisure management arrangements for community use Outcome: Improved cost effective access to leisure facilities at Presdales and Leventhorpe Critical Success Factors: Facilitation of negotiations with SLM Environmental Impacts: Low						
31 March 2012 Leisure Services Manager Environmental services (Presdales) Within existing resources						
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation						
By 2013 - Develop a vibrant art and community facility in Hertford that users will value, whilst reducing the revenue burden to the taxpayer.						
11-CC03 Deliver a balanced and diverse programme of arts and entertainment at Hertford Theatre in accordance with agreed invest-to-save business plan including re-structuring to meet business needs Target: Achieve business plan targets Outcome: Improved cultural offer for residents Critical Success Factors: Marketing Environmental Impacts: Low (ref. hydro power project under environmental services that will contribute to reducing carbon output)						
31 March 2012 Head of Community and Cultural Services Accountancy and HR As per business plan						
Strapline: Shaping now, shaping the future Corporate Priority: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.						
By 2013 - Deliver the 5 year rural land based business development programme.						
11-CC04 Deliver Rural Business Development Programme Target: Achieve targets set out in agreement with EEDA Outcome: Improved rural economy Critical Success Factors: Marketing Environmental Impacts: Positive - green economies are a priority theme so projects will contribute to reducing carbon emissions.						
31 March 2012 Economic Development Manager Support required from Environmental Co-ordinator Within externally funded programme						
By 2013 - Increase the economic resilience of the market towns working with the local business community.						
By 2013 - Enhance the capacity of individuals and businesses by supporting access to advice, training and skills development.						
11-CC05 Re-focus economic development priorities for delivery including special projects (town centre PRG and markets) and business support strategies Target: Prioritised strategy Outcome: Improved economic support Critical Success Factors: Strength of Prosperity, Skills and Employment sub group Environmental Impacts: Low						
01 April 2012 Economic Development Manager None Within existing resources						
Strapline: Leading the way, working together Corporate Priority: Deliver responsible community leadership that engages with our partners and the public						
By 2013 - Undertake a review of Community Engagement to enhance opportunities for community involvement and engagement with the council.						
11-CC06 Complete the community and public engagement task and finish group and implement the recommendations Target: Improved cost effective and sustainable strategy for community and public engagement Outcome: Better informed communities and public, more responsive council Critical Success Factors: Quality of the recommendations arising from the task and finish group Environmental Impacts: Low (subject to outcome of the review).						
31 March 2012 Community Projects Team Leader Strategic Direction and to a lesser extent democratic services TBC						

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Parking and Customer Services Plan 2011/12

Action Plan						Connections
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
Strap line: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation						
By 2013 - Sustain customer satisfaction with the council, as a result of improved customer services and website access.						
11-CSP1	To establish an open web based framework for access to Council Information	<p>Target: To satisfy 20% of Freedom of information requests through website content</p> <p>Outcome: A self-service tool to allow customers to access information about the Council in a customer friendly way. Reduced administration time in managing information requests. Maintenance of information response times in the face of increased demand (30% year on year).</p> <p>Critical Success Factors: Web team resource to establish framework for council Information, IT resource to tie systems together appropriately. Use of resource to post information by services, Support from all service managers.</p> <p>Environmental Impacts: Positive, reduction in paper processes to promote electronic access to information.</p>	31 March 2012	Head of Parking and Customer Services	Will impact all managers, will need to have arrangements to publish key information of interest on the website section	Within existing resources - Web Team
11-CSP2	To complete web section redesign/restructure for key services based on analysis of web monitoring information	<p>Target: To implement web page restructure for Planning (Building and Development Control), Environmental Health and Licensing, Democratic and Legal, Community and Cultural Services and Environmental Services by March 31st 2012.</p> <p>Outcome: Improved use of website services measured by use stats, positive ratings of ease of finding information through GovMetrix</p> <p>Critical Success Factors: Capacity and buy in of services to restructure content order.</p> <p>Environmental Impacts: Positive, increased resolution of enquiries on the website, promoting channel shift.</p>	31 March 2012	Head of Parking and Customer Services	Will impact services under review in time needed to discuss customer focussed change and re-drafting/formatting of information.	Within existing resources - Web team
11-CSP3	To migrate website to new host	<p>Target: To transfer hosting of East Herts website and intranet by July 2011</p> <p>Outcome: Improved functioning of website with patches and updates automatically undertaken by host company.</p> <p>Critical Success Factors: IT team changing IP addressing at the required time.</p> <p>Environmental Impacts: positive, continued work to ensure our website is fit for purpose for increased use by customers and intranet use by staff.</p>	31 July 2011	Head of Parking and Customer Services	Will impact IT team marginally to implement change over of physical presentation of website IP addresses.	Within existing resources - Web team, IT Development and Network Support Teams
11-CSP4	To review and adapt Information Management service to deliver a service that keeps pace with the rapid increase in demand.	<p>Target: To deliver at least 85% FOI Requests within 20 days</p> <p>Outcome: More accessible FOI process within the Council with automated reminders about outstanding information and transparency about response times across the Council. New Electronic process for the logging and case management of FOI cases. Specification for IT development work to link systems as required.</p> <p>Critical Success Factors: IT capacity to support project on e-base, developing document management, developing a specification.</p> <p>Environmental Impacts: Positive, reduction in paper processes to promote electronic access to information.</p>	31 March 2012	Head of Parking and Customer Services	Will impact all officers in the timely management of Information requests through any new processes developed.	Within existing resources - Head of Parking and Customer Services, Information Manager and Web Team. Will require application for IT Development Resources to identify and develop system of choice solution.
11-CSP5	To ensure corporate implementation of the Document Retention Schedule	<p>Target: That all Heads of Service have signed off a tailored version of the Document Management Schedule for their service and that this is web enabled within the Intranet for their team members to refer to.</p> <p>Outcome: Increased knowledge and application of retention schedules, fewer documents held in hard copy and electronic format.</p> <p>Critical Success Factors: Support of Heads of Service and Service Managers to link retention Schedule to their document types. Web team development of searchable retention schedule tailored to service need.</p> <p>Environmental Impacts: Positive, reduction in paper processes to promote electronic access to information.</p>	31 March 2012	Head of Parking and Customer Services	Will impact all services in apply schedule effectively to safely dispose of information and retain other information within their service.	Within existing resources - Head of Parking and Customer Service, Information Manager, Web Manager
11-CSP6	To draft the Council's Service Strategy for approval in financial year 2012	<p>Target: A draft Service Strategy to be produced by December 2012</p> <p>Outcome: Focus on cost efficient service delivery and promoting a cost effective service design for the taxpayer whilst maintaining access for the needs of different customer groups.</p> <p>Critical Success Factors: That further additional project work arising from C3W is limited.</p> <p>Environmental Impacts: The strategy will address environmental impacts by designing services to be delivered through self-service and reduced reliance on travel to access services face to face or paper to apply for services in a traditional manner. the strategy will take account of shifting customers to more environmentally friendly ways of accessing services.</p>	31 March 2012	Head of Parking and Customer Services	Will influence service design approach for all services, full consultation in development of approach required.	Within existing resources - Head of Parking and Customer Services, Customer Service Manager
11-CSP7	Completion of Hertford Customer Service Centre Enhancements	<p>Target: Completion of Hertford CSC by August 2011</p> <p>Outcome: Delivery of self service foyer and closure of manned cash office, promoting greater flexibility of staffing to assist with customer enquiries. Removal of 'behind counter' service at Hertford promoting a more modern, welcoming and approachable Council.</p> <p>Critical Success Factors: C3W programme of works.</p> <p>Environmental Impacts: Improved efficiency in heating and lighting.</p>	30 June 2012	Head of Parking and Customer Services	Will impact all services based in Hertford that receive payments and will improve level of service for all clients.	Within existing resources - Head of parking and Customer Services, Property Services, Hertford Customer Service Team
11-CSP8	Implementation of enhanced self-service telephony systems	<p>Target: Implementation of in-house controlled self-service telephony system (including automated payment system) by December 2011</p> <p>Outcome: 90% success rate on automated payment calls, reduced revenue costs of operation, redeployment of staffing resources to handle customer enquiries instead of switchboard, peak period resilience through automated overflows.</p> <p>Critical Success Factors: Proven business cases for any investment, installation of improved telecoms infrastructure, IT capacity to support any changes.</p> <p>Environmental Impacts: Improved success of self-service system will decrease use of resources in multiple contacts for one call.</p>	31 March 2012	Head of Parking and Customer Services	Will impact methods of payment processes for services.	Within existing resources - reuse of existing expenditure and corporate capital provision in 2012/13 and 2013/14. Improvement officer, Customer Service Manager, IT Development and Network Teams.
11-CSP9	Customer Service Improvement programme for: Planning Services, Revenues and Benefits shared services, Environmental Services	<p>Target: To plan and begin delivery of Customer Service improvements for Planning Services, Revenues and Benefits and Environmental Services by 31st March 2012 with targeted benefits profiles.</p> <p>Outcome: Delivery of increased resolution of simple enquiries at the first point of contact, services designed in a cost effective way to best match customer needs. Improved customer satisfaction.</p> <p>Critical Success Factors: Capacity of services to manage and implement change, continued organisational support for first time enquiry resolution, IT resource to support IT developments identified, staff resource transfer to CSC where a business case is proven.</p> <p>Environmental Impacts: Increased take up of self-service reduces labour and paper based service delivery.</p>	31 March 2012	Head of Parking and Customer Services	Will directly impact service design for names services. It impacts may result from improvements and changes identified, development team are part of project team.	Within existing resources - less resource availability from August 2011 through loss of Improvement Officer funding. Head of Parking and Customer Services, Customer Service Manager. Any improvements subject to business case.

Action Code	Action Plan				Connections	
	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources

By 2013 Increase the percentage of residents who agree that the council provides value for money.

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88

11-CSP10 To complete tendering of the Parking Management and Enforcement Contract

Target: Selection of contractor for the Parking Partnership by September 2011.
Outcome: A new 5 year contract in place for parking management and enforcement services. Enhanced technology to develop more efficient and effective services for our customers, particularly self-service. Implementation of paperless parking challenge and appeals process.
Critical Success Factors: On-going commitment of partnership authorities, clarity of tender documentation to secure good quality responses, flexibility of tender to allow final contract cost to meet Council requirements, support from Accountancy, Audit, Procurement in tender process and evaluation.
Environmental Impacts: These will be detailed within the contract to promote use of low carbon vehicles. Positive use of technology to reduce manual process, paper printing and postage with electronic documents and self-service solutions.

31 January 2012 Head of Parking and Customer Services None

Within Existing Resources - Contract Tendering Team

Strap line: Shaping now, shaping the future

Corporate Priority: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.

By 2013 - Develop a practicable and pragmatic Transport Strategy and action plan which delivers integrated and value for money policies in respect to car parking, walking, cycling routes and vital bus routes.

11-CSP11 To deliver the parking schemes associated with the 'Grange Paddocks' area

Target: Delivery of Grange Paddocks project by March 2014
Outcome: Shift of long stay parking to outskirts of Bishop's Stortford. Establishment of user paying car park at Grange Paddocks with enhanced facilities promoting walking into town, safeguarding the parking needs of residents in the area.
Critical Success Factors: Continued political support for the endorsed scheme, support of residents for forthcoming Traffic Regulation Order.
Environmental Impacts: Positive encouraging long stay car parking on outskirts of town to reduce congestion and pollution.

31 March 2014 Head of Parking and Customer Services

Impact on property team in getting works required completed, minimal impact on Committee service in respect of reporting Traffic regulation Orders. Impact on Leisure services through amenities offered at grange Paddocks and use by site clients.

Within existing budgets approved in the Medium Term Financial Plan (2010/11)

11-CSP12 To deliver Transportation and Parking Strategy

Target: The Council adopts a Parking and Transportation Strategy by June 2011
Outcome: A clear statement of Council policy regarding our key towns and district regarding the actions the Council can take and influence to address the local issues, ambitions and local outcomes for the district.
Critical Success Factors: On-going engagement with Town and Parish Councils
Environmental Impacts: The strategy will reflect and be informed by the Environmental concerns associated with transportation and parking management within the district.

30 June 2011 Head of Parking and Customer Services

Future strategies identified may lead to projects for implementation involving property services. It is a highly political topic and the Communications Team may be impacted in the publications of the strategy.

Within existing budgets - Parking Manager

Democratic and Legal Support Services Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources			
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.									
By 2013 - Restrain costs around staffing and employment, in addition to the steps being undertaken nationally.									
11-DLSS1	Continue to explore opportunities for improved service delivery through the Herts Pathfinder Initiative - particularly with the aim of establishing a county wide virtual legal service - whilst participating in developing shared arrangements based on existing (county) models.	Target: Meet corporate objective through identified schemes Outcome: More efficient working arrangements and service delivery resulting in measurable financial savings. Critical Success Factors: Delivery of service efficiencies and capacity to identify opportunities. Environmental Impacts: TBD - possible impact on travel but at this stage can't be determined.	31 March 2012	Head of Democratic and Legal Support Services/ Legal Services Manager	None.	Possible invest to save measures			
11-DLSS2	With the Monitoring Officer, implement a local regime for promoting and maintaining high standards of conduct by local Members under the provisions of the Localism Act (Bill).	Target: Comply with statutory requirements Outcome: Effective use of legal resources to meet customer requirements within budget. To effect improved customer services. Critical Success Factors: Utilisation of existing resources and development of potential partnership arrangements to meet statutory duties Environmental Impacts: None	Statutory timetable to be announced	Head of Democratic and Legal Support Services	None.	Within existing budgets/staff resources			
11-DLSS3	Prepare for the relocation of services to Wallfields, Hertford, ensuring the security of all key documents and file records and progress the removal of unnecessary paper records and the archiving/storage of key existing and future documents, particularly thought the use of the corporate EDRM (Electronic Document and Record Management) system in accordance with C3W.	Target: Processes completed within prescribed timeframe Outcome: Savings/efficiencies realised through C3W Critical Success Factors: Benefits delivered Environmental Impacts: Positive environmental impacts e.g. reduction in CO2, paper etc.	31 August 2011	Head of Democratic and Legal Support Services	None.	Within existing budgets/staff resources			
11-DLSS4	To implement any statutory requirements (as detailed in the Localism Bill) to undertake any referenda on local issues arising from petitions.	Target: Comply with statutory requirements Outcome: Effective use of resources to meet customer requirements within budget. Critical Success Factors: Utilisation of existing resources to meet statutory duties Environmental Impacts: None	Statutory timetable to be announced	Head of Democratic and Legal Support Services	None.	Within existing budgets/staff resources			
Strapline: Leading the way, working together Corporate Priority: Deliver responsible community leadership that engages with our partners and the public									
By 2013 - Undertake a review of Community Engagement to enhance opportunities for community involvement and engagement with the council.									
By 2013 - Enable the local community to influence decisions, to assist in the delivery of services.									
By 2013 - Improve democratic engagement by supporting local councillors as democratic champions and community leaders.									
11-DLSS5	Support the role of councillors as democratic champions for their local areas (to include developing training plans through a formalised personal development process)	Target: Implementation of desired objectives Outcome: Improved democratic engagement driving service improvement and satisfaction with the Council Critical Success Factors: Member support and resource availability Environmental Impacts: None	31 March 2012	Head of Democratic and Legal Support Services	None.	Within existing budgets/staff resources			
11-DLSS6	Undertake Referendum in 2011 (in conjunction with scheduled District/Parish/Town Council elections)	Target: Referendum and Election processes open and transparent to all enfranchised persons Outcome: To produce referendum and election results that meet statutory requirements Critical Success Factors: Resource availability Environmental Impacts: None	31 May 2011	Head of Democratic and Legal Support Services	None.	Within existing budgets/staff resources			

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Environmental Services Service Plan 2011/12

Action Plan						Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources	
Strapline: Promoting prosperity and well being; providing access and opportunities Corporate Priority: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable							
By 2015 - Sustain the percentage of residents who are satisfied with our parks and open spaces by maintaining standards and retaining existing Green Flags.							
Strapline: Pride in East Herts Corporate Priority: Improve standards of the built neighbourhood and environmental management in our towns and villages.							
11-ES01	Deliver completed management plans for major parks in consultation with stakeholders.	<p>Target: Management plans in place for the remaining major parks (Hertford Castle; Waytemore Castle; Hartham).</p> <p>Outcome: Clear direction and allocation of resources to meet local needs. Able to demonstrate local community involvement. Develop a consistent approach to producing Management Plans for the 40+ smaller parks and open spaces.</p> <p>Critical Success Factors: Staff resources. Support from the local community and external partners such as Groundwork Trust and CMS.</p> <p>Environmental Impacts: The development of parks considers environmental management, landscape and biodiversity implications.</p>	#####	Environment Manager - Open Spaces	Community Services and Leisure Services Team.	Staff Resources. Support and input from external partners (Groundwork Trust and Countryside Management Service) and the local community	
11-ES02	Deliver a comprehensive progress report to Environment Scrutiny on the Parks & Open Space Strategy and Action Plan.	<p>Target: Comprehensive progress report to Environment Scrutiny Committee.</p> <p>Outcome: To provide an up to date evaluation of current progress on the works outlined in the Action Plan.</p> <p>Critical Success Factors: Staff resources.</p> <p>Environmental Impacts: The Strategy and associated Action Plan consider environmental management, landscape and biodiversity implications associated with any works in the parks and open spaces owned and managed by East Herts.</p>	#####	Environment Manager - Open Spaces	None	Staff resources	
11-ES03	Support the Council's objectives for leisure and health promotion through organised events in public open spaces	<p>Target: At least two (2) hosted events.</p> <p>Outcome: Involvement of the local community with activities within the parks and open spaces of East Herts. Raise long term public satisfaction and community engagement. Encourage participation in outdoor sports and healthier lifestyles.</p> <p>Critical Success Factors: Staff and financial resources. Support from Leisure services and Environmental Health and Countryside Management Service. Support from the local community and Members.</p> <p>Environmental Impacts: Increasing the community ownership and use of open spaces will assist with the recording of biodiversity information and through potential Friends of Groups lead to improvement of wildlife habitats</p>	31 March 2012	Environment Manager - Open Spaces	Leisure Services. Environmental Health. Communications Team.	Staff resources and input from Environmental Services, Leisure Services, Environmental Health, Communications Team and DTP. Support and input from external partners such as Countryside Management Service.	
11-ES04	Review the approach to managing East Herts owned land containing woodlands.	<p>Target: Complete the review.</p> <p>Outcome: Develop an approach to developing management plans for significant woodlands in East Herts ownership.</p> <p>Critical Success Factors: Staff resources. Support from other council services and Countryside Management Service.</p> <p>Environmental Impacts: Effective management of East Herts owned woodlands and biodiversity considerations.</p>	31 March 2013	Environment Manager - Open Spaces	Asset Management. Facilities Management. Planning Services.	Staff resources	
11-ES05	Undertake a review of the Parks and Open Spaces Strategy and Action Plan in 2012	<p>Target: Review of Strategy started in April 2012 and completed by March 2013</p> <p>Outcome: Amend existing Strategy as required and develop a new Action Plan.</p> <p>Critical Success Factors: Staff resources, support from other Services and CMS. Community and Member support</p> <p>Environmental Impacts: Strategic environmental and biodiversity impacts taken into account</p>	31 March 2013	Environment Manager - Open Spaces	Community Services. Leisure Services Team. Facilities Management	Staff resources	
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation							
By 2013 - Increase the percentage of residents who agree that the council provides value for money.							
11-ES06	Reduce Play Area Inspections to weekly on less well used sites	<p>Target: Implement the changes as outlined and agreed in the Medium Term Financial Plan.</p> <p>Outcome: Achieve efficiency gains through effective allocation of resources.</p> <p>Critical Success Factors: Staff resources and contractor support.</p> <p>Environmental Impacts: None.</p>	31 March 2012	Environment Manager - Open Spaces	None	Staff resources and support of Contractor	
11-ES07	Continue to work with the Programme Director of Change, to develop and deliver a project plan, that ensures the services part of C3W is delivered on time and that all the potential benefits identified by the service are delivered.	<p>Target: Project implement for the service as part of 'Phase 3'</p> <p>Outcome: To have flexible ways of working that generate increased efficiencies and improved customer service through better IT systems and therefore reduce office space requirements.</p> <p>Critical Success Factors: Benefits delivered.</p> <p>Environmental Impacts: Reduction in carbon emissions, both directly for the service and through support to other services</p>	1 August 2011	Head of Environmental Services / Business Development and Support Manager / Environmental Co-ordinator	Support from Human Resources; IT Services; Business Process Improvement Team	Staff Resources and adequate systems and IT infrastructure	
11-ES08	Build upon the high performance of the Service and generate efficiencies through the development of a "Right First Time" culture.	<p>Target: Complete programme and training for staff.</p> <p>Outcome: Improve efficiency of Service processes and handling of customer services.</p> <p>Critical Success Factors: Staff resources, training and support from other services such as IT, Web Admin and Customer Services. Support from Contractor.</p> <p>Environmental Impacts: None.</p>	31 March 2013	Head of Environmental Services / Business Development and Support Manager	Training support from Human Resources. IT. Web Admin. Customer Services.	Staff resources. Adequate back office systems and IT infrastructure. Support from Contractors.	
11-ES09	Work with Customer Services to further improve the customer experience when contacting Environmental Services	<p>Target: Further improve the level of skills within the Service to enhance the customer experience.</p> <p>Outcome: Improved satisfaction with customer contact. Website information increased and more accessible. Greater resilience through increased skill set and knowledge of all staff in the Service.</p> <p>Critical Success Factors: Staff resources. Training and support from other services such as IT, Web Admin, Human Resources and Customer Services. Continued improvements to the back office IT systems.</p> <p>Environmental Impacts: None.</p>	31 March 2013	Business Development and Support Manager	Training support from Human Resources. IT. Web Admin. Customer Services.	Staff resources. Adequate back office systems and IT infrastructure	
11-ES10	Cease seasonal leaf clearance programme from Autumn 2011.	<p>Target: Achieve Medium Term Financial Plan savings target.</p> <p>Outcome: Cease leaf clearance programme except in identified roads at higher risk of flooding.</p> <p>Critical Success Factors: Contractor support.</p> <p>Environmental Impacts: There will be a negative impact on the visual amenity in some areas during heavy leaf fall</p>	31 March 2012	Waste Services Manager	None	Staff and external contractor resources	
11-ES11	Review and withdraw plastic, can and glass banks where possible.	<p>Target: Reduction in numbers of recycling banks as agreed by the Council.</p> <p>Outcome: Achieve Medium Term Financial Plan Savings Targets. Increased kerbside recycling rates.</p> <p>Critical Success Factors: Staff resources, contractor support</p> <p>Environmental Impacts: Potential small negative impact on the levels of recycling, subject to the level of diversion to kerbside collections.</p>	31 March 2012	Waste Services Manager.	Communications Team. Web Admin.	Staff and Contractor resources.	
11-ES12	Implement new Textile Recycling Bank contract.	<p>Target: Achieve Medium Term Financial Plan savings target.</p> <p>Outcome: Achieve economies of scale and reliability of service for residents.</p> <p>Critical Success Factors: Delivery of consortium contract by Herts Waste Partnership.</p> <p>Environmental Impacts: None.</p>	01 June 2011	Waste Services Manager.	Communications Team. Web Admin.	Staff and Contractor resources.	

Action Code	Action Plan				Connections	
	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources

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11-ES13 Review of Environmental Co-ordinator Functions

Target: Review Completed
Outcome: Identify opportunities for efficiency gains through rationalisation and partnership working
Achieve MTFP savings targets
Critical Success Factors: Staff resources, Support from BPI team, partners and Members
Environmental Impacts: Possible negative impact on the support available to residents, businesses and achievement of the Council's Climate Change Strategy and Action Plan, subject to results of the review

#####

Head of Environmental Services

Environmental Health, Community Services, Planning Services, HR

Staff Resources

Strapline: Pride in East Herts

Corporate Priority: Improve standards of the built neighbourhood and environmental management in our towns and villages.

By 2013 - Sustain the percentage of residents satisfied with street and environmental cleanliness by increasing partnership working to maintain environmental standards.

11-ES14 Review of Environmental Crime enforcement procedures.

Target: Completed review of all environmental crime enforcement procedures and increased public knowledge of environmental crime.
Outcome: Review Environmental Crime Policies to ensure they are up to date. Improved service and customer knowledge of Environmental Crime and enforcement procedures via publicity, website improvements and customer service training.
Critical Success Factors: Staff resources, Web and IT support. Support of external partners. Member support.
Environmental Impacts: Reduction in Environmental Crime across the District.

31 March 2012

Environmental Inspection Team Manager

Communications Team. Community Protection and Licensing. Legal Services. Web Admin.

Staff resources. Support from Contractors and external partners such as Police, PCSO's.

By 2013 - Increase our recycling rate to 50% and reduce waste sent to landfill.

11-ES15 Successful implementation of the new Waste and Recycling Contract.

Target: Successful implementation of new Waste and Recycling Contract.
Outcome: Continue to deliver efficient and value for money Waste and Recycling Services which meet the needs of residents. Maintain and improve recycling and waste reduction performance targets. Maintain high levels of street cleanliness and overall customer satisfaction with the Service.
Critical Success Factors: Staff and Contractor resources, IT and back office support.
Environmental Impacts: Deliver improvements to Council and County carbon reduction targets, by increasing the range of recycling and reducing waste sent to landfill.

31 March 2012

Waste Services Manager.

Communications Team. Web Admin.

Staff and Contractor resources.

11-ES16 Implement a mixed plastics recycling project.

Target: Increase in range of materials that are recycled at the kerbside.
Outcome: Plastics types 1 to 6 collected from residents where possible. Increase in recycling levels, improved public satisfaction with Waste and Recycling Service.
Critical Success Factors: Staff resources. Commitment from Contractor and residents.
Environmental Impacts: Increase in recycling rates and a reduction in waste sent to landfill. Deliver improvements to Council and County carbon reduction targets.

01 July 2011

Waste Services Manager.

Communications Team. Web Admin.

Staff and Contractor resources.

11-ES17 Conduct a feasibility study on the roll out of an organic waste collection scheme for communal properties.

Target: Review complete and business case submitted if appropriate.
Outcome: Assessment of cost benefits of collecting organic waste from communal properties.
Critical Success Factors: Staff resources. Contractor support. Emerging Legislation.
Environmental Impacts: Reduction in waste sent to landfill.

31 March 2012

Waste Services Manager.

None.

Staff and Contractor resources.

11-ES18 Develop a methodology in consultation with the Herts Waste Partnership to identify and improve areas with below the East Herts average recycling rates.

Target: Identify specific areas / locations.
Outcome: Areas of lower recycling identified and action to increase recycling rates specifically targeted. Increased resident participation in recycling in the District. Achieve Herts Waste Partnership targets.
Critical Success Factors: Staff resources, IT and back office support. Cooperation of partners in Herts Waste Partnership
Environmental Impacts: Reduce waste sent to landfill. Reduction in carbon emissions.

31 March 2012

Head of Environmental Services / Waste Services Manager

None

Staff and Contractor resources.

By 2015 - Reduce by 25% the carbon dioxide emissions from local authority operations by 2020.

11-ES19 Implement Climate Change Strategy and Action Plan

Target: Achieve councils carbon emissions reduction target.
Outcome: Increase the sustainability of Council operations.
Critical Success Factors: Staff and financial resources. Delivery of C3W programme inc. home and remote working. Council's ongoing commitment to invest in carbon reduction.
Environmental Impacts: Reduce the Council's carbon footprint and provide a good example to residents and businesses. Adapt Council services to cope with climate change.

31 March 2015

Environmental Co-ordinator

All Council Services

Staff and financial resources

11-ES20 Support the Hertfordshire wide review of the Hertfordshire Environmental Forum (HEF).

Target: Revised structure for managing Hertfordshire wide environmental matters agreed.
Outcome: Agreed arrangements for the Hertfordshire wide management of environmental issues.
Critical Success Factors: Staff resources. Support from external partners.
Environmental Impacts: Continued joint working in Hertfordshire wide environmental matters.

31 March 2012

Environmental Co-ordinator

Communications Team. Community Services.

Staff and financial resources

11-ES21 Implement the Castle Weir Micro Hydro Scheme at Hertford Theatre.

Target: Facility commissioned.
Outcome: Example project. Production of sustainable energy and income generated from the sale of green electricity and feed in tariffs. Contributes to the enhancement of the town centre of Hertford.
Critical Success Factors: Staff resources. Design and build of facility by Contractor. Support from the Council's Engineering and Property teams. Planning approval agreed.
Environmental Impacts: Reduce Council's carbon footprint. demonstration project for businesses in Hertfordshire.

31 October 2011

Environmental Co-ordinator

Property Services. Engineers. Communications Team. Planning Services.

Staff and financial resources

Financial Support Services Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:		Resources		
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.									
11-FSS01	Production of 2010/11 International Financial Reporting Standards (IFRS) compliant accounts including transitional balance sheet and 2009/10 restatements	Target: Produce 2010/11 accounts in line with statutory timescales Outcome: Unqualified external audit report Critical Success Factors: Continued external support and availability of key staff resources Environmental Impacts: None Identified	30 June 2011 and 30 September 2011	Head of Financial Support Services (FSS) / Accountancy Manager	All Heads of service to meet deadlines in line with the closure of accounts process and respond to requests for information in a timely fashion	Ongoing funding to retain appropriate external support			
11-FSS02	Continue to implement C3W processes in respect of the Asset Management & Valuation Service and prepare for and implement processes for the Accountancy Services	Target: Determine and implement Electronic Document Records Management (EDRM) and home working arrangements. Outcome: Increased efficiency of service delivery Critical Success Factors: Staff resources available to progress work Environmental Impacts: Potential reduced travel and use of paper which should have a beneficial impact upon the Council's carbon footprint by reducing CO2 emissions	31 December 2012	Head of FSS / Accountancy Manager / Asset & Valuation Manager	Corporate support for key processes; EDRM, BPI	Cost of relocation in line with Council policies			
By 2013 - Delivering financial efficiencies through shared service arrangements with other public sector bodies.									
11-FSS03	Progress discussions with identified partner organisations with regard to potential shared service opportunities with particular focus on the sharing of financial systems	Target: Progress discussions with potential partner Outcome: Determine whether any shared service opportunity should be pursued Critical Success Factors: capacity to progress discussions, willingness of potential partner(s) to consider shared service arrangements Environmental Impacts: TBA	31 March 2012	Head of FSS / Accountancy Manager	None	Capital Provision included within the Capital Programme to support investment in a new financial system			
By 2015 - Maximising the council's capital resources by considering investment opportunities in land, commercial and rental property to improve investment returns and minimises the burden on the council taxpayer.									
11-FSS04	Ongoing review and rationalisation of the Council's assets (in line with the Asset Management Plan (AMP)) to ensure best use and generation of capital receipts through sale of surplus assets	Target: Holdings in line with service needs Outcome: Efficient utilisation of assets and VFM Critical Success Factors: Availability of staff resources Environmental Impacts: Potential energy efficiency savings. Reviews of AMP will aim to include relevant environmental criteria. There may be opportunities to consider use of East Herts land for environmentally beneficial purposes e.g. allotments, biodiversity enhancements.	31 March 2012	Asset and Valuation Manager	Services to review provision where operational assets involved (parking, customer services)	TBA			
Strapline: Shaping now, shaping the future Corporate Priority: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.									
By 2013 - Deliver the 5 year rural land based business development programme.									
11-FSS05	Support for Rural Development Project in Council's role as accountable body	Target: Meet financial objectives Outcome: Funding stream secured Critical Success Factors: Availability of staff resources and support processes Environmental Impacts: TBA	31 March 2012	Principal Accountant	Accountancy role is in support of the Rural Development Project being lead by the Customer and Community Services Team	A £5k income stream to Accountancy Services is anticipated from the overall administration income available to the Council			

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Health and Housing Service Plan 2011/12

Action Code	ACTION	Action Plan	Due Date	Lead Officer	Connections	
		Description (Target, Outcome, Critical Success Factors and Environmental Impacts)			If the action impacts on another service in terms of support/input, please specify below: Resources	
Strapline: Promoting prosperity and well being; providing access and opportunities Corporate Priority: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable						
By 2013 - Increase the number of supported housing units for people in need, such as the development of a young persons supported accommodation unit.						
11-HH01	Ensure development of supported young persons accommodation.	<p>Target: Commence building in July 2011, complete and occupy by March 2012. Outcome: Provision of approx 20 units of supported accommodation for young people. Critical Success Factors: Cooperation of partners, including RSL, Crouchfield Trust and Adult Care Services. Environmental Impacts: Possible increase in CO2 due to new build. However, some mitigation due to sustainability code.</p>	31 March 2012	Housing Development Manager	None.	Existing
By 2015 - Manage the environmental health of East Herts.						
11-HH02	Develop and implement new standards for caravan sites	<p>Target: Gain Executive approval for new caravan site standards. Assess all sites against standards and commence improvements Outcome: Caravan sites brought up to standard Critical Success Factors: N/A Environmental Impacts: Visual impact</p>	31 March 2012	Environmental Health Manager-Commercial	None.	Existing
11-HH03	Implemented an Air Quality Management Area (AQMA) in Hertford	<p>Target: AQMA declared and action plan produced. (This related to Gascoyne Way. In 2011/12, likely to need to either extend this one or create a new one for the Tesco Area.) Outcome: Improved air quality in AQMA area of Hertford. Critical Success Factors: Adequate resources. Ability to influence reduction in traffic through the area. Environmental Impacts: Mitigation- aiming to reduce pollutants from traffic and CO2</p>	31 March 2012	Environmental Health Manager-Environment	None.	Existing
11-HH04	Develop a strategy for implementing the Green Deal in 2013	<p>Target: Keep abreast of guidance, identify partners and LA role. Outcome: Strategy developed to benefit residents Critical Success Factors: Adequate resources and cooperation of partners. Environmental Impacts: Increased carbon reduction</p>	31 March 2013	Environmental Health Manager-Environment	TBD	TBD
11-HH05	Implement an exit strategy for the Herts Essex Energy Partnership Fuel Poverty and Carbon Reduction scheme. Develop a transition model to prepare for the Green Deal in 2013.	<p>Target: Remaining funding utilised for energy efficiency measures. Outcome: Reduce risk of fuel poverty for those having measure installed. Reduce carbon dioxide emissions from fuel enriched households. Critical Success Factors: Adequate resources and cooperation of partners. Continued availability of HEEP funding. Environmental Impacts: Mitigation-reduced fuel poverty and increased carbon reduction.</p>	31 March 2012	Environmental Health Manager-Residential	None.	Remaining share of second year funding of £6.6m East Herts-Housing from EERA, to be confirmed.
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation						
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.						
11-HH06	Prepare and implement C3W including EDRM (Electronic Document and Record Management), CSI (Customer Service Improvement), BPI (Business Process Improvement), office moves, home and remote working.	<p>Target: C3W implemented Outcome: More efficient service (Reduced net cost). Improve customer service (increase in self-service via web etc) Critical Success Factors: IT. Training. Staff willingness. Environmental Impacts: Mitigation relating to less officer and customer journeys . will lead to a reduction in CO2 and vehicle emissions.</p>	31 July 2011	Head of Health and Housing	rdly	Existing/ Plus support for EDRM,CSI and BPI and IT equipment.
11-HH07	Identify and implement opportunities presented by changes in local and central govt. i.e. Forthcoming changes in Health legislation and devolution of PCTs, maximising reasonable cost recovery, reducing workload through improved use of IT, improved use of delegated powers.	<p>Target: Deliver core services whilst meeting MTFP challenges Outcome: Sustained service delivery and reduced overhead costs Critical Success Factors: Partner engagement and acceptance Environmental Impacts: Improved use of IT should reduce paper and travel</p>	31st March 2012	Head of Health and Housing	Links with Communities service, Health Engagement panel and LSP	Possible "invest to save" seed funding required
11-HH08	Reduce costs or improve VFM by identifying and implementing an improved structure for Environmental Health and Licensing and Community Safety services to meet the challenges of the MTFP	<p>Target: Identify improved streamlined structure and implement by 2013 Outcome: Reduced overhead costs Critical Success Factors: Outcome of BPI process, director's review, staff engagement and contribution Environmental Impacts: Possible reduced travel</p>	31st March 2013	Head of Health and Housing	IT.HR.	Existing plus support from HR BPI. Possible capital requirement if IT systems merged
Strapline: Pride in East Herts Corporate Priority: Improve standards of the built neighbourhood and environmental management in our towns and villages.						
By 2015 - Increase the number of affordable homes delivered through innovative mechanisms in addition to traditional solutions.						
11-HH09	Consider the results of the house condition survey and any impacts on the Housing Strategy and Policy	<p>Target: Report the outcomes of the house condition survey to the executive, identifying any amendments required to the Housing Strategy and Policy. Outcome: Improved condition of private sector housing stock. Critical Success Factors: Ensuring adequate resources-capital and revenue Environmental Impacts: Mitigation-survey should identify improved energy efficiency of stick compared to last survey.</p>	31 July 2011	Environmental Health Manager-Residential	None.	Existing or new depending on results of survey and Member decision re investment.
11-HH10	Implement the Local Investment Plan. In conjunction with the Council's Partners.	<p>Target: Develop affordable housing on sites identified in the Plan. Outcome: Provide affordable homes as described in the plan. Critical Success Factors: Adequate housing development taking place and funding available Environmental Impacts: Possible increase in CO2 instigated but some sustainable construction.</p>	31 March 2012	Housing Development Manager	None.	Existing
11-HH11	Review the Housing Strategy	<p>Target: Obtain Council approval to a revised strategy Outcome: Strategy in place. Critical Success Factors: Adequate sources and support from the Council's partners. Environmental Impacts: No direct inputs.</p>	31 March 2012	Housing Strategy and Policy Officer	None.	Existing

Action Code	ACTION	Action Plan			Connections	
		Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
11-HH12	Facilitate the provisions of new affordable housing investment in the district	<p>Outcome: Maintain level of affordable housing provision.</p> <p>Critical Success Factors: Adequate level of housing development across the district and adequate investment from the Council and HCA.</p> <p>Environmental Impacts: Possible increase in CO2 due to new-build. However, some mitigation due to sustainability code and adaptation.</p>	31 March 2012	Housing Development Manager	None.	Existing
11-HH13	Upgrade the LOCATA system to include an on-line housing application process.	<p>Target: Increased number of on-line housing applications.</p> <p>Outcome: Improved customer service and improved service efficiency.</p> <p>Critical Success Factors: Adequate resources-capital, revenue and staffing.</p> <p>Environmental Impacts: Mitigation-should reduce the number of staff visiting the offices to make a housing application. Less use of paper</p>	31 March 2012	Housing Options Manager	IT. Customer Services	Dependent on capital and revenue IT bid.

Human Resources Service Plan 2011/12

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome and Critical Success Factors and Environmental Factors)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation						
By 2013 - Sustain overall resident satisfaction with the council by 2% and staff satisfaction by 2%.						
10-HR01	To support the delivery of a three year People Strategy 2009-2012	<p>Target: 'Making East Herts Council a great place to work' through the delivery of the actions identified in the Council's People Strategy and through actions identified in the service plan 2011/12.</p> <p>Outcomes: Measures identified are HR management targets agreed by HR Committee, as detailed in the service plan, Staff Survey and achievement of the corporate objectives. Equal pay audit. Data cleanse on HR database.</p> <p>Critical Success Factors: Council to contribute to the successful delivery of the People Strategy.</p> <p>Environmental Impact: N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	HR team
10-HR02	To develop an organisational learning and development strategy - which complements the People Strategy	<p>Target: Enable the Council to develop a performance based culture that focuses on customer satisfaction. Develop a Learning and Development Plan 2011-2013. Supporting organisational values/behaviours and culture change.</p> <p>Outcome: Maintain our IIP accreditation. Linking personal development to high level performance and to the needs of the business. Supporting career development through coaching, mentoring, secondment and shadowing schemes. Ensuring that staff have the skills, equipment and working environment they need to work efficiently and effectively.</p> <p>Critical Success Factor: Improved leadership capacity. Improved performance levels monitored through performance development review scheme</p> <p>Environmental Impact: N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Within existing resources
10-HR03	To develop corporate priorities and targets for diversity	<p>Target: Harness the diversity of all employees to improve service delivery. Ensuring the fair and consistent treatment of all staff.</p> <p>Outcome: Set corporate targets for the improvement of diversity in the workforce. Undertake Equality Impact Assessment when introducing new policies and or Organisational Change.</p> <p>Critical Success Factors: Improved performance on diversity against national standards and indicators.</p> <p>Environmental Impact: N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Within existing resources
10-HR04	To support the success of the C3W programme.	<p>Target: Objectives and benefits identified as part of the C3W action plan are achieved.</p> <p>Outcomes: Ensuring staff have the skills, equipment and working environment they need to work efficiently and effectively. Ensuring managers have the skills and capability to support a performance culture with its focus on measurement, assessment and outcome based services. Engaging staff and encouraging their contribution to organisational change at the earliest opportunity. Develop a more flexible workforce supported by flexible employment packages. Support organisational behaviours/culture change.</p> <p>Critical Success Factors: Support from the Programme Board and Group.</p> <p>Environmental Impact: Reducing traffic congestion - promoting non car travel. Reducing carbon emissions through less commuting.</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	Programme Group
10-HR05	Undertake the preparation required to support the implementation of the C3W phase 3 for HR. E.g. undertake BPI where relevant; consider and plan for EDM; complete service restructure in terms of office based, mobile or home worker.	<p>Target: Project Plan timescales met for 2011/12. Phase 3</p> <p>Outcome: To have flexible ways of working that generate increased efficiencies and improved customer service through better IT systems and therefore reduce office space requirements. Business Improvement: through reduced costs with more efficient use of our resources.</p> <p>Critical Success Factors: Benefits delivered.</p> <p>Environmental Impact: Reducing traffic congestion - promoting non car travel. Reducing carbon emissions through less commuting.</p>	31 March 2012	Head of HR	N/A	HR team
10-HR06	To integrate workforce planning with strategic, financial and service planning to inform decision making and help drive out costs.	<p>Target: Produce a workforce plan 2011/12 as part of the budget and service planning cycle. Focus on career progression and succession planning. Deliver Learning and Development Plan 2011-2013.</p> <p>Outcomes: Improved performance and customer services and value for money provided.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impact: N/A</p>	31 March 2012	Head of HR	This action impacts on the whole Council and service areas	HR team
10-HR07	Pathfinder - support the development of shared services model 2010-2013	<p>Target: Develop business case and savings to support the shared services model with Hertfordshire HR Partnership Group or neighbouring districts.</p> <p>Outcome: Shared service where the high volume transaction tasks are outsourced to a third party provider and strategic HR/OD remains in house, with options to retain some operational HR services either centrally managed by one council or in house in each council or through best in breed contracts for services. Phased implementation 2010-2013 and the choice of flexibility for each council via a limited pick and mix approach.</p> <p>Critical Success Factors: Improved efficiencies, cost savings.</p> <p>Environmental Impact: N/A</p>	31 March 2012	Head of HR	N/A	HR team

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Internal Audit Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources			
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Increase the percentage of residents who agree that the council provides value for money.									
11-IA01	Support Internal Audit Partnership working	<p>Target: Development of collaborative arrangements with other Hertfordshire authorities on key areas of audit activity and re-prioritise activity to respond to reduced capacity.</p> <p>Outcome: Greater resilience, optimised use of resources throughout the service and savings delivered.</p> <p>Critical Success Factors: Support from other services and other authorities.</p> <p>Environmental Impacts: Potential increase in business travel, however, possibility of reduced overall travel as reduced staff numbers and greater opportunity for electronic working.</p>	#####	Internal Audit & Business Improvement Manager	None.	Within existing resources			
11-IA02	Ensure the Council has the capacity & capability to commission and procure value for money services and supplies through the introduction of a Procurement Plan.	<p>Target: Approved Procurement Plan in place.</p> <p>Outcome: Services and supplies provide good value for money and efficiency savings can be demonstrated.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: Requirement to ensure that environmental criteria are included in procurement policies and practices. Also Procurement Officer will advise on means by which environmental criteria should be considered in major procurement exercises.</p>	30 June 2011	Internal Audit & Business Improvement Manager	None.	Within existing resources			
11-IA03	Procurement Partnership Initiatives	<p>Target: Development of collaborative arrangements with adjoining Hertfordshire authorities on key areas of procurement activity.</p> <p>Outcome: Greater resilience, optimised use of resources and savings delivered.</p> <p>Critical Success Factors: Support from other services and other authorities.</p> <p>Environmental Impacts: Potential increase in business travel, however, possibility of reduced overall travel as reduced staff numbers and greater opportunity for electronic working.</p>	#####	Internal Audit & Business Improvement Manager	None.	Within existing resources			
11-IA04	Deliver Insurance tender exercise	<p>Target: Maintain appropriate range and levels of insurance cover, whilst achieving savings.</p> <p>Outcome: Placement of appropriate insurance cover.</p> <p>Critical Success Factors: Financial climate - ability to place cover.</p> <p>Environmental Impacts: Important need to take account of how environmental issues/ climate change may affect future insurance risks e.g. increased likelihood of extreme weather conditions such as flooding, extreme temperatures and high winds.</p>	31 May 2011	Internal Audit & Business Improvement Manager	None.	Within existing resources			
11-IA05	Improve the Council's health & safety and risk management arrangements.	<p>Target: Simplify the Health & Safety Policy and Risk Assessment process.</p> <p>Outcome: More efficient and user friendly arrangements in place.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: Requirement to ensure that environmental criteria are included in Health & Safety Policy and risk assessment process.</p>	31 March 2011	Internal Audit & Business Improvement Manager	None.	Within existing resources			
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.									
11-IA06	Deliver the benefits as identified in the C3W Service Profile.	<p>Target: Maintain cover within Internal Audit and Business Improvement (IA&BI) and ensure that Project Plan timescales met for 2011/12.</p> <p>Outcome: Smooth transition to C3W. Service delivered in accordance with C3W agenda.</p> <p>Critical Success Factors: Availability of staff resources, commitment from team and corporate support processes.</p> <p>Environmental Impacts: Reduced carbon footprint and paper reduction.</p>	#####	Internal Audit & Business Improvement Manager	None.	Within existing resources			
11-IA07	Undertake Electronic Document Management (EDM) processes for Internal Audit, Risk Assurance and Procurement in preparation for C3W implementation	<p>Target: Determine and implement EDM and home working arrangements.</p> <p>Outcome: Smooth transition to C3W. More efficient working and economical.</p> <p>Critical Success Factors: Availability of staff resources, commitment from team and corporate support processes.</p> <p>Environmental Impacts: Reduced carbon footprint and paper reduction.</p>	#####	Internal Audit & Business Improvement Manager	None.	Within existing resources			

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Licensing and Community Safety Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources			
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Increase the percentage of residents who agree that the council provides value for money.									
11-LCS01	Deliver the benefits as identified in the C3W Benefit Service Profile for Licensing and Community Safety.	<p>Target: Project Plan timescales met. Outcome: Reduced cost of service and reduced carbon footprint. Critical Success Factors: Reliance on homeworking being set up. Car Sharing scheme established. Environmental Impact: Reduced carbon footprint. Expected minor efficiencies in paper use due to increased use of IT</p>	31 March 2012	Head of Licensing and Community Safety	None.	Within existing resources			
11-LCS02	Reduce costs or improve VFM by identifying and implementing an improved structure for Environmental Health and Licensing and Community Safety services to meet the challenges of the MTFP	<p>Target: Identify improved streamlined structure and implement by 2013 Outcome: reduced overhead costs Critical Success Factors: Outcome of BPI process, staff engagement and contribution Environmental Impacts: Possible reduced travel</p>	31 March 2012	Head of Licensing and Community Safety	HR support	Within existing resources			
11-LCS03	Identify and implement opportunities presented by changes in local and central govt. ie forthcoming changes in Alcohol licensing legislation, maximising reasonable cost recovery, reducing workload through improved use of IT, improved use of delegated powers.	<p>Target: Deliver core services whilst meeting MTFP challenges Outcome: Sustained service delivery and reduced overhead costs Critical Success Factors: Partner engagement and acceptance Environmental Impacts: Improved use of IT should reduce paper and travel</p>	31 March 2012	Head of Licensing and Community Safety	Increased use of Web Team and IT. Democratic and Legal Services involvement	Within existing resources			
11-LCS04	Review the delivery of Community Safety in East Herts	<p>Target: Present a review of Community Safety to the Community Safety Partnership Board Outcome: Sustainable focused deliver of service against reduced public sector resources Critical Success Factors: Partner and member engagement Environmental Impacts: N/A</p>	30 September 2011	Head of Licensing and Community Safety	None.	Within existing resources			

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Planning and Building Control Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources			
Strapline: Fit for purpose, services fit for you Corporate Priority: Deliver good quality customer focused services by maintaining and developing a well managed and publicly accountable organisation									
By 2013 - Sustain customer satisfaction with the council, as a result of improved customer services and website access.									
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.									
By 2013 - Increase the percentage of residents who agree that the council provides value for money.									
11-PBC01	Development Control - Implement introduction of local fee setting for planning and related applications	<p>Target: Ensure that local fees are established Outcome: Cost of provision of service covered by fee income and greater local ability to set appropriate fees/ accountability. Critical Success Factors: Understanding of costs Environmental Impacts: Pressure to ensure costs minimised may lead to less environmental impacts (printing and paper costs)</p>	##### 31 March 2012	Head of Planning and Building Control (HPBC) and Development Control (DC) Manager	Financial information - Accountancy service	Within existing resources			
11-PBC02	C3W - Business Process Improvement (BPI) and IT	<p>Target: Selection of single software system for Building Control and Development Control, progress on implementation of BPI options Outcome: Cost effective service provision Critical Success Factors: Ability of software providers, financial resources Environmental Impacts: Reduced environmental demands of service</p>	31 March 2012	Head of Planning and Building Control (HPBC) and Development Control (DC) Manager	Business Support - IT and Accountancy	Within existing resources			
11-PBC03	Building Control - adaptation to legislative changes	<p>Target: Introduce changes as required by legislative change during year Outcome: Ensuring that statutory requirements met and effective service provided Critical Success Factors: IT provision and professional capacity Environmental Impacts: Reduced environmental demands of service</p>	31 March 2012	Head of Planning and Building Control (HPBC) and Development Control (DC) Manager	None.	Within existing resources			
11-PBC04	Building Control - Maintain Quality Assurance	<p>Target: Retain British Standards Institute (BSI) quality assurance for next year Outcome: Ensure provision of service to recognised service levels in terms of timescales, satisfaction etc. Critical Success Factors: Quality systems Environmental Impacts: Effective health and safety control through the Building Control system</p>	##### 31 March 2012	Building Control Manager	None.	Within existing resources			
Strapline: Shaping now, shaping the future Corporate Priority: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.									
By 2013 - Establish a sound planning framework for the District through the production of the Local Development Framework (LDF).									
Continue to process planning applications in line with local expectations.									
11-PBC05	Development Control and Planning Policy - Effective management of large scale development proposals (possibly development proposals at Bishop's Stortford North)	<p>Target: Provide support and input into proposals to bring forward development where proposals come forward Outcome: Ensure sustainable and acceptable development proposals Critical Success Factors: Staff capacity, actions of developers, professional capacity Environmental Impacts: Provision of development which fully addresses its environmental impact</p>	31 March 2012	HPBC, DC and Planning Policy Managers	Other service areas depending on development coming forward - usually including housing, environmental and community services	Within existing resources			
11-PBC06	Planning Policy - progress preparation of Local Development Framework (LDF)	<p>Target: Preferred options stage in preparation of LDF Outcome: Further progress toward finalised LDF Critical Success Factors: Acceptable to Members and compatible with changing legislative requirements Environmental Impacts: Control over future impact of development on environment</p>	##### 31 March 2012	Planning Policy Manager	None.	Within existing resources			
11-PBC07	Development Control Conservation - Conservation Area (CA) Appraisals	<p>Target: Completion of programme of CA Appraisals Outcome: Robust framework for consideration of development proposals Critical Success Factors: Appropriate professional input, consultation and Member support Environmental Impacts: Control over changes to built environment</p>	##### 31 March 2012	HPBC and Conservation Officer	None.	Within existing resources			
Strapline: Leading the way, working together Corporate Priority: Deliver responsible community leadership that engages with our partners and the public									
By 2013 - Enable the local community to influence decisions, to assist in the delivery of services.									
11-PBC08	Planning Policy and Development Control - Managing and delivering legislative change enabled through the Localism Bill	<p>Target: Ensuring that provisions and requirements of the legislation can be enabled Outcome: Created community control in built environment matters Critical Success Factors: Understanding of requirements, financial and professional resources where required Environmental Impacts: Greater local control over environmental issues</p>	31 March 2012	HPBC, DC and Planning Policy Managers	Accountancy and other service areas depending on requirements of legislation	Within existing resources			

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Revenues and Benefits Service Plan 2011/12

Action Plan						Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources			
Strapline: Promoting prosperity and well being; providing access and opportunities Corporate Priority: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable									
By 2015 - Support the homeless and ensure those in need access the benefit they are entitled to.									
11- RB1	Investigate and if appropriate commence, shared service opportunities with Stevenage BC	<p>Target: Identify opportunities to improve service delivery, and/or performance, and/or efficiencies. Business case completed 31 May 2011.</p> <p>Outcome: Measurable targets.</p> <p>Environmental Impacts: Possible increase in business travel alongside more electronic working.</p>	31 May 2011	Head of Revs & Bens	Will require support from IT, HR, Accountancy, Customer services etc - basically all service which support or interact with the Revs & Bens services	Unknown - being determined in project plan at time of writing			
11- RB2	Roll out Capita products	<p>Target: Increase capacity, and range of service delivery options for customers.</p> <p>Outcome: Increased capacity, performance levels improved, reduction in manual process, reduction in prep time for staff working remotely.</p> <p>Critical Success Factors: Roll out and take up achieved, roll out by Capita, training etc</p> <p>Environmental Impacts: Opportunities to reduce paper flow and possible reduction in staff travel due to increased remote/ onsite working.</p>	31 March 2012	Head of Revs & Bens	Capita and IT	Unknown			
11- RB3	Manage workload and un known changes to service demand in current economic climate	<p>Target: Service deliver targets achieved.</p> <p>Outcome: Service has the capacity to deal with increase in service demand.</p> <p>Critical Success Factors: Performance targets achieved.</p> <p>Environmental Impacts: None.</p>	31 March 2012	Head of Revs & Bens	Unknown	Unknown			
11- RB4	C3W - roll out of home & remote & flexible working, and move staff to Hertford	<p>Target: Staff successfully enabled to work from home, flexibly and remotely and those office based staff moved to Hertford.</p> <p>Outcome: Service delivered in accordance with C3W agenda, increasing capacity and improving performance.</p> <p>Critical Success Factors: Roll out of IT.</p> <p>Environmental Impacts: Possible reduced carbon footprint</p>	31 March 2012	Head of Revs & Bens	IT, C3W Board etc	Unknown			

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EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

REPORT BY THE LEADER OF THE COUNCIL

2010/11 ESTIMATES AND FUTURE TARGETS

WARDS AFFECTED: ALL

Purpose/Summary of Report:

- This report sets out the performance indicators that the Council is required to monitor and publish annually in the Annual Report. The purpose of the report is to advise Members of estimated performance for 2010/11 and the targets for the next three years. The Executive are asked to consider any recommendations from the Joint Scrutiny meeting on 15 February 2011 when considering the following recommendations.

<u>RECOMMENDATIONS FOR EXECUTIVE: that:</u>	
(A)	the estimates for 2010/11 be noted;
(B)	the refined list of performance indicators to be retained and deleted, as set out at paragraph 1.7 of the report, be approved;
(C)	consideration be given to whether any further resources should be invested to improve the potential 2010/11 outturn position in order to meet current targets; (Paragraph 3.3, 3.4 and 4.2)
(D)	the targets set out in paragraph 5.1 – 5.3 to either improve, reduce or retain performance, be approved;
(E)	the adoption of the new local measures set out in paragraph 6.1 of the report, be approved;
(F)	the data quality spot checks that are currently being undertaken in paragraph 7.3 of the report be noted;
(G)	unit cost indicators are not included in the list of PI estimates

	and targets; and (Paragraph 8.1)
(H)	the changes to the 2009/10 performance outturns for the leisure performance indicators (Paragraph 9.1 to 9.3) be noted.

1 BACKGROUND

- 1.1 The coalition government has announced a number of changes since coming into office in order to reduce bureaucracy and central government burdens and to save money. In light of the coalition government's changes, it was agreed that East Herts should retain a performance framework that is reflective of local priorities.
- 1.2 Late last year officers undertook an exercise to review the 2010/11 basket of indicators and have proposed a refined list, reducing the set from 143 indicators to 86 indicators. The list of performance indicators officers are proposing be retained are detailed in **Essential Reference Paper B** and therefore a 2010/11 estimate and future targets have been provided. The list of performance indicators that officers are recommending be removed are listed in **Essential Reference Paper C**.
- 1.3 The performance indicator set is separated into national performance indicators (NIs) which were previously statutory indicators determined by the Government, and local performance indicators (known as East Herts Performance Indicators - EHPI), which are determined by the individual local authority. Later in 2011/12 the Performance team will review the referencing of all indicators but for now the existing reference will remain.
- 1.4 Councils are required to set targets for the performance they wish to achieve in the year ahead, and to monitor in-year progress in meeting these targets.
- 1.5 Due to the pressures on local government budgets, services have had to re-evaluate the day to day functions/operations they provide to focus resources and service delivery to core priority areas i.e. customer focused services.
- 1.6 East Herts Council has placed emphasis on working towards setting future targets based on the following three themes:

- A) **Improve target** - Only where feasible and instrumental in delivering service's core priorities i.e. customer focused.
- B) **Reduce target** - Where the target is no longer achievable or feasible to maintain i.e. insufficient staff, budget constraints or low priority indicator.
- C) **Retain target** - Where there is minimal impact on service resources to maintain performance level.

1.7 Scrutiny members reviewed and commented on the refined list of performance indicators proposed in **Essential Reference Paper B** and the performance indicators that officers are recommending be removed as shown in **Essential Reference Paper C** at the joint meeting on 15 February 2011. Comments made by scrutiny members are contained in the reported titled 'Issues Arising from Scrutiny' detailed later in this agenda.

2 ESTIMATES AND TARGETS

2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the national and local performance indicators that officers are recommending be retained by the Council, and therefore contains:

- The estimate for 2010/11, compared with the target and 2009/10 outturn;
- Targets for 2011/12, 2012/13 and 2013/14.

3 INITIAL ANALYSIS - ESTIMATES

3.1 There are a total of **56** performance indicators, **48** performance indicators for which there is a target for 2010/11 which are listed in **Essential Reference Paper B**.

	TARGET
71.42% (40)	 Indicators are on or above target
5.35% (3)	 Indicators are 1-5% off target
8.92% (5)	 Indicators are 6% or more off target
14.28% (8)	N/A or TBD Unable to analyse as no target for 2010/11 or estimate not available or is to be determined

3.2 There are **53** performance indicators (including sub-parts) for which there is an estimated outturn for 2010/11 which are listed in **Essential Reference Paper B**.

IMPROVEMENT	
58.49% (31)	 Indicators have improved
13.21% (7)	 Indicators have stayed the same
28.30% (15)	 Indicators have worsened

3.3 A detailed breakdown of indicators that are estimated not to be meeting the set target and showing a 'Red' performance are:

Fit for purpose, services fit for you:

- EHPI 6.8 - Turnaround of Pre Notice to Owner (NTO) Penalty Charge Notice (PCN) challenges
- EHPI 16a - Percentage of Staff with Disabilities
- EHPI 16b - Percentage of top 10% of earners with a disability
- EHPI 17 - Percentage of top 10% earners from Black/Minority Ethnic (BME)

Shaping now, Shaping the future:

- NI 154 - Net additional homes provided

3.4 A detailed breakdown of the indicators that are estimated not to be meeting the set target and showing a 'Amber' performance are:

Fit for purpose, services fit for you:

- EHPI 8 - Percentage of invoices paid on time.
- EHPI 156 - Buildings accessible to people with a disability.

Shaping now, Shaping the future:

- NI 157a - Processing of planning applications: major applications

4 SCRUTINY OF ESTIMATES

- 4.1 In the past this report provided a quartile analysis on performance indicators to indicate how the council is performing nationally by comparing performance indicator quartile data released by the Audit Commission. Since the announcement of the abolition of the Audit Commissions and National Indicators, councils are now focusing on delivering better performance locally rather than comparing with other authorities.
- 4.2 The following is a list of performance indicators that have shown a decline in performance:

Fit for purpose, services fit for you:

- EHPI 17 - Percentage of top 10% earners from BME
- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 5.2b - % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- EHPI 6.8 - Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges
- EHPI 6.9 - Turnaround of Penalty Charge Notice (PCN) Representations
- EHPI 8 - Percentage of invoices paid on time.

Promoting prosperity and well being:

- NI 184 - Food establishments in the area which are broadly compliant with food hygiene law
- EHPI 2.15 - Health & safety inspections.

Pride in East Herts:

- NI 195d - Improved street and environmental cleanliness: Fly-posting

Shaping now, Shaping the future

- NI 154 – Net additional homes provided
- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications

5 INITIAL ANALYSIS - TARGETS

5.1 The following is a list of performance indicators (please note the comparisons relate to 2010/11 target compared to the 2011/12 target) where targets have been set to **Improve** performance (See **Essential Reference Paper B** for justification of change):

- EHPI 1a - % of customers satisfied with the service – All
- EHPI 1b - % of customers satisfied with the service – Leventhorpe
- EHPI 1c - % of customers satisfied with the service – Hartham
- EHPI 1d - % of customers satisfied with the service – Fanshawe
- EHPI 1e - % of customers satisfied with the service – Buntingford
- EHPI 1f - % of customers satisfied with the service - Grange Paddocks
- EHPI 2 - Net cost/subsidy per visit
- EHPI 3a - Usage: number of swims (under 16)
- EHPI 3b - Usage: number of swims (16 - 60)
- EHPI 3c - Usage: number of swims (60 +)
- EHPI 4a - Usage: Gym (16 - 60)
- EHPI 4b - Usage: Gym (60 +)
- NI 185 - CO2 reduction from local authority operations
- NI 191 - Residual household waste per household
- NI 192 - Percentage of household waste sent for reuse, recycling and composting
- NI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented
- EHPI 218a - Abandoned vehicles - identified within 24 hours
- NI 154 – Net additional homes provided
- NI 157c - Processing of planning applications: other applications

5.2 The following is a list of performance indicators where targets have been set to **reduce** performance:

- EHPI 8 - Percentage of invoices paid on time.
- EHPI 156 - Buildings accessible to people with a disability.
- EHPI 7.35 - Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)

5.3 The following is a list of performance indicators where targets have been set to retain performance:

- EHPI 64 - Vacant dwellings returned to occupation or demolished
- EHPI 2.23 - Planning decisions delegated.
- EHPI 5.4 - % of complaints to the Local Government Ombudsmen that are upheld
- EHPI 6.8 - Turnaround of Pre NTO PCN challenges
- EHPI 6.9 - Turnaround of PCN Representations
- NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
- NI 184 - Food establishments in the area which are broadly compliant with food hygiene law
- EHPI 129 - Response time to Anti-Social Behavior (ASB) complaints made to East Herts Council (EHC).
- EHPI 2.15 - Health & safety inspections.
- NI 195a - Improved street and environmental cleanliness: Litter
- NI 195b - Improved street and environmental cleanliness: Detritus
- NI 195c - Improved street and environmental cleanliness: Graffiti
- NI 195d - Improved street and environmental cleanliness: Fly-posting
- EHPI 2.4 - Fly-tips: removal.
- NI 155 - Number of affordable homes delivered (gross)
- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications

6 NEW LOCAL PERFORMANCE INDICATORS

6.1 As part of the review of all indicators, services were given the opportunity to recommend new local performance indicators that they felt will support their service in delivering the Council's corporate priorities. Below is a list of new local performance indicators that have been recommended:

People Services and Organisational Development

- Percentage of Personal Development Review (PDR) completed on time
- Staff Turnover

Pride In East Herts

- Percentage of cases closed without the need for formal action.
- Percentage of notices served in accordance with the timescale set out above (30 working days).
- Percentage of customers satisfied with the service received.

6.2 Between now and the end of March 2011 the detail of each indicator in terms of definition, formula, value etc will be determined. As with all new indicators the first year will be about collecting a full data set, before targets are determined.

7. DATA QUALITY SPOT CHECKS

7.1 East Herts Council is committed to delivering good data quality management. Data quality is an important aspect, as a publically accountable organisation we have to ensure that any data the council produces has an audit trail available.

7.2 The Performance Team are working with the relevant services to spot check a basket of 10 indicators identified in the table below to ensure that we maintain the highest level of data quality standards.

7.3 The performance indicators to be spot checked are as follows:

EHPI8: Percentage of Invoices paid on time
EHPI 218a - Abandoned vehicles - identified within 24 hours
NI181: Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events
EHPI 12a: Number of short-term sickness absence days per FTE staff in post
EHPI 2.15: Health & safety inspections.
EHPI 3a - Usage: number of swims (under 16)
EHPI 2.15 - Health & safety inspections.
EHPI 6.8 - Turnaround of Pre NTO PCN challenges
EHPI 4a - Usage: Gym (16 - 60)
NI157a: Processing of planning applications: major applications

7.4 The Performance Team working with Data Quality Champions are in the process of checking that all estimates and later on outturns, have been reported as per the indicator definition, to the correct decimal place and calculate correctly.

7.5 The outcome of the data quality spot checks will be reported to Executive on 5 July 2011, as part of the 2010/11 Outturn report.

8. Unit Cost Indicators

8.1 Unit cost indicators have been excluded in the estimates and targets list of performance indicators as services are not required to set targets for these measures. They are analysed to provide trend information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In total there are **28** unit cost indicators, all unit cost outturns are reported to Members through the Corporate Healthcheck process, once the Council's budget has been finalised.

9 Changes to 2009/10 leisure indicator outturns

9.1 Community and Cultural Services has recalculated the 2009/10 outturns for the Leisure satisfaction performance indicators listed below for two reasons: 1, the data previously extracted from GovMetric, which reported on all areas was focused on value for money rather than customer experience (Satisfaction). And 2, the data extracted from GovMetric was not consistent as changes were made by GovMetric without any prior consultation or notification in the reports they supplied to SLM and East Herts Council. The recalculated 2009/10 outturn data as well as the 2010/11 estimated outturn in **Essential Reference Paper B** focus on the five key areas in the leisure facilities which are, swimming lessons, group exercise classes, fitness (Gym), reception and cleanliness:

- EHPI 1a - % of customers satisfied with the service – All
- EHPI 1b - % of customers satisfied with the service – Leventhorpe
- EHPI 1c - % of customers satisfied with the service – Hartham
- EHPI 1d - % of customers satisfied with the service – Fanshawe
- EHPI 1e - % of customers satisfied with the service – Buntingford
- EHPI 1f - % of customers satisfied with the service - Grange Paddocks

9.2 Community and Cultural Services has recalculated the 2009/10 outturn for the indicator listed below as the outturn did not previously take into account the 4.6% Retail Price Index (PRI):

- EHPI 2 - Net cost/subsidy per visit

9.3 Community and Cultural Services has recalculated the 2009/10 outturn for the indicator listed below because a more refined method for data extraction/collection has since been developed which indicates that the previous 2009/10 outturn was understated:

- EHPI 4a - Usage: Gym (16 - 60)

Background Papers

None.

Contact Member: Cllr A Jackson, Leader of the Council

Contact Officer: Ceri Pettit, Head of Strategic Direction – ext 2240

Report Author: Karl Chui, Performance Officer (Strategic Direction)

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<p><u>Promoting prosperity and well-being; providing access and opportunities</u></p> <p><i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p>Fit for purpose, services fit for you</p> <p><i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p>Pride in East Herts</p> <p><i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p>Caring about what's built and where</p> <p><i>Care for and improve our natural and built environment.</i></p> <p>Shaping now, shaping the future</p> <p><i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p>Leading the way, working together</p> <p><i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no Human Resource implications.
Risk Management:	There are no Risk implications.

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Code	Indicator	Past Performance	Current Performance						Future Performance			Lead Service
			2010/11				2011/12		2012/13	2013/14		
		Outturn	Target 2010/11	Estimated outturn	Performance Short term trend	Status	Notes	Target	Target	Target	Target	
CARING ABOUT WHAT'S BUILT (AND) WHERE - Care for and improve our natural and built environment												
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	10	—		On track to achieve target of 10. No revision proposed for target for future years, as this reflects greater emphasis in Empty Homes Strategy 2010-15 on longer term and problematic empty properties.	10	10	10	10	Health and Housing
EHPI2.2	Waste: missed collections per 100,000 collections of household waste	65.90	50.00	48.00			Performance has improved this year as Alternative Refuse Collection (ARC) has settled down and residents have become more familiar with collection arrangements. Close contract management rectifies any dips in performance. Outturn predicted to be better (lower) than target.	50	50	50	50	Environmental Services
EHPI 2.23	Planning decisions delegated.	91%	90%	91%	—		Expected to be very close to target. National good practice level 90% and was referred to in recent Killen Pretty Development Control review.	90%	90%	90%	90%	Planning and building control
EHPI 86	Cost of household waste collection	£69.55	£89.44	TBD	N/A	N/A	Data for this indicator is not currently available to be included for this report. Outturn data for this indicator is only available after the closing of the financial accounts in July 2011.	TBD	TBD	TBD	TBD	Financial/Environmental Services
EHPI 90b	Satisfaction with waste recycling	81.00%	N/A	No outturn due until 2011/12	N/A	N/A	Performance data collected through data from the Resident Survey which will next be due on 2011/12.	75%	N/A	N/A	N/A	Environmental Services
FIT FOR PURPOSE, SERVICE FIT FOR YOU: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation												
EHPI 12a	Number of short- term sickness absence days per Full Time Equivalent (FTE) staff in post	4.65 days	5.00 days	4.49 days			Number of short-term absences is expected to be within the council standards for sickness. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	5.00 days	5.00 days	5.00 days	5.00 days	People & Organisational services
EHPI 12b	Number of long-term sickness absence days per Full Time Equivalent (FTE) staff in post	2.12 days	2.50 days	1.93 days			Number of Long-term absences is expected to be within the council standards for sickness. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	2.50 days	2.50 days	2.50 days	2.50 days	People & Organisational services
EHPI 12c	Total number of sickness absence days per Full Time Equivalent (FTE) staff in post	6.77 days	7.50 days	6.52 days			Total number of absences is expected to be within the council standards for sickness. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	7.50 days	7.50 days	7.50 days	7.50 days	People & Organisational services
EHPI 14	Retirements	N/A	N/A	1.65%	N/A	N/A	The definition of this indicator was changed in 2010/11 from 'Early' retirements to 'Retirements' so any previous data can not be used to analyse the performance status or trend. The original target set for this indicator would not apply due to the change in definition so new targets will be set for this indicator by the review conducted by Human Resource Committee on 13 July 2011.	N/A	N/A	N/A	N/A	People & Organisational services

Page Code 100	Indicator	Past Performa	Current Performance						Future Performance			Essential Reference Paper B	
			2010/11				2011/12	2012/13	2013/14				
		Outturn	Target 2010/11	Estimated outturn	Performance Short term trend	Status	Notes	Target	Target	Target	Lead Service		
EHPI 15	III Health Retirements	0.00%	3.23%	0.00%	—		Performance outturn is expected to exceed annual target. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	3.23%	3.23%	3.23%	People & Organisational services		
EHPI 16a	Percentage of Staff with Disabilities	1.48%	5.21%	1.48%	—		This is below target, however it is an estimate based on the last full survey of staff (2008). A survey is planned for 2011/12. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	5.21%	5.21%	5.21%	People & Organisational services		
EHPI 16b	Percentage of top 10% of earners with a disability	5.55%	11.76%	5.55%	—		The definition of this indicator was changed in 2010/11 from '5%' to '10%' despite this change it doesn't alter the original target for this indicator. This is below target. However 5.55% represents 1 employee and the target is for 2 employees. The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by Human Resource Committee on 13 July 2011.	11.76%	11.76%	11.76%	People & Organisational services		
EHPI 17	Percentage of top 10% earners from Black/Minority Ethnic (BME)	5.88%	5.88%	0.00%	▼		The definition of this indicator was changed in 2010/11 from '5%' to '10%' despite this change it doesn't alter the original target for this indicator. The target is the equivalent of one employee. Currently there are no Black/Minority Ethnic (BME) employees in Senior Management group (SMG). The service has currently set targets to be maintained from previous year as no future targets are available for the HR performance indicator until review and agreement by HR Committee on 13 July 2011.	5.88%	5.88%	5.88%	People & Organisational services		
EHPI 5.1	% of complaints resolved in 14 days or less	82.22%	Insufficient data in 2009/10 for a 2010/11 target to be set.	70.00%	▼	N/A	Comparison between 2009 and 2010 has shown an over 30% increase in complaints logged on the 3Cs database. Stage Two complaints have increased by 66% (20 in 2010 compared with 12 in 2009). Stage Two complaints tend to be more complex and take longer to investigate and hence appear to take longer to resolve and this can have a detrimental affect on the indicator. With pressure on resources response to complaints has taken longer. As the 3Cs procedure has been in place for two years now, there is sufficient data to be able to see how efficiently complaints are handled within the services. The target for the coming three years is 70%.	70.00%	70.00%	70.00%	Customer Services and New Media		

Code	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B	
			2009/10		2010/11				2011/12	2012/13	2013/14		
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target	
EHPI 5.2	% of complaints about the Council and its services that are upheld a) 1st stage	32.56%	Insufficient data in 2009/10 for a 2010/11 target to be set.	25.00%	▲	N/A			The performance at this point in the year is at 26.32% which covers the periods for Quarter 1, 2 and 3 for 2010/11, this is because data for this indicator is dependant on the number of complaints received and therefore the service is unable to predict how many complaints are likely to be received in Quarter 4. Comparing with the periods of Quarter 1, 2 and 3 for 2009/10 which achieved 34.33% performance has improved. The service anticipates that the end of year outturn is likely to achieve 25% because there has been a decline in the number of cases upheld.	25.00%	25.00%	25.00%	Customer Services and New Media
EHPI 5.2	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	10.00%	Insufficient data in 2009/10 for a 2010/11 target to be set.	20.00%	▼	N/A			The performance at this point in the year is at 5.26% which covers the periods for Quarter 1, 2 and 3 for 2010/11, this is because data for this indicator is dependant on the number of complaints received and therefore the service is unable to predict how many complaints are likely to be received in Quarter 4. Comparing with the periods of Quarter 1, 2 and 3 for 2009/10 which achieved 22.22% performance has improved. The service anticipates that the end of year outturn is likely to achieve 20% this because the indicator is very sensitive to any outcomes and cases that could arise in quarter 4 i.e. 1 case can cause a percentage increase of 10%.	20.00%	20.00%	20.00%	Customer Services and New Media
EHPI 5.4	% of complaints to the Local Government Ombudsman that are upheld	12.5%	0%	0%	▲	😊			Although 2010/11 has seen a slight increase in the number of complaints handled by the LGO against the Council, there have been no complaints upheld. It is hoped that this will be maintained during the coming three years. The number of cases dealt with against East Herts by the Local Government Organisation (LGO) has dropped over the past years. This has been mainly due to the advice given to complainants by the LGO.	0%	0%	0%	Customer Services and New Media
EHPI 6.8	Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges	15 days	14 days	22 days	▼	😢			Performance target is not expected to be achieved due to higher volumes of Penalty Charge Notices (PCNs) issued earlier in the year and reduced staffing levels.	14 days	14 days	14 days	Customer Services and New Media
EHPI 6.9	Turnaround of Penalty Charge Notice (PCN) Representations	16 days	28 days	20 days	▼	😊			Performance is expected to be exceed the annual target.	28 days	28 days	28 days	Customer Services and New Media
EHPI 8	Percentage of invoices paid on time.	98.19%	98.50%	97.00%	▼	😐			The target for 2010/11 was set at 98.5% but we are not going to achieve this due to lower performance in the months so far, so it is estimated that we will achieve 97.00%. Future targets reset in line with current performance but still hoping to improve year on year.	98.00%	99.00%	99.50%	Financial Support Services
EHPI 3	Overall satisfaction with the authority.	61.00%	N/A	No outturn due until 2011/12	N/A	N/A			Performance data collected through data from the Resident Survey which will next be due in 2011/12.	65%	N/A	N/A	Strategic Direction

Page Code 102	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B	
			2009/10		2010/11				2011/12	2012/13	2013/14		
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target	
EHPI 156	Buildings accessible to people with a disability.		86.96%	95.24%	91.30%	▲	↑	↑	Performance shows that 91.30% of buildings with public areas operated by East Herts Council are suitable for and accessible to Disabled Persons. The proposed replacement of a Football Changing Room Building which was originally not accessible to Disabled Persons, took place in 2010/11 making it now accessible to Disabled Persons. Targets in future years include the closure the Causeway Offices in Bishops Stortford in 2011/12. It has not yet been decided as to whether any further changes will occur in 2012/13 or 2013/14.	91.30%	91.30%	91.30%	Business support services/Financial support services
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		10.1 days	10.0 days	10.0 days	▲	↑	↑	Outturn is expected to meet annual target.	10.0 days	9.0 days	9.0 days	Revenues and Benefits
EHPI 7.3	Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)		1.3%	0%	1%	▲	↑	↑	Performance shows that the estimated position at the year end taking account of outstanding creditors will be 1% over profile (Revised budget £445,500 from £437,600). After going through the usual end of year accounting routines regarding outstanding commitments it is expected that the outturn will either be on target or be within +/- 1%.	1%	1%	1%	Business support services/Financial support services

LEADING THE WAY, WORKING TOGETHER: Deliver responsible community leadership that engages with our partners and the public

There are no performance indicators for this corporate priority

PROMOTING PROSPERITY AND WELL BEING; PROVIDING ACCESS AND OPPORTUNITIES: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable

EHPI 1a	% of customers satisfied with the service - All	65%	66%	76%	▲	↑	The estimated outturn represents the half year result (i.e. the first 6 month survey). The 2009/10 outturn has been changed from 68% to 65% based on the new criteria stated in paragraph 9.1 of the main report.	67%	68%	69%	Community and Cultural Services
EHPI 1b	% of customers satisfied with the service - Leventhorpe	70%	71%	74%	▲	↑	The estimated outturn represents the half year result (i.e. the first 6 month survey). The 2009/10 outturn has been changed from 67% to 70% based on the new criteria stated in paragraph 9.1 of the main report.	72%	73%	74%	Community and Cultural Services
EHPI 1c	% of customers satisfied with the service - Hartham	67%	68%	73%	▲	↑	The estimated outturn represents the half year result (i.e. the first 6 month survey). The 2009/10 outturn has been changed from 68% to 67% based on the new criteria stated in paragraph 9.1 of the main report.	69%	70%	71%	Community and Cultural Services

Code	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B	
			2009/10		2010/11				2011/12	2012/13	2013/14		
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target	Lead Service
EHPI 1d	% of customers satisfied with the service - Fanshawe	67%	68%	79%	▲				The estimated outturn represents the half year result (i.e. the first 6 month survey). The 2009/10 outturn has been changed from 68% to 67% based on the new criteria stated in paragraph 9.1 of the main report.	69%	70%	71%	Community and Cultural Services
EHPI 1e	% of customers satisfied with the service - Ward Freeman	52%	68%	74%	▲				The estimated outturn represents the half year result (i.e. the first 6 month survey). This facility has shown the most improved customer experience levels of all the sites. The 2009/10 outturn has been changed from 57% to 52% based on the new criteria stated in paragraph 9.1 of the main report.	69	70%	71%	Community and Cultural Services

Page Code 104	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B	
			2009/10		2010/11				2011/12	2012/13	2013/14		
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target	
EHPI 1f	% of customers satisfied with the service - Grange Paddocks	70%	71%	80%			The estimated outturn represents the half year result (i.e. the first 6 month survey). Performance for this facility is the highest of all the East Herts sites and has been classed as excellent by the GovMetric. The 2009/10 outturn has been changed from 84% to 70% based on the new criteria stated in paragraph 9.1 of the main report.						Community and Cultural Services
EHPI 2	Net cost/subsidy per visit	£4.85	£4.74	£1.18			Estimated outturn is expected to exceed the annual target. This is due to increasing throughput figures the reduction in the contracted management fee. The 2009/10 outturn has been changed from £4.69 to £4.85 based on the the inclusion of the 4.6% Retail Price Index (RPI) in paragraph 9.2 of the main report.						Community and Cultural Services
EHPI 3a	Usage: number of swims (under 16)	45,415	45,869	47,900			Estimated outturn is expected to exceed the annual target.						Community and Cultural Services
EHPI 3b	Usage: number of swims (16 - 60)	73,211	73,943	110,000			Estimated outturn is expected to exceed the annual target.						Community and Cultural Services
EHPI 3c	Usage: number of swims (60 +)	24,865	25,111	25,000			Estimated outturn is likely to be just under the target as the 60+ free swims scheme has been withdrawn by the government.						Community and Cultural Services
EHPI 4a	Usage: Gym (16 - 60)	74,403	75,147	135,000			Estimated outturn is expected to exceed the annual target. The 2009/10 outturn has been changed from 68,566 to 74,403 based on the the new refined method of data extraction/collection in paragraph 9.3 of the main report.						Community and Cultural Services
EHPI 4b	Usage: Gym (60 +)	5,840	5,898	10,000			Estimated outturn is expected to exceed the annual target.						Community and Cultural Services

Code	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B
			2009/10		2010/11				2011/12	2012/13	2013/14	
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	88%	85	85%	▼		On track to have 85% of businesses being classed as broadly compliant by March 2011.		85%	85%	85%	Health and Housing
EHPI 129	Response time to Anti Social Behavior (ASB) complaints made to East Herts Council (EHC).	New PI	100%	100%	N/A		Estimated outturn is expected to meet the annual target.		100%	100%	100%	Licensing and Community Safety
EHPI 2.15	Health & safety inspections.	88%	85%	85%	▼		On track to achieve 85% of the inspections due during 2010/11.		85%	85%	85%	Health and Housing
PRIDE IN EAST HERTS: Improve standards of the neighbourhood and environmental management in our towns and villages.												
NI 185	CO2 reduction from local authority operations	-9.8%	No target set due to insufficient data in 2008/09	Not available	N/A	N/A	Estimated outturn cannot be determined due to C3W building works. Data will only be available from the next financial year as the processes will need time to run its course.		3.50%	4.00%	4.00%	Environmental Services
NI 191	Residual household waste per household	551	595	470	▲		Waste levels have reduced more than expected due to Alternative Refuse Collection (ARC), with the amount of waste disposed off reducing by more than the increase in recycling and composting.		459	454	439	Environmental Services
NI 192	Percentage of household waste sent for reuse, recycling	41.24%	48.00%	49.30%	▲		Performance expected to exceed target of 48% due to Alternative Refuse Collection (ARC) settling down well.		50.0%	51.0%	52.0%	Environmental Services
NI 195a	Improved street and environmental cleanliness: Litter	3%	2%	2%	▲		Performance on target indicating a low level of litter below Grade B.		2%	2%	2%	Environmental Services
NI 195b	Improved street and environmental cleanliness: Detritus	7%	7%	7%	—		Estimated outturn is expected to meet the annual target.		7%	7%	7%	Environmental Services
NI 195c	Improved street and environmental cleanliness: Graffiti	2%	1%	1%	▲		Performance is on target at 1%.		1%	1%	1%	Environmental Services
NI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	1%	▼		Performance is on target at 1%.		1%	1%	1%	Environmental Services

P a g e 9 C o d e	Indicator	Past Performa	Current Performance						Future Performance			Essential Reference Paper B
			2010/11				2011/12		2012/13	2013/14		
		Outturn	Target 2010/11	Estimated outturn	Performance Short term trend	Status	Notes	Target	Target	Target	Lead Service	
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	22.42%	27.40%	27.40%	▲		% of total candidate wildlife sites in East Herts in positive conservation management – 27.4%. Performance is expected to meet the annual target.	32.40%	37.40%	42.40%	Environmental Services	
EHPI 218	Abandoned vehicles - identified within 24 hours	88.60%	80.00%	98.00%	▲		Performance has improved this year with the target consistently bettered. Inspectors will need to focus on new contractors performance in 2011/12 therefore performance and target should not be increased.	85.00%	85.00%	85.00%	Environmental Services	
EHPI 218	Abandoned vehicles - removed in 24 hours	100.00%	95.00%	100.00%	—		Estimated outturn is expected to meet the annual target.	95.00%	95.00%	95.00%	Environmental Services	
EHPI 2.4	Fly-tips: removal.	1.33 days	2 days	1 day	▲		Performance has been consistently better than last year, with the Environmental Inspection Team regarding this as one of their priorities. With new contract starting in May, Inspectors may be too stretched managing new contractor/revised working patterns and performance to maintain or improve upon current target/performance.	2 days	2 days	2 days	Environmental Services	
SHAPING NOW, SHAPING THE FUTURE: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including effective development control and other measures												
NI 154	Net additional homes provided	464	375	271	▼		The estimated outcome for the 2010/11 is likely to be lower than the initial target. This reflects the national position with regard to house building currently, with lower volumes being delivered across the country. Underlying this is the current economic situation and, quite possibly, the flux with regard to national planning policy.	375	466	648	Planning and Building Control	
NI 155	Number of affordable homes delivered (gross)	185	200	200	▲		The figure is an average over a five year rolling period. This figure was agreed by the Council following the publication of the Housing Needs Survey in 2004. This maybe revised following the publication of the Council's Strategic Housing Market Assessment and associated policy documents that will be formulated and agreed by Council in 2010/2011.	200	200	200	Planning and Building Control	
NI 157a	Processing of planning applications: major applications	79.00%	69.00%	67.00%	▼		Expected to be below local target but over national 30% target.	69.00%	69.00%	69.00%	Planning and Building Control	
NI 157b	Processing of planning applications: minor applications	87.00%	80.00%	85.00%	▼		Expected to exceed national & local target.	80.00%	80.00%	81.00%	Planning and Building Control	
NI 157c	Processing of planning applications: other applications	93.00%	92.00%	94.00%	▲		Expected to exceed national & local target.	93.00%	93.00%	93.00%	Planning and Building Control	

Code	Indicator	Past Performance	Current Performance						Future Performance			Essential Reference Paper B	
			2009/10		2010/11				2011/12	2012/13	2013/14		
			Outturn	Target 2010/11	Estimated outturn	Performance	Short term trend	Status	Notes	Target	Target	Target	
NI 159	Supply of ready to develop housing sites	90.2%	No target set due to insufficient data in 2009/10	98.0%	▲	●			Estimated outturn for (the five years commencing) 2010/11: 98.0%. The current Annual Monitoring Report looks ahead for 5 years and therefore enables an estimate to be made for the five years commencing 2011/12. This is 89.2% An estimate cannot be made for the period beyond this because five years worth of estimates are not currently available. The outturn figure for the current five years commencing (2010/11) remains the same as the estimate previously given as it is not possible recalculate the data part way through a year. Using actual data would be inappropriate as this indicator is an 'estimate' and does not deal with live data.	89.2%	N/A	N/A	Planning and Building Control

Status	
The 'smiley faces' reflect performance against target	
☹	indicator is 6% or more off target
😐	indicator is 1-5% off target
😊	indicator is on or above target
The 'arrows' reflect performance against 2004/05	
▲	performance is improving
▬	performance is the same
▼	performance is worsening

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Code	Indicator	Notes	Data collection frequency	Lead Service
FIT FOR PURPOSE, SERVICE FIT FOR YOU: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation				
EHPI 5.3	% of customers using the Council's complaints system that are fairly or very satisfied with the way in which their complaint was handled	Number of customer feedback received in the data collection process is insufficient to generate useful data.	Quarterly/Annual	Customer Services and New Media
EHPI 7.0	% Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges responded to within 10 days	The data collected from this indicator is replicated in EHPI 6.8 in the form of working days as opposed to a percentage.	Monthly/Annual	Customer Services and New Media
EHPI 7.1	% Penalty Charge Notice (PCN) Representations responded to within 28 days	The data collected from this indicator is replicated in EHPI 6.9 in the form of working days as opposed to a percentage.	Monthly/Annual	Customer Services and New Media
NI 14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer	The mechanisms in place to collect data is extensive and does not contribute directly towards delivering the Council's corporate priorities.	Annual	Customer Services and New Media
NI 138	Satisfaction of people over 65 with both home and neighbourhood	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	This indicator serves no value towards the Council in delivering efficiencies.	Bi annual	Financial Support Services
NI 180	The number of changes of circumstances which affect customers' Housing Benefit/Council Tax Benefit (HB/CTB) entitlement within the year.	Details around data collection for this indicator was never finalised by central government and has since been abandoned with the announcement of the national indicators being discontinued.	Monthly/Annual	Revenues and Benefits
LEADING THE WAY, WORKING TOGETHER: Deliver responsible, responsive and effective local government				
NI 4	% of people who feel they can influence decisions in their locality	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 5	Overall / general satisfaction with local area	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 140	Fair treatment by local services	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
PROMOTING PROSPERITY AND WELL BEING; PROVIDING ACCESS AND OPPORTUNITIES: Enhance the quality of life, health and wellbeing				
NI 3	Civic participation in the local area	Not being collected due to the cancellation of the Place Survey.	Annual	Community and Cultural Services
NI 6	Participation in regular volunteering	Not being collected due to the cancellation of the Place Survey.	Annual	Community and Cultural Services
NI 8	Adult participation in sport and active recreation	The service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Community and Cultural Services
NI 139	The extent to which older people receive the support they need to live independently at home	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 156	Number of households living in temporary accommodation	The service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Health and Housing
NI 182	Satisfaction of business with local authority regulatory services	The service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Health and Housing
NI 187(i)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating (i) Low energy efficiency	The service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Health and Housing
NI 187(ii)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating (i) High energy efficiency	The service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Health and Housing
EHPI 213	Housing Advice Service: preventing homelessness.	This indicator has been discontinued as the definition surrounding this indicator was unclear and did not provide value in the data that was being reported.	Quarterly/Annual	Health and Housing

Code	Indicator	Notes	Data collection frequency	Lead Service
NI 1	% of people who believe people from different backgrounds get on well together in their local area	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 2	% of people who feel that they belong to their neighbourhood	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 119	Self-reported measure of people's overall health and wellbeing	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 120	All-age all cause mortality rate	Data was previously provided by Office of National Statistics (ONS) on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Health and Housing
NI 121	Mortality rate from all circulatory diseases at ages under 75	Data was previously provided by Office of National Statistics (ONS) on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Health and Housing
NI 122	Mortality rate from all cancers at ages under 75	Data was previously provided by Office of National Statistics (ONS) on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Health and Housing
NI 129	End of life care – access to appropriate care enabling people to be able to choose to die at home	Data was previously provided by Office of National Statistics (ONS) on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Health and Housing
NI 137	Healthy life expectancy at age 65	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 15	Serious violent crime	The service has previously proposed two new local performance indicators to replace this as it is currently not effective in supporting East Herts priorities. The indicators are EHPI 129 - Response time to Anti-Social Behavior (ASB) complaints made to East Herts Council (EHC) and EHPI 130 - Number of council endorsed community safety projects that receive positive publicity.	Monthly/Annual	Licensing and Community Safety
NI 16	Serious acquisitive crime	The service has previously proposed two new local performance indicators to replace this as it is currently not effective in supporting East Herts priorities. The indicators are EHPI 129 - Response time to Anti-Social Behavior (ASB) complaints made to East Herts Council (EHC) and EHPI 130 - Number of council endorsed community safety projects that receive positive publicity.	Monthly/Annual	Licensing and Community Safety
NI 17	Perceptions of anti-social behaviour	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 20	Assault with injury crime rate	The service has previously proposed two new local performance indicators to replace this as it is currently not effective in supporting East Herts priorities. The indicators are EHPI 129 - Response time to Anti-Social Behavior (ASB) complaints made to East Herts Council (EHC) and EHPI 130 - Number of council endorsed community safety projects that receive positive publicity.	Monthly/Annual	Licensing and Community Safety
NI 21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Not being collected due to the cancellation of the Place Survey.	Annual	Licensing and Community Safety
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 23	Perceptions that people in the area treat one another with respect and consideration	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction

Code	Indicator	Notes	Data collection frequency	Lead Service
NI 27	Understanding of local concerns about anti-social behaviour and crime by the local council and police	Not being collected due to the cancellation of the Place Survey.	Annual	Licensing and Community
NI 32	Repeat incidents of domestic violence	The service believes that obtaining data from the police for this indicator will be too difficult to maintain.	Annual	Licensing and Community Safety
NI 35	Building resilience to violent extremism	Data was previously provided by the Police Constabulary on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Licensing and Community Safety
NI 36	Protection against terrorist attack	Data was previously provided by the Police Constabulary on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Licensing and Community Safety
NI 37	Awareness of civil protection arrangements in the local area	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 41	Perceptions of drunk or rowdy behaviour as a problem	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 42	Perceptions of drug use or drug dealing as a problem	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
NI 47	People killed or seriously injured in road traffic accidents	Data was previously provided by the Police Constabulary on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Licensing and Community Safety
NI 48	Children killed or seriously injured in road traffic accidents	Data was previously provided by the Police Constabulary on the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Licensing and Community Safety
NI 70	Hospital admissions caused by unintentional and deliberate injuries to children and young people	Not being collected due to the cancellation of the Place Survey.	Annual	Strategic Direction
EHPI 130	Number of council endorsed community safety projects that receive positive publicity.	This is a new indicator the service introduced during 2010/11 to ensure there were crime indicators that focused more on East Herts priorities, rather than just NI 15, NI 16 and NI 20. However the service has raised concerns over the continuity of this indicator due to budget cuts being made which reduces the number of community safety projects. With the few remaining community safety projects it might not be feasible to have PI monitoring this issue.	Monthly/Annual	Licensing and Community Safety
PRIDE IN EAST HERTS: Improving standards of the built neighbourhood and environmental management in our towns and villages.				
EHPI 204	Planning appeals allowed.	This is a reactive indicator and the service has very little control in influencing performance.	Monthly/Annual	Planning and building control
EHPI 2.1a	Enforcement actions: planning a) informal actions	The service have had meetings with members in a task and finish group and it was determined that new indicators will be used to replace this one. The new PI details are yet to be finalised.	Annual	Planning and building control
EHPI 2.1b	Enforcement actions: planning b) formal action	The service have had meetings with members in a task and finish group and it was determined that new indicators will be used to replace this one. The new PI details are yet to be finalised.	Monthly/Annual	Planning and building control
EHPI 2.1c	Enforcement actions: planning c) prosecutions	The service have had meetings with members in a task and finish group and it was determined that new indicators will be used to replace this one. The new PI details are yet to be finalised.	Monthly/Annual	Planning and building control

Code	Indicator	Notes	Data collection frequency	Lead Service
EHPI 2.10	Building sites: re-inspections.	The service believes that this indicator is not customer focused and service resource should focus on other customer focused indicators.	Monthly/Annual	Planning and building control
NI 186	Per capita reduction in CO2 emissions in the Local Authority	Service has chosen to discontinue this indicator as data was collected in conjunction with Hertfordshire County Council and is more focused on county objectives.	Annual	Business support services/Environment Services
NI 188	Planning to Adapt to Climate Change	Data was previously provided by Hertfordshire County Council on to the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Environmental Services
NI 189	Flood and coastal erosion risk management	Data was previously provided by Hertfordshire County Council on to the Data Interchange HUB. The HUB has since been discontinued and data collection for this indicator is not sustainable.	Annual	Business Support Services
NI 194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations	Service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Business support services
NI 196	Improved street and environmental cleanliness – fly tipping	The service has chosen not to continue this indicator as there are other local indicators in place which provides more East Herts focused data.	Annual	Environmental Services

SHAPING NOW, SHAPING THE FUTURE: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including effective development control and other measures

NI 170	Previously developed land that has been vacant or derelict for more than 5 years	Service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Planning and Building Control
NI 171	New business registration rate	Service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Community and Cultural Services
NI 172	Percentage of small businesses in an area showing employment growth	Service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Community and Cultural Services
NI 173	Flows on to incapacity benefits from employment	Service has chosen to discontinue this indicator to focus on indicators which focus more on East Herts and delivering corporate priorities.	Annual	Community and Cultural Services

EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

MONTHLY CORPORATE HEALTHCHECK – JANUARY 2011

REPORT BY THE LEADER OF THE COUNCIL

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To set out an exception report on the finance and performance monitoring for East Herts Council for January 2011.

<u>RECOMMENDATIONS FOR EXECUTIVE:</u> that:	
(A)	the budgetary variances set out in paragraph 2.2 of the report be noted;
(B)	monthly outturn data only being reported for the crime performance indicators as comparative data is no longer available, be noted; (Paragraph 2.7)
(C)	£18,000 of the River and Watercourses capital budget be re-profiled from 2010/11 into 2011/12; (paragraph 2.31)
(D)	£18,300 of the Wheeled Bin and Recycling capital budget be re-profiled from 2011/12 into 2010/11; and (paragraph 2.32)
(E)	the Strategic Risks in <u>Essential Reference Paper G</u>, be noted. (Paragraph 2.34)

1.0 Background

- 1.1 This is the monthly finance and performance monitoring report for the Council.
- 1.2 Each month the report will contain a breakdown of the following information by each corporate priority where remedial action is needed:

- Salary, Capital and Revenue variance.
- Performance information (based on the performance indicator suite that is reported on a monthly basis) and also the Directorate's position in respect to payment of invoices and sickness absence.

1.3 **Essential Reference Paper 'B'** shows the full set of performance indicators that are reported on a monthly and quarterly basis.

Essential Reference Paper 'C' shows detailed information on salaries.

Essential Reference Paper 'D' shows detailed information capital.

Essential Reference Paper 'E1 and E2' shows explanations of variances on the Revenue Budget reported in previous months.

Essential Reference Paper 'F' shows a summary of Executive actions made within the financial year.

Essential Reference Paper 'G' shows the Strategic Risk register.

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

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

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

2.0 Report – Directorate Position

REVENUE FINANCIAL SUMMARY

- 2.1 The financial aspects of this report are based on budgetary information from April 2010 to January 2010.
- 2.2 The table below summarises the known position as at the end of January.

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(1) Promoting prosperity & well being; providing access & opportunities						
Concessionary Fares	0	0	0	0	12	0
Meals on Wheels	0	99	0	0	0	67
LAA grant	0	0	0	0	0	33
Hertford Theatre	0	15	38	0	0	49
H Benefits Overpayments	321	0	0	3	350	0
H Benefits Admin Subsidy	0	20	0	2	0	24
Partnership Contribution	0	0	0	0	25	0
Area Based Grant	31	0	4	0	36	0
Thele House Maintenance	0	19	1	0	0	20
Critical Ordinary Watercourse	0	39	4	0	0	16
Hostel Rent	38	0	6	0	45	0
Leisure-Utilities	0	0	0	0	0	21
Leisure-contributions	0	0	0	0	0	0
LAA grant	0	0	0	0	51	0
Private Sector Housing	26	0	0	0	13	0

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(2) Fit for purpose						
Turnover/Managing vacancies	154	0	27	0	81	0
Investment Income	0	710	0	50	0	820
Place Survey	0	0	0	0	14	0
Print/Document handling	0	0	0	0	0	56
Office Moves ('Churn') Costs	0	0	0	0	0	15
Hartham Land sale	0	0	0	0	50	0
IT Licences	31	0	0	11	34	0
Legal Litigation fees	45	0	45	0	28	0
Legal fees recovered	15	0	15	0	12	0

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(3) Pride in East Herts						
Car Parks Pay and Display (Sunday/Bank Holiday)	0	32	0	4	0	38
Car Parks Pay and Display	0	121	0	24	0	139
Penalty Charge Notices	0	20	0	4	0	10
Car Parks – Advertising	0	3	0	0	0	4
Car Washing-Gascoyne Way	0	8	0	0	0	10
Causeway Car Park Rent	0	0	0	0	0	222
B/S car park season tickets	15	0	0	0	12	0
Car Parks P&D VAT	0	0	0	0	0	19
Un/Locking Bircherley Green	7	0	0	0	5	0
CCTV Running costs	0	9	0	9	0	6
Pay & Display machines	0	0	0	0	0	16

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(4) Caring about what's built and where						
Public Conveniences	0	63	0	8	0	68
Recycling Service	0	0	0	0	640	0
Wheeled Bin Delivery Charge	0	42	0	5	0	50
Recycling Publicity	26	0	0	3	21	0
Green Waste collection	82	0	8	0	94	0
Kerbside dry recycling collection	0	39	0	4	0	0
Plastic banks	18	0	2	0	20	0
Kerbside dry recycling income	65	0	127	0	232	0
Recycling contributions	0	0	0	0	26	0
Depot Material Handling	30	0	3	0	36	0
Refuse Collection Contract	52	0	11	0	55	0
Commercial Waste	99	0	42	0	25	0
Cleansing Contract	0	50	16	0	18	0
Grounds Maint. Contract	65	0	0	11	0	35
Waste contract – specialist support	13	0	0	0	5	0
Banks site maintenance	4	0	4	0	4	0

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(5) Shaping now, shaping the future						
Housing and Planning						
Delivery Grant	0	0	0	0	0	134
LABGI	0	0	0	0	0	30
Land Charges Income	38	0	0	0	38	0
Development Plans Studies	0	0	0	0	20	0
LDF upkeep/review	50	0	6	0	50	0
Pre- Application advice	15	0	1	0	10	0
HCC DC advice	8	0	1	0	10	0
Development Control income	34	0	34	0	30	0

	Position as at 31.01.11				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(6) Leading the way, working Together						
Members Allowances	39	0	4	0	48	0
By-Elections	0	16	0	13	0	20
Audit Fees	37	0	17	0	48	0
Street Naming	0	6	0	6	0	8
TOTAL:	1,358	1,311	416	157	2,198	1,930
Net Projected Variance				268		
Supported by supplementary estimates						
• Investment Income					407	
• Housing and Planning Delivery grant					134	
• LABGI					50	
• Thele House Maintenance					15	
• Pay and Display machines					19.6	
Total Supplementary Estimates					625.6	

- 2.3 Subject to all other budgets being equal, this would result in an under spend of £268k.
- 2.4 Salary budgets have been constantly monitored and **Essential Reference Paper 'C'** shows a projected under spend of £81k on payroll budgets.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

Promoting Prosperity and well-being, providing access and opportunities

Financial analysis

- 2.5 As a result of increased occupancy rates at Hillcrest Hostel additional rental income of £45k is now predicted.

Performance analysis

- 2.6 Comparative data for the following crime performance indicators used to be obtained from the Iquanta database. However since the database has been modified the comparative data for these indicators can no longer be supplied:
 - NI 15 – Serious violent crime rate.
 - NI 16 – Serious acquisitive crime rate.
 - NI 20 – Assault with injury crime rate.
- 2.7 Members are to note that the crime indicators listed above will report monthly outturn data only without any comparative data until the end of 2010/11. These indicators will then be removed from monitoring from 2011/12 onwards.
- 2.8 **EHPI 130 - Number of council endorsed community safety projects that receive positive publicity.** East Herts funded the Westminster Drugs Project peer led art project.
- 2.9 The following indicator was 'Green', meaning that the target was either met or exceeded for January 2011:
 - EHPI - 129 - Response time to anti social behaviour complaints made to East Herts Council.

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

Fit for purpose

Financial analysis

- 2.10 There is a projected under spend of £28k on legal litigation budgets as a result of lower demand on these sums.
- 2.11 The successful recovery of legal fees should generate an additional £12k of revenue.

Performance analysis

- 2.12 **EHPI 6.8 - Turnaround of pre NTO PCN challenges and EHPI 7.0 - % pre NTO PCN challenges responded to within 10 days.**
Performance was 'Red' for January 2011 for these indicators. Performance has got worse when compared to the previous month from 16 days to 21 days (for EHPI 6.8) and 36% to 21% (for EHPI 7.0). The decline in performance is due to the printing of statutory notices being delayed for nearly 3 weeks because of the holiday period, this in turn has resulted in greater numbers of correspondence being received throughout January.
- 2.13 **EHPI 12c - Total number of sickness absence days per FTE staff in post.** Performance was 'Amber' for January 2011. Total absences did not meet the council standard for absences this month due to an increase in short-term absences. Total absence for the year so far is 5.65 days against the target of 7.08 days. Based on the 2010/11 estimates the annual target of 7.50 days is expected to be met with an estimated end of year 2010/11 outturn of 6.52 days.
- 2.14 The following indicator was 'Green', meaning that the target was either met or exceeded for January 2011:
 - EHPI 8 – % of invoices paid on time.
 - NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.

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

Pride in East Herts

Financial analysis

2.15 £16k is now needed, not the £20k reported last month, to modify the pay and display car park machines to accept new 5p and 10p coins which come into circulation in April 2011.

Performance analysis

2.16 **NI 191 - Residual household waste per household (performance data reported one month in arrears – data is cumulative).** Performance in January 2011 showed that waste levels continue to be better (lower) than the Hertfordshire Waste Partnership target due not only to increased recycling and composting but also to an overall reduction in the level of waste. Based on the 2010/11 estimates the annual target of 595 is expected to be met with an estimated end of year 2010/11 outturn of 470.

2.17 **NI 192 - Percentage of household waste sent for reuse, recycling and composting (performance data reported one month in arrears).** In January 2011 Performance continued to be above expectations; however there was a slight decline from the previous month due to a combination of the season, bad weather and disruption to collection schedules it is still above target for the year. Based on the 2010/11 estimates the annual target of 48.00% is expected to be met with an estimated end of year 2010/11 outturn of 49.30%.

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

Caring about what's built and where

Financial analysis

2.18 There is an expectation to under spend £4k on Banks Site Maintenance as there is less maintenance than expected.

2.19 Kerbside Dry Recycling income remains favourable with a predicted level of additional income of £232k. This slightly less than last month's estimate of £258k. There have been higher levels of participation with ARC resulting in higher levels of income from material sales and credits. Consideration is being given to establish a Recycling Reserve to offset future variations arising from the

volatile commodities market.

Performance analysis

2.20 **EHPI 2.10(3) - Building sites: 3 months re-inspections.**

Performance was 'Red' in January 2011. Performance reflects recent prioritisation given to application processing to clear the backlog at the end of the year.

2.21 **EHPI 204 – Planning appeals allowed.** Performance was 'Red' in

January 2011. Six appeal decisions were made and four were allowed. A review has been undertaken of those allowed. One of these was a committee decision relating to the opening hours of business premises; a decision was made attempting to balance the requirements of the business and neighbouring residential amenity. The three delegated decisions included residential extensions considered to be excessive. The decisions of the Council were supported in relation to the refusal to allow the change of use of a premise in Bishop's Stortford from retail to hot food takeaway and the construction of residential outbuildings considered to impact harmfully on listed buildings and the green belt.

2.22 The following indicators were 'Green', meaning that targets were either being met or exceeded for January 2011. They are:

- EHPI 2.1b - Enforcement actions: planning b) formal actions.
- EHPI 2.1c - Enforcement actions: planning c) prosecutions.
- EHPI 2.2(45) – Number of collections missed per 100,000 collections of household waste.

Please refer to Essential Reference Paper 'B' for full details.

Shaping now, shaping the future

Financial analysis

2.23 Receipts from Development Control are anticipated to be £30k more than the original estimate.

Performance analysis

2.24 **NI 157a – Processing of planning applications: Major**

applications. Performance was 'Red' in January 2011. Two applications were determined in the month. One was subject to deferral by the Development Control Committee from the previous

meeting which resulted in the target timescale being exceeded. Based on the 2010/11 estimates the annual target of 69.00% is not expected to be met with an estimated end of year 2010/11 outturn of 67.00%.

2.25 **NI 157c - Processing of planning applications: Other applications.** Performance was 'Red' in January 2011. Target not achieved this month with 102 decisions made within the target timescale out of a total of 119. Performance is remaining under review to determine whether this is a short term reduction or influenced by longer term factors. Based on the 2010/11 estimates the annual target of 92.00% is expected to be met with an estimated end of year 2010/11 outturn of 94.00%.

2.26 The following indicator was 'Green', meaning that the target was either met or exceeded for January 2011. It was:

- NI 157b - Processing of planning applications: 'Minor' applications.

Leading the way, working together

Financial analysis

2.27 There is a steady decline in receipts from the Street Naming and Numbering service resulting in an estimated shortfall of £8k.

Performance analysis

2.28 There are no performance indicators monitored on a monthly basis for this priority.

CAPITAL FINANCIAL SUMMARY

2.29 The table below sets out expenditure to 31 January 2010 against the Capital Programme. Members are invited to consider the overall position.

SUMMARY	2010/11	2010/11	2010/11	2010/11	Variance
	Original Estimate	Revised Estimate	Actual/commit to date	Projected spend	Col 4 - Col 2
	£	£		£	£
Promoting Prosperity	3,969,400	3,663,330	2,363,965	3,744,980	81,650
Fit for Purpose	1,799,400	1,344,760	461,481	1,348,680	3,920
Pride in East Herts	998,000	1,371,080	994,176	1,371,080	0

Caring about what's built	284,400	307,530	163,116	216,880	(90,650)
Shaping now	124,300	188,600	26,900	170,600	(18,000)
Leading the Way	0	0	0	0	0
Re-profiling potential					
Slippage	(750,000)	0	0	0	0
TOTAL	<u>6,425,500</u>	<u>6,875,300</u>	<u>4,009,638</u>	<u>6,852,220</u>	<u>(23,080)</u>

2.30 **Essential Reference Paper 'D'** contains details of the 2010/11 Capital Programme. Comments are provided by Project Control Officers in respect of individual schemes.

2.31 Members are being asked to support a request to re-profile £18k from 2010/11 into 2011/12 of the River and Watercourse Structures budget as a result of continued discussions on planning permission issues on the replacement scheme for the Castle Gardens Hertford which are unlikely to be resolved before year end.

2.32 Members are being asked to support a request to re-profile £18,300 of the Wheeled Bin and Recycling budget from 2011/12 into 2010/11. Demand has increased following Members decision to suspend charging for bins.

2.33 The Commercial Waste budget will under spend in 2010/11 by £12,500 as there is less need for new containers.

Strategic Risks

2.34 All ratings remain unchanged.

2.35 Please refer to **Essential Reference Paper 'G'** for Strategic Risk register.

3.0 Implications/Consultation

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

Background Papers:

April 2010 Corporate Healthcheck, Essential Reference Paper C – For complete list of CMT performance indicators that are being monitored for 2010/11

Contact Officer:

In terms of performance issues

Ceri Pettit, Head of Strategic Direction (Shared) and Performance Manager
– ext 2240

Lorna Georgiou, Performance and improvement Coordinator – ext 2244

Karl Chui, Performance Officer – ext 2243

In terms of financial issues

Mick O'Connor, Principal Accountant – ext 2054

In terms of risk issues

Graham Mully, Insurance Officer – ext 2166

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<p>Promoting prosperity and well-being; providing access and opportunities <i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p>Fit for purpose, services fit for you <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p>Pride in East Herts <i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p>Caring about what's built and where <i>Care for and improve our natural and built environment.</i></p> <p>Shaping now, shaping the future <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p>Leading the way, working together <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no Human Resource implications.
Risk Management:	There are no Risk implications.

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January Executive Corporate Healthcheck 2010/11

Traffic Light Red

Description Caring about what's built (and) where

Planning and Building Control							Action taken during last Executive meeting on 8 th February 2011				
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes					
EHPI204	Planning appeals allowed		67.0%	34.0%		<p>Six appeal decisions were made and four were allowed. A review has been undertaken of those allowed. One of these was a committee decision relating to the opening hours of business premises, a decision was made attempting to balance the requirements of the business and neighbouring residential amenity. The three delegated decisions included residential extensions considered to be excessive. The decisions of the Council were supported in relation to the refusal to allow the change of use of a premise in Bishop's Stortford from retail to hot food takeaway and the construction of residential outbuildings considered to impact harmfully on listed buildings and the green belt.</p>	<p>January 2011 result</p> <p>Performance Gauge showing the current value of 67.0% against a target of 34.0% and a range of 36.0% to 100.0%.</p> <table border="1"> <tr> <td>36.0%</td> <td>34.3%</td> <td>67.0%</td> <td>100.0%</td> </tr> </table> <p>None</p>	36.0%	34.3%	67.0%	100.0%
36.0%	34.3%	67.0%	100.0%								

Planning and Building Control								Action taken during last Executive meeting on 8 th February 2011								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge									
EHPI2.10 (3)	Building sites: 3 months re-inspections		66%	90%	▲	Performance reflects recent prioritisation given to application processing to clear the backlog at the end of the year	<p>January 2011 result</p>  <table> <tr> <td>0%</td> <td>84.6%</td> <td>89.1%</td> <td>100%</td> </tr> <tr> <td>66%</td> <td></td> <td></td> <td></td> </tr> </table>	0%	84.6%	89.1%	100%	66%				None
0%	84.6%	89.1%	100%													
66%																

Traffic Light Red

Description Fit for purpose, services fit for you

Parking Services								Action taken during last Executive meeting on 8 th February 2011								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge									
EHPI7.0	Percentage of pre NTO challenges responded to within 10 working days.		21.00%	75.00%	▼	This target has slipped slightly due to the printing of statutory notices was delayed for nearly 3 weeks to allow for the holiday period which has resulted in greater numbers of correspondence received throughout January.	<p>January 2011 result</p>  <table> <tr> <td>.00%</td> <td>70.50%</td> <td>74.25%</td> <td>100.00%</td> </tr> <tr> <td>21.00%</td> <td></td> <td></td> <td></td> </tr> </table>	.00%	70.50%	74.25%	100.00%	21.00%				None
.00%	70.50%	74.25%	100.00%													
21.00%																

Parking Services								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
EHPI6.8	Turnaround of Pre NTO PCN challenges (10 working days)		21 days	14 days	▼	This target has slipped slightly due the printing of statutory notices was delayed for nearly 3 weeks to allow for the holiday period which has resulted in greater numbers of correspondence received throughout January.	 <p>January 2011 result</p> <p>15 days 14 days 0 days 21 days 50 days</p>	None

Traffic Light Red

Description Shaping now, shaping the future

Planning and Building Control								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
NI 157a (BV109a)	Processing of planning applications: Major applications		50.00%	69.00%	▲	Two applications were determined in the month. One was subject to deferral by the Development Control Committee from the previous month which resulted in the target timescale being exceeded.	 <p>January 2011 result</p> <p>64.86% 68.31% .00% 50.00% 100.00%</p>	None

Planning and Building Control								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
NI 157c (BV109c)	Processing of planning applications: Other applications		86.00%	92.00%		Target not achieved this month with 102 decisions made within the target timescale out of a total of 119. Performance to remain under review to determine whether this is a short term reduction or influenced by longer term factors.	<p>January 2011 result</p> 	None

Traffic Light Amber

Description Fit for purpose, services fit for you

People Services & Organisational Development								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
EHPI12c	Total number of sickness absence days per FTE staff in post		0.72 days	0.70 days		Total absence for the year so far = 5.65 days (target = 7.08 days)	<p>January 2011 result</p> 	None

Traffic Light Green

Description Caring about what's built (and) where

Environment Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste		31.61	50		Strong performance this month, keeping the year to date below (better) the target.	<p>January 2011 result</p>	None

Planning and Building control

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
EHPI2.1b	Enforcement actions: planning b) formal actions		3	3		Performance on target.	<p>January 2011 result</p>	None

Planning and Building control								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
EHPI2.1c	Enforcement actions: planning c) prosecutions		1	1		Performance on target.	<p>January 2011 result</p> 	None

Traffic Light Green

Description Fit for purpose, services fit for you

Financial Support Services								Action taken during last Executive meeting on 8 th February 2011
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	
EHPI8	% of invoices paid on time		97.65%	98.50%		Performance this month not quite as good as previous month although fewer invoices were paid.	<p>January 2011 result</p> 	None

Revenues and Benefits Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		8.9 days	10.0 days		17.1.11-14.2.11 8.91 days. Cumulative now 11.64 days	<p>January 2011 result</p>	None.

Traffic Light Green

Description Promoting prosperity & well being providing access & opportunities

Licensing and Community Safety								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
EHPI129	Response time to ASB complaints made to EHC.		100.00 %	100.00 %		Performance on target.	<p>January 2011 result</p>	None

Traffic Light Green**Description** Shaping now, shaping the future**Planning and Building Control**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011								
NI 157b (BV109b)	Processing of planning applications: Minor applications		89.00%	80.00%		Target Achieved. 25 applications out 28 were determined on time.	<p>January 2011 result</p>  <table> <tr> <td>.00%</td> <td>75.20%</td> <td>79.20%</td> <td>100.00%</td> </tr> <tr> <td colspan="2"></td> <td>89.00%</td> <td></td> </tr> </table>	.00%	75.20%	79.20%	100.00%			89.00%		None
.00%	75.20%	79.20%	100.00%													
		89.00%														

Traffic Light Data Only**Description** Promoting prosperity & well being providing access & opportunities**Licensing and Community Safety**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011	
NI 15	Number of most Serious violent crime rate per 1,000 population		4			Due to modifications to the iQuanta website, the number of serious violent crimes can no longer be viewed.	<p>January 2011 result</p> <table> <tr> <td>4</td> </tr> </table>	4	None
4									

Essential Reference Paper B

Licensing and Community Safety								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
NI 16	Number of Serious acquisitive crime rate per 1,000 population		86			Due to modifications to the iQuanta website, the number of serious acquisitive crimes can no longer be viewed.	January 2011 result 86	None

Licensing and Community Safety								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
NI 20	Number of Assault with injury crime rate offences per 1,000 population		32			Due to modifications to the iQuanta website, assault figures can no longer be viewed.	January 2011 result 32	None

Licensing and Community Safety								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
EHPI130	Number of council endorsed community safety projects that receive positive publicity.		1 days			East Herts funded the Westminster Drugs Project peer led art project.	January 2011 result 1 days	None

Traffic Light Unknown
Description Pride in East Herts

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
NI 191	Residual household waste per household		341			Waste levels remain below expectations with performance expected to be around predicted outturn at year end, well below (better) target.	N/A	None

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 8 th February 2011
NI 192	Percentage of household waste sent for reuse, recycling and composting		50.72%			Although performance is lower this month due to combination of the season, bad weather and disruption to collection schedules it is still above target for the year.	N/A	None

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

SALARIES/AGENCY/APPOINTMENT OF STAFF/RELOCATION
Essential Reference Paper 'C'

	Estimate	Profile to 31.01.11	Actual to 31.01.11	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Executive / Corp Support	607,355	506,129	459,696	-46,433	553,020	-54,335
Internal Services	4,800,170	4,000,142	3,995,427	-4,715	4,845,510	45,340
Neighbourhood Services	3,824,620	3,187,183	3,117,567	-69,616	3,735,930	-88,690
Customer & Community	2,739,730	2,283,108	2,268,701	-14,407	2,725,630	-14,100
Summary	11,971,875	9,976,562	9,841,391	-135,171	11,860,090	-111,785
Strain Costs (funded)	158,000	0	0	0	158,000	0
Employer's Pension Cost (not charged to services)	470,530	392,108	372,867	-19,241	446,900	-23,630
TOTAL	12,600,405	10,368,670	10,214,258	-154,412	12,464,990	-135,415
Mitigating Actions	-54,724					-54,724
Projected net underspend after allowing for mitigating actions that had to be found						-80,691

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SUMMARY	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	Exp. To 31/01/11						2010/11 Variance between Proj Spend and Approved Estimate
				2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend		
				£	£	£	£	£	£	
1. Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable	3,969,400	242,900	(548,970)	3,663,330	2,353,114	10,851	2,363,965	3,744,980	81,650	
2. Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation	1,799,400	450,500	(905,140)	1,344,760	407,882	64,933	461,481	1,348,680	3,920	
3. Improve standards of the neighbourhood and environmental management in our towns and villages	998,000	146,700	226,380	1,371,080	962,121	32,055	994,176	1,371,080	0	
4. Care for and improve our natural and built environment	284,400	49,500	(26,370)	307,530	141,062	22,054	163,116	216,880	(90,650)	
5. Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures	124,300	64,300	0	188,600	11,830	15,070	26,900	170,600	(18,000)	
TOTAL	7,175,500	953,900	(1,254,100)	6,875,300	3,876,009	144,963	4,009,638	6,852,220	(23,080)	
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)										
			(750,000)		750,000	0			0	0
				6,425,500	953,900	(504,100)	6,875,300	3,876,009	144,963	4,009,638
										(23,080)

CAPITAL MONITORING 2010/11

Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable

Exp. To 31/01/11

Exp. Code	2010/11 Approved Schemes	Project Control Officer	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
72570	Hillcrest Hostel Alterations	S. Whinnett	0	8,500	(560)	7,940	7,939		7,939	7,940	0	Completed.
72329	Hartham Swimming Pool - External Decorations	S. Whinnett	7,000	0		7,000	6,998		6,998	7,000	0	Completed.
72328	- Re-coating of pools & replacement boom	S. Whinnett	0	10,800		10,800			0	10,800	0	Defects still being resolved.
72331	Fanshawe Swimming Pool - Replace Changing Room Air Handling Plant	S. Whinnett	20,000	0		20,000	15,065		15,065	20,000	0	75% completed.
72330	Grange Paddocks Swimming Pool - Resurfacing of Approach Road	S. Whinnett	25,000	0		25,000	19,383	1,250	20,633	25,000	0	90% completed.
72188	- Car Park Improvements	S. Whinnett	0	0	1,130	1,130	1,127		1,127	1,130	0	Retention from 08/09.
72332	Ward Freman Swimming Pool - Renew Roof Covering to Pool Hall	S. Whinnett	70,000	0	(68,740)	1,260	1,260		1,260	1,260	0	Tenders received. Need to re-programme for Easter holidays, therefore, the balance on this scheme has been transferred to 2011/12. Agreed at 9.11.10 Exec.
72197	Leventhorpe Swimming Pool - Replace/Upgrade Dosing Equipment	S. Whinnett	0	15,000		15,000			0	15,000	0	Discussions being held between SLM and school.
72303	- Renew Pool Filters	S. Whinnett	0	20,000		20,000			0	20,000	0	Discussions being held between SLM and school.
72558	Hertford Theatre Renew/Refurbish Goods Lifts	S. Whinnett	62,700	0	(62,700)	0			0	0	0	Included in tender for main works, budgets merged with main refurbishment scheme.
72564	Hertford Theatre Foyer Improvements	S. Whinnett	17,000	0	(17,000)	0			0	0	0	Included in tender for main works, budgets merged with main refurbishment scheme.
72571	Leisure Development Projects (Retention Only)	W. O'Neill	105,000	(43,000)		62,000	(71,814)		(71,814)	162,000	100,000	Final account & retention still outstanding. Ovrspend due to £31,415 spent on archaeological dig & new sub-station, £50,539, £15,000 to be received from SLM re gym equipment (income not shown on this code).
72579	Leisure Development Projects - Hertford Theatre	W. O'Neill	905,000	0	173,500	1,078,500	962,722	6,588	969,310	1,078,500	0	Budgets for the lift & foyer improvements have been merged with this scheme. Total capital programme approved over 3 years is £1,134,700 as per report to Exec 11.5.10. £100k b/fwd from 2011/12 for film equipment.
72578	Drill Hall (see Note 1)	W. O'Neill	200,000	0		200,000			0	200,000	0	Independent survey now received & being analysed. Delegated decision to release funding on target for spend.
72545	Presdales - Replace Pavilion	W. O'Neill	458,800	2,900		461,700	241,430		241,430	461,700	0	Facilities open 12th February 2011.
72576	Hertford Theatre Exhibitions Screens	W. O'Neill	6,000	0		6,000	3,389		3,389	6,000	0	
72582	LSP Capital Grants	W. O'Neill	0	0	217,000	217,000	114,223		114,223	217,000	0	Fully funded from LAA Performance Reward Grant.
72569	Partnership Funding - Hertford Museum	A. Holley	0	0	10,000	10,000			0	10,000	0	Approved at 11.1.11 Exec.
72530	Community Planning Grants	C. Pullen	20,000	0		20,000	(672)		(672)	20,000	0	Waiting for 2009/10 claims from Widford Playing Fields. Allocation of 2010/11 Community Planning Grants has been delayed due to Council reviewing its grant schemes. These schemes are now open for application. Deadline 31st Dec 2010 & 31st March 2011.
72512	Partnership Investment Fund	C. Pullen	26,000	38,600		64,600	21,000		21,000	64,600	0	Allocation of 2010/11 PIF has been delayed due to Council reviewing its grant schemes. These schemes are now open for application. Deadline is 28th January 2011.
72683	Village Hall Community Challenge	C. Pullen	11,000	10,900		21,900	10,500		10,500	21,900	0	Waiting for claim from Cottered. Will be submitted by year end.
72439	Capital Grants 2009/10	J. Petrie	40,000			40,000	25,778		25,778	40,000	0	16 grants were awarded in 2 funding rounds. Some claims not yet being received, some are less than estimated or organisation not able to continue with project due to funding shortfall. Deadline for submitting claims is 4th January 2011. Admin officer to chase up outstanding claims.
72440	Capital Grants 2010/11	J. Petrie	43,000			43,000			0	43,000	0	Allocation of 2010/11 Community Capital Grants has been delayed due to the Council reviewing its grant schemes. This is now open for applications and deadline is 10 December 2010.
72504	Provision of Play Equipment (see Note 3)	C. Cardoza	50,000	28,700	(10,000)	68,700	54,131	3,013	57,144	68,700	0	Will fully spend. (Note: £10K transferred to Southern Country Park project).
72580	Vantorts Sawbridgeworth - Play Area Development Programme (see Note 2)	C. Cardoza	50,000			50,000			0	50,000	0	Initial consultation with residents, park users & Town Council undertaken. Due to the need to undertake further public consultation to clarify the type of equipment to be installed, the project will slip to 2011/12. A further £7,100 in extra funding has been allocated to be applied by JAG. Additional sums may be forthcoming depending upon the equipment selected and agreement with Sawbridgeworth Town Council on funding contribution.

CAPITAL MONITORING 2010/11

Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable

Exp. To 31/01/11

Exp. Code	2010/11 Approved Schemes	Project Control Officer	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
72581	Grange Paddocks - Playbuilder Project (see Note 4)	C. Cardoza	75,000		(75,000)	0			0	0	0	Playbuilder Grant has been suspended by the Government, therefore, scheme will not go ahead as planned as the majority of funding would have come from this grant.
72573	Play Projects Ridgeway, Hertford & Grange Paddocks B/S (see Note 5)	C. Cardoza		52,000	300	52,300	52,310		52,310	52,300	0	Project complete.
72574	Play Project King George Recreation Ground	C. Cardoza	0	6,500		6,500			0	8,950	2,450	Project complete.
72583	Improvements to Works at Southern Country Park (See Note 6)	C. Cardoza	0	0	75,000	75,000	10,060		10,060	39,000	(36,000)	Currently at procurement stage. Works expected to commence in February. £39k will be spent in 2010/11 with the remainder in 2011/12.
72602	Private Sector Improvement Grants - Disabled Facilities	S. Winterburn	530,000	27,000		557,000	560,556		560,556	700,000	143,000	Spend is over expected profile. Commitment is high, and likely to remain so next year. Together with likely spend from approved schemes & referrals full budget spend is imminent, and remaining £57,814 in Discretionary DFG budget will need to be used to help meet demand for mandatory DFG. Uncommitted balance (£55k) of the DFG budget will also be required to meet this excess demand for DFG payments. The £60k previously predicted underspend on DFG is now also needed if possible for the extra DFGs; if this is not possible, then permission is also sought to bring £80-100k of funds forward from 2011/12 capital budget if needed. Total DFG spend is potentially £800k.
72605	- Discretionary DFG	S. Winterburn	60,000	0		60,000	2,186		2,186	2,200	(57,800)	Remaining budget is needed to meet high demand for mandatory DFG.
72606	- Decent Home Grants	S. Winterburn	295,000	15,000	(80,000)	230,000	109,943		109,943	160,000	(70,000)	Commitment (£64k) and spend (now £96k) are currently low, but progress on site indicates £160k will be needed for DFG. Therefore estimated likely underspend of £215k budget is now reduced further (from earlier prediction of £20k) to around £55k. As the DFG budget is likely to be fully spent by Jan 11, no further uncommitted balance will be needed for mandatory DFG, and permission for this is urgently sought. No new applications for DFG are being considered, due to DFG priority and resulting lack of resources. DFG Policy being reviewed in light of House Condition Survey. The £15k slippage which was set aside for a scheme to assist a vulnerable occupier will not be needed due to legal issues and non-cooperation.
72685	Future Social Housing Schemes		600,000	50,000	(650,000)	0			0	0	0	Currently there are several schemes in the pipeline which have a promise of allocation from the Homes & Communities Agency. However, in the recent Govt budget this grant is looking increasingly vulnerable. Therefore, it may be the case that the Housing Associations will have to turn to the Council for funding. It is also anticipated that the Government will reduce the national allocation to affordable housing in the comprehensive spending review. If this happens, the Council's Future Social Housing Grant budget will be in high demand. Slip budget into 2011/12 & future years.
72696	TXU Site, Mead Lane, Hertford		267,500	0	(61,900)	205,600	205,600		205,600	205,600	0	Housing Association have made savings on the scheme. However, this money has been transferred to the main SHG budget. Agreed at 7.9.10 Executive.
71201	Capital Salaries	S. Chancellor	25,400	0		25,400			0	25,400	0	
	TOTAL		3,969,400	242,900	(548,970)	3,663,330	2,353,114	10,851	2,363,965	3,744,980	81,650	

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

Disabled Facilities Grants - Government funding assumed of £228,000 in 2010/11.

Decent Home Grants - Government funding assumed from the single regional housing pot of £49,000 in 2010/11.

Note 1 Release of funding is contingent upon agreeing a full repairing lease with the occupier

Note 2 £10,000 to be sought from external contributions - £40,000 from EHC, total £50,000.

Note 3 Reflects requirement for additional £50,000 in 2010/11 as budget for this year was b/fwd into 2009/10 to support successful bids for external funding.

Note 4 Grange Paddocks Playbuilder £53,000 grant funded - EHC contribution will be £22,000, total £75,000. **Grant now suspended.**

Note 5 Ridgeway & Grange Paddocks funded from HCC Playbuilder Grant (code 878117)

Note 6 Externally funded - £46,000 BIFFA, £9,000 Env Agency, £10,000 Countryside Management Services. £10k EHC.

CAPITAL MONITORING 2010/11

Deliver customer focused services by maintaining and developing

 well managed and publicly accountable organisation
 ALL IT BUDGETS PROJECTED TO BE FULLY SPENT,
 HOWEVER, ALL SCHEMES DEPEND ON THE C3W
 PROGRAMME

Exp Code	2010/11 Approved Schemes	Project Control Officer	Exp. To 31/01/11										COMMENTS
			2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate		
			£	£	£	£	£	£	£	£	£	£	
71318	Micro Systems	P. Bowler	40,000	9,000	2,400	51,400	47,214	4,444	51,658	51,400	0	£16k of this budget has been transferred to new scheme - 'Renewal of Cabling'. Underspends on 2 schemes below has been transferred to this budget.	
71342	PC Upgrades	P. Bowler	35,000	47,600		82,600	40,661	2,300	42,961	82,600	0	Most of budget committed to Wallfields upgrades and C3W.	
71370	Development Control EDM	P. Bowler	0	4,500		4,500	(4,400)		(4,400)	4,500	0	Final invoice still in dispute.	
71371	Upgrade of Back Office Systems	P. Bowler	20,000	15,800	(16,000)	19,800	8,791		8,791	19,800	0	Head of Planning seeking a single supplier for planning & building control software. £16k of this budget has been transferred to new scheme - 'Renewal of Cabling'.	
71372	Telephone Expansion System	P. Bowler	2,000	0	1,000	3,000	1,110	745	1,855	3,000	0	£3,000 to be spent on new telephone system at Hertford Theatre.	
71374	Network, Servers & Storage Upgrade	P. Bowler	30,000	5,600		35,600	34,712	5	34,717	35,600	0	Full budget committed due to C3W.	
71375	Councillors IT Provision	P. Bowler	10,000	0	(6,400)	3,600		1,600	1,600	3,600	0	Ongoing. £6,400 has been transferred into 2011/12.	
71376	Home & Mobile Working	P. Bowler	0	61,000		61,000	47,118		47,118	61,000	0	Full budget committed due to C3W.	
71377	BACS	P. Bowler	0	3,500		3,500	1,000		1,000	3,500	0	BACS refunds for C/Tax & NNDR project now commenced. Awaiting response from Nat West Bank.	
71379	Authentication	P. Bowler	0	31,000	(31,000)	0			0	0	0	Awaiting Capita bid proposal. Possibility that Capita will use own authentication, budget has been transferred into 2011/12.	
71383	Content Management Solution	P. Bowler	0	10,000	(3,400)	6,600	6,559		6,559	6,600	0	Completed. Underspend of £3,400 has been transferred to 71318, Micro Systems.	
71388	G.I.S.	P. Bowler	18,700	0		18,700	13,230		13,230	18,700	0	Remainder of budget to be used for VMWare for establishing internet GIS.	
71389	Small Systems	P. Bowler	35,000	12,000	(27,000)	20,000	15,277	6,400	21,677	21,700	1,700	£17k to be transferred into 2011/12. £10k of this budget has been transferred to new scheme 'Renewal of Cabling'. Overspend due to unplanned logistics upgrade.	
71391	Audio Visual Upgrade	P. Bowler	3,000	0	(1,000)	2,000			0	2,000	0	Request that £1,000 be wired into 71372 for telephone system at Hertford Theatre. (Agreed at 16.8.10 ICT Strategy Group).	
71395	EDM - Corporate	P. Bowler	50,000	12,700	(52,700)	10,000	6,385		6,385	10,000	0	Works dependant on set up of scanning room in Wallfields & further roll-out of licensing & software costs. £52,700 has been transferred to 2011/12.	
71396	Enhancement of Telephony System	P. Bowler	0	3,400		3,400			0	3,400	0		
71404	Corporate Consultation System	P. Bowler	50,000	0	(24,900)	25,100	25,066		25,066	25,100	0	System purchased - underspent.	
71401	Human Resources/Payroll System	E. Freeman	50,000	0	(50,000)	0			0	0	0	Under pathfinder a number of proposals have been presented to Leaders and CE's by Herts HR Group on a HR shared services model. HR/Payroll system is included in that scope. Therefore, the project has been deferred until 2011/12. Request that budget slips. Agreed at 12.10.10 Exec.	
71402	Council Chamber Enhancements	P. Searle	0	3,000		3,000	1,189	625	1,814	3,000	0	Remainder of budget to be used for Room 27 Wallfields.	
71403	Committee Management System	J. Hughes	0	11,100	460	11,560	11,600		11,600	11,600	40	Completed.	
71407	ICT C3W Contingency	P. Searle	27,000	0	(27,000)	0			0	0	0	This budget has been transferred to new scheme 'Renewal of Cabling'.	
71408	Revenues & Benefits System	P. Bowler	165,000	0	(43,000)	122,000	121,860		121,860	122,000	0	Further modules to be installed. £52k on 'risk & reward', this amount may take up to 2/3 years to be paid. Agreed at 7.9.10 Exec that £52k be re-profiled to 2011/12. £30k invoice paid November. Recommendation to Exec that £9k is b/fwd from 2011/12.	
71409	Locata	P. Bowler	37,700	0	(37,700)	0			0	0	0	Due to officer injury, this project has been transferred into 2011/12.	

CAPITAL MONITORING 2010/11

Deliver customer focused services by maintaining and developing

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ALL IT BUDGETS PROJECTED TO BE FULLY SPENT,

HOWEVER, ALL SCHEMES DEPEND ON THE C3W

PROGRAMME

Exp. To 31/01/11

Exp Code	2010/11 Approved Schemes	Project Control Officer	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate	COMMENTS
71410	Firewalls & Intrusion Protection	P. Bowler	£ 50,000	£ 0	£ (15,000)	£ 35,000	£	£ 34,891	£ 34,891	£ 35,000	£ 0	Completed. Underspend of £15,000 has been transferred to 71318, Micro Systems.
71411	Instant Messaging Archiving	P. Bowler	20,000	0	(20,000)	0			0	0	0	Current e-mail system can archive OCS, therefore, this budget has been transferred to new scheme 'Renewal of Cabling'.
71412	Renewal of Cabling - Wallfields	P. Bowler	0	0	104,000	104,000			0	104,000	0	£89k transferred from above schemes, further £15k agreed at Exec 1.12.10.
	Support for Automated Phone Payment Line	N. Sloper	0	0		0			0	2,500	2,500	Report & business case went to CMT 9.2.11, needs approval from Executive.
71362	Capital Salaries	S. Chancellor	107,000	0		107,000			0	107,000	0	
71203	Replacement of Chairs & Desks	R. Crow	6,000	(1,000)		5,000	3,587	7	3,594	5,000	0	As most of this spend is demand driven it is difficult to say if this budget will be fully spent.
71362	Capital Salaries	S. Chancellor	0	0	53,600	53,600			0	53,600	0	
71261	Wallfields - Barriers for Visitor Parking	S. Whinnett	20,000	0		20,000			0	20,000	0	Design stage.
71234	Wallfields - Ground Floor Refurbishment	S. Whinnett/M. Shrosbree	1,005,000	217,500	(722,500)	500,000	14,455	1,832	16,287	500,000	0	Work due to commence January. Request to re-profile 60% in 10/11, 40% in 11/12. Agreed at 12.10.10 Exec. A further £233,500 has been re-profiled to 2011/12.
71265	Wallfields - Disabled Persons Lift Replacement	S. Whinnett	0	0	20,000	20,000		11,334		20,000	0	Order placed.
71263	Microfiche Printer/Scanner for Hertford Customer Service Centre	N. Sloper	4,000			4,000	3,580		3,580	3,580	(420)	Equipment delivered and operational.
71251	Automated Payment Machines at Hertford & B/S	N. Sloper	14,000		(14,000)	0		750	750	0	0	Chip and Pin element of the project has now slipped to 2011/12 due to the completion of the Hertford Customer Service Centre now falling in quarter 4 of 2010/11. Request that approval be given to carry forward to next year due to these property project delays. Agreed at 9.11.10 Exec.
71252	Enhancements to B/S & Hertford Receptions	N. Sloper	0	3,800	5,000	8,800	8,888		8,888	8,900	100	Completed.
TOTAL			1,799,400	450,500	(905,140)	1,344,760	407,882	64,933	461,481	1,348,680	3,920	

CAPITAL MONITORING 2010/11

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Improve standards of the neighbourhood and environmental management in our towns and villages

Exp. To 31/01/11

Exp. Code	2010/11 Approved Schemes	Project Control Officer	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
75243	Gascoyne Way MSCP - Upgrade Lift Cars	S. Whinnett	25,000	0	(25,000)	0			0	0	0	Works commenced late May. This budget has been merged with the main refurbishment scheme. Agreed at 27.7 CMT.
75223	Bircherley Green/Gascoyne Way Concrete Repairs Work	S. Whinnett	0	2,900		2,900			0	2,900	0	To be used for contingency - BIRCHERLEY GREEN ONLY.
75256	Rye Street Car Park North Refurbishment	S. Whinnett	80,000	0		80,000	49,037	5,880	54,917	80,000	0	90% completed.
75258	Grange Paddocks Overspill Refurbishment	S. Whinnett	0	0	20,000	20,000		13,860	13,860	20,000	0	£20k b/fwd from 2011/12 (budget £210,000) as fees & planning charges will be incurred this year
75255	Crown Terrace Car Park - Boundary Wall (Phase 2)	S. Whinnett	10,000	0		10,000	9,000		9,000	10,000	0	90% completed.
75250	Modifications to Jackson Square Car Park	S. Whinnett	0	38,100		38,100	29,924	7,875	37,799	38,100	0	Main works now completed, other internal works still being carried out.
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	S. Whinnett	780,000	5,900	35,000	820,900	795,123	1,275	796,398	820,900	0	Completed.
75246	Imp. For Safer Parking - Amwell End Car Park	S. Whinnett	0	16,200	(7,000)	9,200			0	9,200	0	Completed, final account stage. Retention & fees still to be paid. Scheme will underspend.
75237	Buntingford Car Park - Imp. To Surface Water Drainage	S. Whinnett	0	10,000		10,000			0	10,000	0	First stage of work complete.
75257	Changes to Signs re. Weekend Charging	N. Sloper	3,000		(3,000)	0			0	0	0	Following decision by members to defer the introduction of Sunday & Bank Holiday charging, request that this is deferred to 2011/12. Agreed at 12.10.10 Exec.
75254	Replacement Machines Causeway Car Park	N. Sloper	0		150	150	151		151	150	0	
75251	Car Park Tariff Increase 2008	N. Sloper	0	1,400	(70)	1,330	1,330		1,330	1,330	0	Completed.
74105	Town Centre Environmental Enhancements	P. Pullin	100,000	57,200	(50,000)	107,200	27,869	3,165	31,034	107,200	0	First phase of Hertford Theatre exterior works to complete in November. £50k to be transferred to 2 new schemes (74106 & 74107).
74106	Heart of B/S - Market Improvement Scheme	W. O'Neill	0	0	100,000	100,000	49,687		49,687	100,000	0	Fully funded from Town Centre Enhancement budget & PRG.
74107	Heart of B/S - Riverside Improvement Scheme	W. O'Neill	0	0	156,300	156,300			0	156,300	0	Fully funded from Town Centre Enhancement budget, S106, British Waterways & PRG.
72572	What's on Signage Bishop's Stortford	W. O'Neill	0	15,000		15,000			0	15,000	0	Final design taking place for electronic display equipment in Jackson Square. Waiting on prices.
TOTAL			998,000	146,700	226,380	1,371,080	962,121	32,055	994,176	1,371,080	0	

CAPITAL MONITORING 2010/11

Care for and improve our natural and built environment

Exp Code	2010/11 Approved Schemes	Project Control Officer	Exp. To 31/01/11										COMMENTS
			2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate		
			£	£	£	£	£	£	£	£	£	£	
74102	Historic Building Grants	K. Steptoe	35,000	16,200	(21,200)	30,000	28,149		28,149	30,000	0	Anticipated that on current projections and commitments the year end spend will remain around £30k.	
72604	Energy Grants	S. Winterburn	20,000	0	(20,000)	0			0	0	0	This budget is not likely to be needed in 2010/11 as the Herts Essex Energy Partnership (HEEP) scheme will fund energy measures during this period.	
75165	Wheeled Bin & Recycling Box Replacement Programme	C. Cardoza	90,000	(6,700)	15,000	98,300	85,977	19,697	105,674	116,600	18,300	Demand has increased following Members decision to suspend charging for bins. Orders raised for £8,395 & £10,919, goods to be delivered late March and for use in 2011/12, therefore negative slippage will apply.	
75144	Communal Bin Development	C. Cardoza	5,000			5,000	4,475		4,475	4,480	(520)	Roll out of this scheme has now commenced.	
75145	Standardise Litter Bins	C. Cardoza	5,100		(170)	4,930	4,803		4,803	4,800	(130)	Demand for new/replacement bins currently higher than available budget and have therefore suspended provision.	
75152	Commercial Waste	C. Cardoza	33,500			33,500	17,658	2,357	20,015	21,000	(12,500)	Less need for new containers. Budget will underspend, no slippage required.	
75164	Plastic bottle & cans sorting/bailing equipment	C. Cardoza	95,800			95,800			0	0	(95,800)	A decision whether to proceed with this scheme will be taken following discussions with the new waste contractor & the re-processor, following the decision by the Council on 8 December to commence collecting mixed plastics. This budget will not be spent in 2010/11.	
75161	Energy Efficiency Initiatives	C. Cardoza	0	40,000		40,000			0	40,000	0	Implementation being managed by the Facilities Management Service. Integrated with C3W works at Wallfields.	
TOTAL			284,400	49,500	(26,370)	307,530	141,062	22,054	163,116	216,880	(90,650)		

CAPITAL MONITORING 2010/11
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Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures

Exp. To 31/01/11

Exp. Code	2010/11 Approved Schemes	Project Control Officer	2010/11 Original Estimate	Slippage from 2009/10	2010/11 Any other amendments	2010/11 Approved Estimate as @ Dec '10	2010/11 Actual to date	2010/11 Commitment Amount	2010/11 Total to Date	2010/11 Projected Spend	2010/11 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
71262	Elizabeth Road Shops - Renew Water Main	S. Whinnett	15,000	0		15,000			0	15,000	0	Design stage.
75160	River & Watercourse Structures	G. Field	47,500	1,500		49,000	11,830	15,070	26,900	31,000	(18,000)	We are continuing to have discussions on planning permission issues on the replacement scheme for Castle Grounds Hertford, which are unlikely to be resolved before year end, so £18,000 will need to be rolled forward to 2011-12. However, works at Pishibury Park will start on 7th February and other bridge works have now been identified and scheduled to start in March.
75157	Footbridge Over River Stort	M. Shrosbree	61,800	45,300		107,100			0	107,100	0	
72568	Asset Improvement Items - Infrastructure (North Drive reconstruct road & drainage)	M. Shrosbree	0	17,500		17,500			0	17,500	0	
TOTAL			124,300	64,300	0	188,600	11,830	15,070	26,900	170,600	(18,000)	

ESSENTIAL REFERENCE PAPER 'E1'

SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

Projected Outturn 31 March 2011 £'000			
1.1	April	550	Favourable
	May	221	Adverse
	June	881	Adverse
	July	672	Adverse
	August	656	Adverse
	September	563	Adverse
	October	237	Adverse
	November	82	Favourable
	December	113	Favourable

	ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.2	Promoting prosperity and well being CONCESSIONARY FARES Following the change in allocation agreed at Herts Chief Finance Officer's group regarding the 2009/10 Concessionary Fares budget there is an anticipated £47k saving against the 2010/11 budget.	April
1.3	MEALS ON WHEELS A review of the contract arrangements for Meals on wheels has identified that the profile for delivering the £150k saving over the period of the Medium Term Financial Plan (MTFP) will vary from the current forecast. This will lead to additional costs in 2010/11 offset by equivalent savings in 2011/12 to 2012/14. This variation in timing can be managed by the temporary use of reserves.	May
1.4	PERFORMANCE REWARD GRANT	May

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
On the 24 May the Government announced plans to reduce public spending by £6.2bn in 2010/11. No further Local Area Agreement Performance Reward grant will be paid creating a shortfall of £33k in 2010/11 and £250k in 2011/12 for both revenue and capital.	
1.5 HERTFORD THEATRE	June
Additional funding arising from the Executive's decision in approving the Business case for The Hertford Theatre will have an impact of £35k in the year.	
1.6 HOUSING BENEFIT OVERPAYMENTS	July
Recovery of housing benefit overpayments is above target and a net favourable variance of £50k is forecast.	
1.7 HOUSING BENEFIT SUBSIDY	July
The Housing Benefit Administration subsidy will be £24k less than that estimated.	
1.8 REVENUES AND BENEFITS PARTNERSHIP	July
The Revenues and Benefits Partnership arrangement with Stevenage Borough will reduce management costs by £25k from cost sharing.	
1.9 AREA BASED GRANT	July
Area Based Grant of £30k for 2010/11 has been confirmed by the Government. No budget had been set given the uncertainty over its distribution.	
1.10 HOUSING BENEFIT OVERPAYMENTS	September
An additional £50k of Housing Benefit overpayments is anticipated to be recovered.	
1.11 HOUSING BENEFIT OVERPAYMENTS	October
An additional £50K of Housing Benefit overpayments is	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
anticipated to be recovered.	
1.12 SMALL RATE RELIEF GRANT	October
A windfall sum of £9k has been announced by the Communities and Local Government Department relating to a temporary increase in small rate relief grant determination. The purpose of the grant is to provide support to receiving authorities towards expenditure lawfully incurred or to be incurred by them with implementing the scheme.	
1.13 CRITICAL ORDINARY WATERCOURSES	October
The Critical Ordinary Watercourses contract with the Environment Agency (EA) has been extended for one year from October 2010, but with the option for the EA to terminate it in 2011. In previous years the EA has asked the Council to undertake extra work to the contract and the 2010/11 estimate was formulated on this basis. This extra work has not been forthcoming in the current economic climate resulting in a reduction in net income of £16k.	
1.14 HOSTEL RENTS	October
With a far greater occupancy factor than envisaged and the collection of hostel tenants rents higher than budgeted for, there is anticipated £25k of additional rental income. However, with the higher usage the deterioration on some fittings and equipment is being accelerated. A request will be made to carry forward £20k to 2012 to renew fittings and equipment.	
1.15 HOUSING BENEFITS	November
An additional £200k of Housing Benefit overpayments is anticipated to be recovered.	
1.16 SMALL RATE RELIEF GRANT	November
The Business Rate Relief grant of £9k that was reported in October will be matched by expenditure for developing the software by the supplier.	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.17 JOINT USE POOLS	November
There is a predicted overspend of £21k against the utilities budget in respect of joint use pools.	
1.18 JOINT USE POOLS	November
The contributions from other bodies are expected to be £7k lower as costs relating to the joint use pools are lower.	
1.19 PERFORMANCE REWARD GRANT	November
An additional £51k of Revenue Performance Reward grant is to be received at the end of the financial year, subject to the Communities and Local Government department accepting the Local Strategic Partnership claim.	
1.20 PRIVATE SECTOR HOUSING GRANT	November
A repayment of a previously awarded Private Sector Housing grant from householders of £24k has resulted in a windfall sum being received.	
1.21 HERTFORD THEATRE	December
There is an anticipated income under-performance on the first year of the pantomime business plan at Hertford Theatre of £35k. Officers are identifying areas of over-performance to mitigate this loss by year end. For example, hire income is showing a projected over-performance against budget.	
Fit for purpose	
1.22 TURNOVER	April
Salary budgets are constantly monitored and Essential Reference Paper 'C' shows a projected over spend of £31k.	
1.23 MANAGING VACANCIES	April
The Executive on 9 February 2010 made adjustments	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
to the Performance Reward Grant and Planning Contingency budgets which left a balancing figure of £23k to be identified as 'Management of Vacancies' which officers were confident of achieving.	
1.24 INVESTMENT INCOME	May
Following a meeting with the Council's Treasury advisors to review new investment products proposed by the Council's fund managers to enhance returns, these will not be pursued on the grounds of risk that some of the instruments embedded within the products may not be available to local authorities. Projected returns will be reviewed in the light of the new Office of Budget Responsibility assumptions on short term interest rates used to inform the 22 June budget.	
1.25 TURNOVER	May
Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected over spend of £24k compared to £31k in April	
1.26 TURNOVER	June
Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected under spend of £31k compared to an over spend of £24k in May.	
1.27 INVESTMENT INCOME	June
Investment Income – Annualised returns by the Fund Managers over the first quarter are: Scottish Widows Investment Partnership 0.8% and Investec 0.48% per annum. This equates to around £112k (for the first quarter) against the annual budget of £1.65m. Current projections indicate an overall return of between £700k and £840k indicating a budget shortfall of £0.81m to £0.95m. The balance on the Interest Equalisation Reserve was £1.185m as at the 31 March 2010 of which £778K is already planned to be utilised in the	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
MTFP. In accordance with Financial Regulations 4.6.2 (a) the Executive is being asked to approve a supplementary estimate of the balance of £407k to offset the shortfall in income.	
1.28 TURNOVER	July
There has been a change in presentation from the previous months reports whereby the Salary/Turnover and Managing Vacancies budgets have been amalgamated. In essence reflecting that turnover is predicting to be met and all but £6k of the Managing Vacancies budget at this stage has yet to be met, <u>Essential Reference Paper 'C'</u> shows a projected over spend of £6k compared to an adjusted under spend of £8k in June (after amalgamating the above two headings).	
1.29 PLACE SURVEY	July
A saving of £14k is forecast as a result of the government's decision not to undertake the Place Survey.	
1.30 TURNOVER	August
Executive on the 7 September determined that the loss of funding from the Housing and Planning Delivery grant of £166k would be offset by taking from the general reserve the additional sum received in respect of this grant in 2009/10 of £134k. The Executive further requested CMT to meet the residual short fall of £32k by increasing the target for Management Action Savings by £32k to £55k. <u>Essential Reference Paper 'C'</u> shows a projected underspend of 348K on payroll budgets leaving £7k still to be found to meet the target of £55k.	
1.31 THELE HOUSE	August
Executive on the 7 September approved a supplementary estimate of £15k to cover maintenance	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
costs at Thele House until the property is sold.	
1.32 TURNOVER	September
Salary budgets have been constantly monitored and Essential Reference Paper 'C' shows a projected underspend of £23k on payroll budgets. This underspend is after meeting the £55k Mitigating actions that were required.	
1.33 INVESTMENT INCOME	September
Investment income shows a further £40k adverse movement from the August Healthcheck. This is based on the latest figures received from the Fund Managers returns. However, a meeting with the Fund Managers at the end of October will clarify the latest position and formulate the returns going forward.	
1.34 TURNOVER	October
'Salary budgets have been constantly monitored and Essential Reference Paper 'C' shows a projected underspend of £65k on payroll budgets.	
1.35 CHURN COSTS	October
'Churn' costs associated with the office moves such as the disposal of redundant files, physical storage and moving staff temporarily during the refurbishment works is estimated to cost £15k in 2010/11.	
1.36 HARTHAM LAND SALE	October
The sale of land associated with the supermarket development at Hartham will generate a windfall sum of £50k due to the disruption.	
1.37 IT LICENCES	November
A review of IT Licences has resulted in the budget being reduced by £34k	
Turnover	
1.38 Salary budgets are being constantly monitored and	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<u>Essential Reference Paper 'C'</u> shows a projected under spend of £78k on payroll budgets.	
Pride in East Herts	
1.39 CAR PARKS (PAY AND DISPLAY) (Sunday/ Bank hols.) The net impact of not implementing Sunday and Bank Holiday Car Park Pay and Display charging is estimated to be £38k.	April
1.40 CAR PARKS PAY AND DISPLAY Car Park occupancy levels are down resulting in 4.5% less income and a predicted year end level adverse variance of £125k.	May
1.41 PENALTY CHARGE NOTICES Following Member' decision to defer Sunday and Bank Holiday charging anticipated receipts and costs will no longer feature in 2010/11. This change also reduces the forecast for income for Penalty Charge Notices.	May
1.42 CAR WASHING – GASCOYNE WAY Given capital constraints on the Gascoyne Way car park refurbishment, the planned installation of drainage to enable car washing may no longer be cost effective. This is currently under review, but as a result the business case for generating income from car washing in the car park may no longer be favourable.	May
1.43 CAUSEWAY CAR PARK RENT The Council has a 24 month rent free period on the lease of the Causeway Car Park. The Council is required to account for this across the 35 year lease, resulting in a lease cost against each year.	May
1.44 GASCOYNE WAY CAR PARK Due to the timing of the Gascoyne Way refurbishment works, car washing is planned to commence in	June

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
October resulting in only six months income from the scheme thus an adverse variance of £5k.	
1.45 CAUSEWAY CAR PARK RENT	June
The apportionment of rental cost now payable by the Council for the Causeway Car park in 2010 has now been calculated by accountancy to be £222k and not £203k as previously reported.	
1.46 PAY AND DISPLAY CAR PARKING	July
Car Park use is below forecast resulting in 5.5% less Pay and Display income and a predicted adverse variance to year end of £150k.	
1.47 B/S CAR PARK SEASON TICKET INCOME	July
The Bishop's Stortford season ticket income is above forecast, continuing the trend from previous years resulting in a favourable increase over the budget of £12k.	
1.48 CAR PARKS PAY AND DISPLAY	September
There is a loss of income anticipated within the car parks pay and display budget of £19k due to the increase in VAT to 20% from 4 January 2011.	
1.49 BIRCHERLEY GREEN	September
There is an estimated saving of £5k due to not locking/unlocking Bircherley Green whilst Gascoyne Way car park is closed for refurbishment.	
1.50 CCTV	October
Additional legal costs of £6k have been incurred on the CCTV budget to assess whether because	
1.51 CAR PARK MACHINES	December
£20k is needed to modify the pay and display car park machines to accept new 5p and 10p coins which come	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
into circulation in April 2011.	
Caring about what's built and where	
1.52 RECYCLING SERVICE	April
<p>There is expected to be a significant increase in the sum the Herts Waste Partnership (HWP) contributes to East Herts Council's waste and recycling costs. This is subject to agreement by the HWP Board and assumes the continuing commitment by Hertfordshire County Council. In order to incentivise the increase of recycling by districts and boroughs, the HWP agreed a model for redistributing the potential savings to the disposal authority arising from improvement to recycling and reduction of waste sent to landfill. The model developed used 2006/07 performance as a base and was based around some prudent predictions around improvement.</p>	
<p>The success of ARC exceeded predictions plus the recession appears to have had the effect of reducing total waste tonnages also. Figures are potentially highly variable but based on the financial model agreed for 2010/11 our prudent estimate of income from this source in 2010/11 is of the order of £650K or an additional £570k.</p>	
<p>The partnership agreed that the model required updating and have introduced a cap to the subsidy per household for 2011/12 and 2012/13. Based on this Alternative Financial Model we will assume for budget purposes a payment to East Herts of circa £350k for each of those two years.</p>	
1.53 PUBLIC CONVEIENCES	June
<p>The budget for public conveniences in 2010/11 was understated in error as it included a double counting of planned savings of £28,860 which were built into the base budget and scored as planned savings. In</p>	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
addition public conveniences have remained open in three towns there being no suitable private sector provider at a cost of £34,000.	
1.54 DOMESTIC REFUSE BIN CHARGING The Council's decision to defer replacement refuse bin charging will result in a £50k adverse variance.	June
1.55 RECYCLING PUBLICITY The Recycling Publicity budget is currently under spending due to the success of ARC and there is less need to undertake publicity to address public concerns. As a consequence this budget will then show a £22k favourable position. Consideration is being given as to whether some or all of the MTFP saving can be brought forward from 2012/13 to 2011/12.	June
1.56 RECYCLING GREEN WASTE The Recycling Green Waste budget could under spend by £80k as the scheme is not being expanded to include flats until the new contract is let in 2011 resulting in an in year saving and possible base budget saving.	June
1.57 KERBSIDE DRY RECYCLING EXPENDITURE The Kerbside dry Recycling collections budget is currently stable following the implementation of ARC. It is currently showing an underspend of £10K which would indicate an underspend of up to £40k for the full year.	June
1.58 PLASTIC RECYCLING BANKS There is a current underspend associated with Plastic Recycling Banks which could be a £5k favourable	June

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
effect by year end.	
1.59 KERBSIDE DRY RECYCLING INCOME	June
Income from Kerbside dry Recycling collections is currently £20k up on profile, but this based on two months figures only. Significant additional income over budget is likely but needs to be reviewed on a monthly basis.	
1.60 RECYCLING CONTRIBUTIONS	June
The latest estimate of the sum due from HCC for the Alternate Financial Model in 2009/10 £383k. That is £3k more than budgeted for.	
1.61 DEPOT MATERIAL HANDLING	June
The Depot Material Handling budget included costs for material sorting equipment. Provision of equipment has been suspended following a Member review until the outcome of the Refuse contract re-tender is clear. Outturn will be £35k less than budget.	
1.62 RECYCLING	July
More recycling is producing additional income from material sales and credits, If current trends continue it may achieve £80k additional income.	
1.63 REFUSE AND RECYCLING CONTRACT	July
A saving of £37k is expected from a lower than budgeted increase from indexation of the price of Refuse and Recycling contract.	
1.64 REFUSE COLLECTION CONTRACT	July
A savings on the Refuse Collection contract of between £50k- £80k is forecast because of less than	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
expected ad-hoc work.	
1.65 KERBSIDE DRY RECYCLABLES	September
A review of income generated from Kerbside Dry Recyclables would indicate that additional sums of £200k are estimated to be achieved.	
1.66 RECYCLING SERVICE	October
The latest estimate of the sum to be received from Herts County Council under the Alternate Financial Model in 2010/11 is £620k. (Previously reported as £550k)	
1.67 KERBSIDE DRY RECYCLING COLLECTIONS	October
The Kerbside Dry Recycling Collections budget is currently showing to overspend by £90k due to a coding error. The error will be corrected at the Probable stage.	
1.68 Commercial Waste Collection	
A net favourable position of £17K is anticipated on the Commercial Waste Collection Service as a result of additional income being generated which in part is offset by additional income.	
1.69 STREET CLEANSING	October
The Street Cleansing contract is currently forecasting a possible under spend of £18k.	
1.70 GROUNDS MAINTENANCE	October
The Grounds Maintenance budget is projected to overspend by £35k due to higher levels of inflation (RPI) than estimated.	
1.71 REFUSE, RECYCLING, ST CLEANSING CONTRACT	December
The one off Specialist Support Budget to assist with the Refuse, Recycling and Street Cleansing contract will be underspent by £5k.	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
Shaping now, shaping the future	
1.72 HOUSING AND PLANNING DELIVERY GRANT	April
<p>The rules allocating the Housing and Planning Delivery Grant changed at the end of the last financial year, allowing all of the grant to be allocated to revenue, rather than split between capital and revenue. Provided the Government does not change these rules a cautious £50k could be available to Revenue.</p>	
1.73 HOUSING AND PLANNING DELIVERY GRANT	May
<p>On the 24 May the Government announced plans to reduce public spending by £6.2bn in 2010/11. For East Herts Council part of the impact is the loss of £166k Housing and Planning Delivery Grant</p>	
1.74 LOCAL AUTHORITY BUSINESS GROWTH INITIATIVE	May
<p>The above cuts will also impact adversely on Local Authority Business Growth Initiative to the value of £50k. This anticipated receipt was to be placed in reserves to meet potential expenditure beyond 2010/11.</p>	
1.75 PLANNING APPEALS COSTS	May
<p>Potential additional costs have arisen since April as a result from an award of costs against the Council and the engagement of a consultant to undertake a viability assessment exercise to the value of £10k.</p>	
1.76 ENFORCEMENT ACTION	May
<p>There are potential costs of £50k for direct enforcement action at Campfield Road, Hertford. These costs are currently based on outline quotes and may be subject to some considerable variation. This cost can be registered as a charge on the property and recovered in due course through its sale.</p>	
1.77 PLANNING APPEALS	June
<p>Potential additional costs have arisen since April as a</p>	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
result from an award of costs against the Council and the engagement of a consultant to undertake a viability assessment exercise. The maximum assessed at this stage is £18k.	
1.78 DEVELOPMENT CONTROL INCOME	July
Income from Development Control applications is ahead of the July target by £60k; in part due to resubmission of school site proposals. It is too early to predict the outturn for the year.	
1.79 DEVELOPMENT CONTROL INCOME	August
Income from Development Control applications is ahead of the August target by £63k. It is too early to predict the outturn for the year.	
1.80 DEVELOPMENT CONTROL INCOME	September
Income from Development Control applications is ahead of the September target by £41k. This is down on the August figure and is still too early to predict the outturn for the year.	
1.81 LAND CHARGES INCOME	September
Income from Land Charges is £17k ahead of profile as at September.	
1.82 DEVELOPMENT CONTROL	October
Income from Development Control applications is ahead of the October target by £44k. Year end income is estimated to be as per the original estimate £600k.	
1.83 LAND CHARGES INCOME	October
Income from Land Charges is estimated to be £20k more than the original estimate.	
1.84 DEVELOPMENT PLANS STUDIES	October
The Development Plans Studies budget is expecting to under spend by £20k due to fewer studies and joint	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>funding.</p> <p>1.85 LOCAL DEVELOPMENT FRAMEWORK The Local Development Framework (LDF) upkeep and review is predicting to under spend by £50k as consultancy work will be required in 2011/12 in conjunction with the LDF plan.</p>	October
<p>1.86 LOCAL AUTHORITY BUSINESS GROWTH INITIATIVE The loss of Local Authority Business Growth Initiatives grant has in part been managed by reducing spend within the LABGI Initiatives budget so that the adverse variance is now £30k.</p>	November
<p>1.87 PRE-APPLICATION PLANNING ADVICE There has been a greater demand for pre-application planning advice than envisaged amounting to £10k.</p>	December
<p>1.88 DEVELOPMENT CONTROL ADVICE Herts County Council will not charge for Development Control advice – producing a saving for £10k. This is a one off saving as it is expected that a charge will be made for this service in future years.</p>	December
Leading the Way, Working Together	
<p>1.89 There is nothing to report on this priority</p>	April
<p>1.90 MEMBER'S ALLOWANCES Council on the 24 February 2010 resolved to reduce the Basic Allowance for Members in 2010/11, thus making a saving of £35k.</p>	June
<p>1.91 MEMBER'S ALLOWANCES Due to changes in the membership of the Executive there will be a further £9k saving.</p>	July
<p>1.92 LOSS OF GRANTS The Council has seen a loss of grants arising from government's decisions on current spending. The</p>	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>Executive is requested to:</p> <ul style="list-style-type: none"> a) recommend to Council a call on the general reserve of £134k to mitigate the loss of planning delivery grant. The sum of £134k was added to the general reserve in 2009/10 following the government's decision to allow the whole of 2009/10's planning delivery grant to be used for revenue purposes. b) Request CMT to meet the balance of £32k of the planning delivery grant loss by increasing the target for management action savings. c) Approve, in accordance with Financial Regulation 4.6.2 a) a call on the earmarked LABGI reserve of £50k. This will offset the loss of LABGI funding in 2010/11 and reduce the uncommitted balance on the reserve to £14k. 	
1.93 MEMBER'S ALLOWANCES	September
<p>The resignation of two Councillors will generate an additional small saving of circa £2k on Members allowances. However, the cost of two anticipated by-elections will be circa £16k.</p>	
1.94 EXTERNAL AUDIT	October
<p>External Audit fees are expected to be less as a result of the demise of the Audit Commission.</p>	

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Health check reconciliation (all figures £000's)

ESSENTIAL REFERENCE PAPER 'E2'

	Year to date			Year end projection		
	Favourable	Adverse	Net	Favourable	Adverse	Net
At 31 December 2010	1,091	-1,303	-212	2,130	-2,017	113

Changes in respect of previously reported items

In month favourable variances (y t d)

Green Waste collection	8	0	8	0	0	0
Depot Material Handling	3	0	3	0	0	0
Members Allowances	4	0	4	0	0	0
HB Overpayments	-3	0	-3	0	0	0
Area Based Grant	4	0	4	0	0	0
Turnover/Managing Vacancies	27	0	27	3	0	3
Plastic Banks	2	0	2	0	0	0
Recycling Contributions	0	0	0	0	0	0
Recycling Service	0	0	0	0	0	0
B/S Car Park season tickets	0	0	0	0	0	0
Concessionary Fares	0	0	0	0	0	0
Land Charges Income	0	0	0	0	0	0
Unlocking/locking Gascoyne Way	0	0	0	0	0	0
Refuse collection contract	11	0	11	0	0	0
LDF upkeep	6	0	6	0	0	0
Hostel rent	6	0	6	20	0	20
Commercial Waste	42	0	42	0	0	0
Audit fees	17	0	17	10	0	10
Private Sector Housing	0	0	0	-13	0	-13
Recycling Consultants	0	0	0	0	0	0
Pre-Application advice	1	0	1	0	0	0
HCC DC advice	1	0	1	0	0	0
Cleansing Contract	0	16	16	0	0	0
Hertford Theatre	0	38	38	0	0	0
Thele House Maintenance	0	1	1	0	0	0

In month adverse variances (y t d)

Car parks P& D Sundays BH	0	-4	-4	0	0	0
Public conveniences	0	-8	-8	0	0	0
Car parks P& D	0	-24	-24	0	17	17
Car Washing Gascoyne Way	0	0	0	0	-3	-3
Investment Income	0	-50	-50	0	70	70
Wheeled bins	0	-5	-5	0	0	0
HB Subsidy	0	-2	-2	0	0	0
Critical Ordinary Watercourses	0	4	4	0	0	0
Refuse Collection Contract	0	0	0	0	0	0
Car Park Advertising	0	0	0	0	0	0
New Business Rate Relief	0	0	0	0	0	0
Grounds Maintenance contract	-11	0	-11	0	0	0
Kerbside Dry Recycling Collection	0	-4	-4	0	0	0
Kerbside Dry Recycling Income	65	62	127	-26	0	-26
Meals on Wheels	0	0	0	0	0	0
IT Licences	-11	0	-11	0	0	0
Penalty Charge Notices	0	-4	-4	0	0	0
By-Elections	0	-13	-13	0	0	0
Pay and Display equipment	0	0	0	0	4	4
CCTV Running costs	0	-9	-9	0	0	0
Recycling publicity	-3	0	-3	0	0	0
Leisure Contributions	0	0	0	0	7	7

Newly reported items/items no longer reported

Previously unreported variances at 31 January

Development Control Income	34	0	34	30	0	30
Street Naming and Numbering	0	-6	-6	0	-8	-8
Bank Site Maintenance	4	0	4	4	0	4
Legal Litigation Fees	45	0	45	28	0	28
Legal Fees recovered	15	0	15	12	0	12

Previously reported items no longer having out turn variance

In month favourable variances (y t d)

In month adverse variances (y t d)

At 31 January 2011	1,358	-1,311	47	2,198	-1,930	268
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Month on month change	267	-8	259	68	87	155
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less previously unreported variances at 31 January	149	149				
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Variances since last month	416	-157	259			
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Executive Actions for 2010/11

Priority	Finance/ Performance	Performance Indicator	Recommendation	Executive Decision	Meeting	Status	Outcomes
Note: There are currently no Executive decisions to be noted for August. The table content will be populated with performance and financial decisions made by Executive over 2009/10.							
All	Finance	N/A	Agrees that £10k of the Hartham CCTV budget be transferred to the Leisure Development Project	Executive decided £10k of the Hartham CCTV budget be transferred to the Leisure Development project.	12-Jan-10	Resolved	To support all of the Council's corporate objectives.
All	Finance	N/A	Agree that the supplementary capital estimate of £35k be approved.	Executive decided that the supplementary capital estimate of £35k in respect of bin replacement, be approved.	09-Feb-10	Resolved	To support all of the Council's corporate objectives.
All	Performance	N/A	Agree that the Corporate Risk Register for Quarter 3 be approved	Executive decided that the Corporate Risk Register for Quarter 3 be approved.	09-Feb-10	Resolved	To ensure that risk is effectively monitored.
All	Performance	NI 15, NI 16 and NI 20	Agree that only annual targets for NI 15, NI 16 and NI 20 are set and that the reporting of monthly performance will continue only so that performance trends can be analysed.	Executive decided that only annual targets for NI 15, NI 16 and NI 20 are set and that the reporting of monthly performance will continue only so that performance trends can be analysed.	13-Jul-10	Resolved	Through close monitoring of performance the service has identified changes to improve performance monitoring.
All	Performance	N/A	Agree that local indicators are established in partnership with the Police to reflect the local priorities of the Community Safety Partnership.	Executive agreed that local indicators are established in partnership with the police to reflect the local priorities of the Community Safety Partnership.	13-Jul-10	Ongoing	Members will be advised when new local crime indicators will be made available.
All	Finance	N/A	Agree to seek a supplementary capital estimate of £5k.	Executive agreed a supplementary capital estimate of £5k for Bishop's Stortford and Hertford Receptions replacement of IT equipment	13-Jul-10	Resolved	To support all of the Council's corporate objectives.
All	Finance	N/A	Executive are recommended to Council to carry forward of £40,300 for 2009/10 underspending to the current year	Executive approved that in respect of a staffing matter and IT Licences, the carry forward of £40,300 for 2009/10 underspending to the current year.	07-Sep-10	Resolved	To support all of the Council's corporate objectives.
All	Finance	N/A	Recommend to Council a call on the general reserve of £134k to mitigate the loss of planning delivery grant.	Executive supported a call on the general reserve of £134k to mitigate the loss of planning delivery grant be approved.	07-Sep-10	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive are recommended to support the capital bid for a supplementary estimate of £65k relating to works at the Southern Country Park.	Executive supported a supplementary estimate of £15k be approved in the capital programme in respect of wheeled bins, to be funded by bringing forward this sum from the provision made for 2011/12	12-Oct-10	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive are to agree a supplementary estimate of £15k be approved in the capital programme in respect of wheeled bins, to be funded by bringing forward this sum from the provision made for 2011/12	Executive supported the capital bid for a supplementary estimate of £65k relating to works at the Southern Country Park.	09-Nov-10	Resolved	To support all of the Council's corporate objectives.

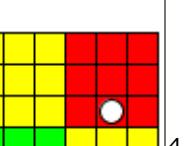
Priority	Finance/ Performance	Performance Indicator	Recommendation	Executive Decision	Meeting	Status	Outcomes
	Finance	N/A	Executive are to support £68,740 of the Renew Roof Covering to Ward Freeman Pool capital budget be re-profiled into 2011/12	Executive supported £14,000 of the Automated Payment Machines capital budget be re-profiled into 2011/12	09-Nov-10	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive are to support £14,000 of the Automated Payment Machines capital budget be re-profiled into 2011/12	Executive supported £68,740 of the Renew Roof Covering to Ward Freeman Pool capital budget be re-profiled into 2011/13	09-Nov-10	Resolved	To support all of the Council's corporate objectives.
	Performance	N/A	Executive are to note the deletion of the National Indicator set and a review of the current basket of performance indicators being planned.	Executive noted the deletion of the National Indicator set and a review of the current basket of performance indicators being planned	09-Nov-10	Resolved	Through close monitoring of performance the service has identified changes to improve performance monitoring.
	Finance	N/A	Executive are to support £100,000 of the Hertford Theatre budget is re-profiled from 2011/12 into 2010/11.	Executive supported £100,000 of the Hertford Theatre budget be re-profiled from 2011/12 into 2010/11.	11-Jan-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive approves the addition to the capital programme of a scheme "Bishop's Stortford Riverside and Markets Improvements" at a cost of £246,300.	Executive approved the addition to the capital programme of a scheme "Bishop's Stortford Riverside and Markets Improvements" at a cost of £256,300.	11-Jan-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive supports a request for a supplementary estimate of £19,600 to modify car park Pay and Display machines to accept new 5p and 10p coins that come into circulation in April.	Executive approved a request for a supplementary estimate of £19,600 to modify car park Pay and Display machines to accept new 5p and 10p coins that come into circulation in April 2011.	08-Feb-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive supports £36k of the works at the Southern Country Park scheme capital budget is re-profiled from 2010/11 into 2011/12.	Executive approved £36k of the works at the Southern Country Park scheme capital budget be re-profiled from 2010/11 into 2011/12.	08-Feb-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive supports £95,800 of the plastic bottle and can sorting/bailing equipment capital budget is re-profiled from 2010/11 into 2011/12.	Executive approved £95,800 of the plastic bottle and can sorting/bailing equipment capital budget be re-profiled from 2010/11 into 2011/12.	08-Feb-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive approval was sought to support a supplementary estimate of £80k in 2010/11 in respect of Decent Homes Grants to be funded by bringing forward this sum from the 2011/12 programme in order to offset some of the slippage on the programme.	Executive approved a supplementary estimate of £80k in 2010/11 in respect of Decent Homes Grants be approved, to be funded by bringing forward this sum from the 2011/12 programme in order to offset some of the slippage on the programme.	08-Feb-11	Resolved	To support all of the Council's corporate objectives.

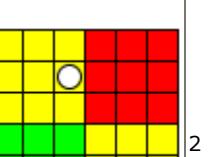
2010/11 Strategic risk register

October 2010 to January 2011 inclusive

Essential reference paper G



Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR1	Risk that Pathfinder Group fail to deliver required levels of efficiency across Hertfordshire.	The Council is involved in a Pathfinder Group to deliver and demonstrate efficiency across Hertfordshire, meaning this will need to be evidenced across eleven separate Authorities (two tier) rather than one Unitary by 2011. There is a reliance on all partners being able to demonstrate / evidence, but there is concern currently about whether all partners will deliver.	Potential unitary status imposed. Reduction in settlement. Financial strength threatened. Missed opportunities. People capacity impacted. Damage to relationships with other Authorities and mistrust in future partnership working. Reputation / political credibility damage.		4	3	Anne Freimanis	October 2010 - January 2011 Moves made by EHC to agree shared services with Stevenage BC re Revenues and Benefits; joint working on parking contract, CCTV during this period. Inclusion of BBC in shared service discussions. Pathfinder work streams allocated to Herts Chief Executives.

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR2	Unable to consistently apply and embed performance improvement.	Performance improvement is a key part of ensuring the Authority has sufficient capacity and ability to change moving forward. This will require clear and consistent approaches in a number of key areas, including ensuring the organisation has a clear understanding of the skills mix, capability and culture currently and in future. This must be linked to consistently applied and embedded approaches to workforce planning and performance management.	Impact on performance. Detract from other roles. Drain on resources. Affect potential and hunger to improve. Employment issues. Prevent service improvement.	 Impact Likelihood	2	4	Anne Freimanis	October 2010 - January 2011 Continuing monitoring of performance and undertaking improvement measures as required. PDRs being undertaken. Planned mitigating actions - continued development of HR policies; review of performance measures in line with new requirements. Continued delivery of the Council's Training Plan.

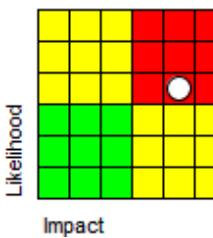
Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note									
10 - SR3	Unable to evidence and demonstrate performance consistently within current approaches.	The Council needs to understand and comply with external inspection on an ongoing basis and this needs to be done on a consistent basis across the organisation. There are also difficulties in understanding and complying with certain areas, particularly around engaging public and staff around new agendas. The ability to evidence and demonstrate performance consistently needs to be built into service planning and ongoing management of the organisation so there is a consistent, integrated approach to responding to external challenge.	Possible legal challenge. Self-perpetuating. Repeat inspection. Drain on resources. Staff morale. Damage Member / Officer relationships. Wider impacts. Reputation damaged and criticism attracted.	<table border="1"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>										3	2	Anne Freimanis	October 2010 - January 2011- Implementation of Audit recommendations; revision of PI reporting; updating of Council policies Planned mitigating actions - Review of community engagement by Members. Analysis and implementation of changing national government requirements status update --

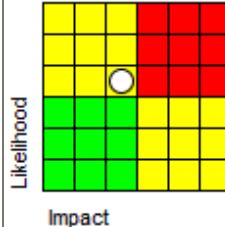
Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note									
10 - SR4	Unable to performance manage and deliver added value outcomes from key strategic partnerships.	There are a number of key strategic partnerships to deliver against key targets and priorities, as outlined in the LAA and Community Strategy, to meet inspection requirements and enable improvement to be made. There is a risk of perceived lack of clarity about what some Partnerships are trying to achieve with difficulty identifying deliverables over and above what an independent organisation could achieve, despite the time, resources and finances put into partnerships. We need to demonstrate added value in working together rather than alone, through robust performance management processes and clarity on objectives.	Poor service delivery. Partner relationships deteriorate. Blame culture. Reduced access to resources. Policy change. Reputation damage.	<table border="1"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>										3	2	Anne Freimanis	October 2010 - January 2011 LSP subgroups operational. Active governance and decisions on resource allocation by LSP Board. LSP action plan monitors received at each Board meeting. Delegation by Board to Strategy Group of operational issues requiring resolution. Planned mitigating actions - Review of resource allocation now underway. Rolling return of terms of reference and memberships of partnerships as required.

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR5	Risk of one of the Statutory Officers (Head of Paid Service, Section 151 Officer and Monitoring Officer) being unable to carry out their duties.	Risk of one of the Statutory Officers (Head of Paid Service, Section 151 Officer and Monitoring Officer) being unable to carry out their duties.	Statutory duties may not be carried out, affecting the governance of the Council.		3	2	Simon Drinkwater; Anne Freimanis; Alan Madin	October 2010 - January 2011 - Each Statutory Officer appoints a Deputy Statutory Officer. The Deputy Statutory Officer will take responsibility when required. Planned mitigating actions - Continue to maintain.

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR6	Risk that Local Development Framework is not approved, or is challenged.	The Local Development Framework will shape the future of East Herts to 2021 from a planning perspective and will be the basis for making key decisions about the direction of growth and development in the local area. Key challenges within this are around pressures on land use, the housing target and location of 12,000 new homes by 2021, and the need for infrastructure investment and jobs required to sustain growth. The Council is about to submit a revised plan to Government, including a timetable, which will need to be approved and agreed.	Could be flooded by planning applications. Resources implications if have to revise / re-submit. Could miss out on investment, especially related to infrastructure. Fund challenge. Timetable pressures.		4	1	Simon Drinkwater	October 2010 – January 2011 Recent government guidance confirms that the Council should proceed with the LDF process. The localism agenda will mean that the Council will be able to set local housing targets. Planned mitigating actions - The LDF process is proceeding in accordance with the approved programme. The core strategy consultation is complete.

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR7	Changing the way we work (C3W) - Failure to deliver savings and improvements by July 2011.	Changing the way we work (C3W) is a programme intended to positively transform the organisation through delivering a programme of improvements and savings by July 2011. If successful, it will enable the Council to improve customer service and management, particularly through culture change, resolve accommodation issues, and also achieve savings, which contribute to Gershon / efficiencies and value for money.	Insufficient return on investment; Reputation / morale / relationships with staff, Members and public; Stagnation; Service may deteriorate; Adversely affect Corporate Priorities; Political fallout; Deliver the benefits of programme; Positive regeneration of Bishop's Stortford.		4	2	Philip Hamberger	October 2010 to January 2011 - The work has commenced at Wallfields with a scheduled start date that is in line with the original programme plan. Regular meetings are being held with the contractor to ensure that the work remains on schedule. The final moves from Bishop's Stortford will take place at the end of July. Members agreed to enhance the budget to provide additional ICT cabling resilience. The BPI Team have had their secondments extended and continue to deliver reviews and options for improvement.

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR8	Unable to meet and reprioritise changing demands from Public.	The Council has a financial plan based on predicted levels of demand and need, which is reviewed and revised on an annual basis. The Council is committed to achieving a significant amount of efficiency savings over a 3 year period. There are significant pressures on the financial targets in the plan due to the current economic downturn, and there may also be increased demand on a number of services such as homelessness and benefit claims. Vulnerable members of the community are dependent upon Council services, particularly in difficult economic times. The Council will need to ensure it provides services to vulnerable, but there could be issues due to the magnitude of what is needed at that time.	Fail to provide or demonstrate community leadership. Fail to meet statutory obligations. Damaged reputation / adverse publicity.	 <p>A 4x4 grid representing a risk matrix. The columns are labeled 'Likelihood' (top) and 'Impact' (bottom). The rows are color-coded: the first two rows are yellow (low likelihood), the third row is green (medium likelihood), and the fourth row is red (high likelihood). The grid contains the following pattern: (1,1) yellow, (1,2) yellow, (1,3) yellow, (1,4) red; (2,1) yellow, (2,2) yellow, (2,3) yellow, (2,4) red; (3,1) green, (3,2) green, (3,3) green, (3,4) yellow; (4,1) red, (4,2) red, (4,3) red, (4,4) red. A white circle is positioned at the center of the grid, representing the intersection of medium likelihood and medium impact.</p>	4	3	Alan Madin	<p>October 2010 to January 2011: Mitigating savings were identified, subject to approval of the budget by Council in February.</p> <p>Planned mitigating actions: Subject to approval in February.</p>

Code	Title	Description	Risk Factors	Current Risk Matrix	Impact	Likelihood	Managed By	Latest Note
10 - SR9	Significant variance from financial plan.	The Council has a financial plan based on predicted levels of demand and need, which is reviewed and revised on an annual basis. The Council is committed to achieving a significant amount of efficiency savings over a 3 year period. There are significant pressures on the financial targets in the plan due to the current economic downturn, including reduced income from investments and from services such as Land Charges, Parking and Development Control. There may also be increased demand on services such as homelessness and benefit claims. A pension fund review is potentially scheduled for 2010.	Impact on income. Council tax capped. Dip into assets / reserves which will affect future income. Reprioritise services. Potential cuts in services. Workforce issues. Damaged reputation / adverse publicity.		2	3	Alan Madin	<p>October 2010 to January 2011: Events planned for this period were delivered, subject to approval of the budget by Council in February.</p> <p>Planned mitigating actions: Subject to approval in February.</p>