



Public Document Pack

Jeff Hughes
*Head of Democratic and Legal
Support Services*

MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 9 AUGUST 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 Environment |
| Councillor Mike Carver | - Executive Member for Planning Policy and Economic Development |
| Councillor Linda Haysey | - Executive Member for Health, Housing and Community Support |
| Councillor Michael Tindale | - Executive Member for Finance |

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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 (Pages 7 - 14)

To approve the Minutes of the meeting held on 5 July 2011.

3. Leader's Announcements

To receive any announcements.

4. Declarations of Interest

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

5. Flyposting Powers for Town Councils (Pages 15 - 20)

6. Local Development Framework (LDF) Executive Panel - 7 July 2011
(Pages 21 - 30)

To receive a report from the Panel and to consider the following recommendations:

(A) East Herts Local Development Framework: Localism and Neighbourhood Planning

Minute 3 refers.

(B) LDF Core Strategy: Responses to Issues and Options Public Consultation 2 September 2010 to 25 November 2011

Minute 4 refers.

(C) East Herts Core Strategy Preferred Options: Project Plan and Methodology Statement

Minute 5 refers.

- (D) New Home Bonus and Community Infrastructure Levy (CIL)

Minute 6 refers.

- (E) LDF: Strategic Land Availability Assessment (SLAA) Project Plan and Establishment of SLAA Partnership

Minute 7 refers.

- (F) LDF: Call for sites update report

Minute 8 refers.

- (G) East Herts Green Infrastructure Plan (March 2011) and Hertfordshire Strategic Green Infrastructure Plan (March 2011)

Minute 9 refers.

- (H) Assessment of East Herts Sports Facilities (May 2011)

Minute 10 refers.

- (I) LDF: Morphology and Place Shaping (MAPS) Technical Study

Minute 11 refers.

7. Monthly Corporate Healthcheck - June 2011 (Pages 31 - 70)

8. 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.

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MINUTES OF A MEETING OF THE
EXECUTIVE HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 5 JULY 2011, AT 7.00 PM

PRESENT: Councillor A Jackson (Chairman/Leader)
Councillors M Alexander, M Carver,
L Haysey and M Tindale

ALSO PRESENT:

Councillors D Andrews, W Ashley, S Bull,
J Demonti, G Jones, Mrs J Mayes,
M McMullen, P Moore, T Page, P Phillips,
N Poulton, P Ruffles, S Rutland-Barsby and
B Wrangles

OFFICERS IN ATTENDANCE:

Anne Freimanis	- Chief Executive
Simon Drinkwater	- Director of Neighbourhood Services
Martin Ibrahim	- Senior Democratic Services Officer
Lorraine Kirk	- Senior Communications Officer
Alan Madin	- Director of Internal Services
George A Robertson	- Director of Customer and Community Services

119 **BISHOP'S STORTFORD 20 20 VISION AND GOODS YARD
SITE BRIEF**

The Leader of the Council submitted a report seeking approval for a Development Brief for the area known as

the Goods Yard site in Bishop's Stortford.

The Executive noted the progress made by the Bishop's Stortford 20 20 Group and the consultation that had been undertaken in producing the Brief as now submitted. If adopted, the Brief would become a strong material consideration for development control purposes and would inform the Local Development Framework.

The Leader drew attention to the additional comments that had been received from members of the 20 20 Group as detailed in the supplementary agenda. He proposed that the suggested amendments detailed at items 2 and 13 be supported, which was agreed by the Executive.

In response to comments by Members, the Executive noted that Officers would consider further the issue of taxis in relation to a fully integrated transport interchange. In respect of Building Heights at paragraph 9.6.4, the Executive agreed to support an amendment to the effect that a range of building heights up to 6 storeys would be appropriate to consider.

The Executive supported the proposals as now detailed.

RECOMMENDED – that (A) the Draft Bishop's Stortford Goods Yard Site Development Brief as now submitted is adopted as the Council's vision and objectives for the site, subject to the following amendments:

- (1) Page 41, Item 6 – insert “not” before “become a competitor to Harlow...”
to read “A development centred on the Goods Yard site would greatly ease the congestion in the town centre but it should not become a competitor to Harlow or Cambridge.”
- (2) Page 56, paragraph 9.6.4 – insert after “...to consider a range of building heights” the words “up to” and delete the words “...varying

between 3 storeys and”
to read “The Council is satisfied that across such a large site it would be appropriate to consider a range of building heights up to 6 storeys.”

- (3) Page 62, paragraph 14.5 – insert a full stop after “...effected to some degree by a number of different contaminants”
to read “Much of the made ground appears to have been effected to some degree by a number of different contaminants. Groundwater and the adjacent river are considered vulnerable to off-site migration.”

(B) minor amendments are delegated to the Director of Customer and Community Services in consultation with the Leader; and

(C) used for development control purposes in determining planning applications relating to the site; and

(D) used to inform emerging Local Development Framework strategies and policies.

120 **GENERAL FUND REVENUE AND CAPITAL FUND
 OUTTURN 2010/11 (1)**

The Executive Member for Finance submitted a report advising the Executive of the 2010/11 General Fund Revenue and Capital Fund Outturn.

The Executive Member advised that the final accounts had now been closed and would be submitted to the Audit Committee for approval. He also drew attention to the improved forecasting of the outturn position compared to the previous year.

The Executive supported the proposal as now detailed.

RECOMMENDED – that a change of purpose of the Waste Recycling Reserve, as set out in paragraph 3.6 of the report submitted, be approved.

(see also Minute 128 below)

121 **MONTHLY CORPORATE HEALTHCHECK - APRIL 2011 (1)**

The Leader submitted an exception report on finance and performance monitoring for April 2011.

The Executive supported the carry forward requests as detailed in the report submitted.

RECOMMENDED - that the carry forward requests of £9,270, £4,750, £7,000, £4,100, £4,195, £9,530 as outlined in paragraphs 2.25 to 2.28 of the report submitted, be approved in accordance with Financial Regulation 4.7.3 and met by a call on the general reserve.

(see also Minute 129 below)

122 **MONTHLY CORPORATE HEALTHCHECK - MAY 2011 (1)**

The Leader submitted an exception report on finance and performance monitoring for May 2011.

The Executive supported the supplementary capital estimate as now detailed.

RECOMMENDED - that a supplementary Capital estimate of £77.5k against the Council's Leisure Development Capital project, be approved.

(see also Minute 130 below)

123 **MINUTES**

RESOLVED – that the Minutes of the Executive meeting held on 15 June 2011, be approved as a correct record

and signed by the Leader.

124 DECLARATIONS OF INTEREST

Councillors W Ashley and N Poulton declared personal and prejudicial interests in the matter referred to at Minute 126 – Assessment of East Herts Sports Facilities, in that they were both Directors of Wodson Park. They both left the chamber whilst this matter was considered.

125 ISSUES ARISING FROM SCRUTINY

The Executive received a report detailing those issues referred to it by the Scrutiny Committees. Issues relating to specific reports for the Executive were considered and detailed at the relevant report of the Executive Member.

RESOLVED – that the report be received.

126 ASSESSMENT OF EAST HERTS SPORTS FACILITIES

The Executive Member for Health, Housing and Community Support submitted a report presenting the draft Assessment of East Herts Sports Facilities and a range of recommendations and long term aspirations. The Assessment would be used as guidance for local planning decisions up to 2021 and as a technical document to support the evidence base of the Local Development Framework.

The Executive noted that, at its meeting held on 14 June 2011, the Community Scrutiny Committee had recommended its use as planning guidance.

The Executive approved the proposals as now detailed.

RESOLVED – that (A) the views of Community Scrutiny Community be received; and

(B) the recommendations/aspirations for indoor sports facilities be acknowledged and the Assessment be noted and published.

127 PROCUREMENT WAIVER - COUNCIL WIDE AREA NETWORK

The Executive Member for Finance submitted a report requesting a waiver from the Council's Procurement Regulations, to enable the purchase of a Wide Area Network (WAN) at a lower cost in respect of the Council's telephone system.

The Executive approved the proposal as now detailed.

RESOLVED – that in accordance with Procurement Regulations 12.1 and 12.2.d, the requirement to appoint after competitive tender be waived, in order to enable the Council to implement a WAN at lower cost and which will deliver cost savings for the taxpayer following investigation of the market.

128 GENERAL FUND REVENUE AND CAPITAL FUND OUTTURN 2010/11 (2)

The Executive Member for Finance submitted a report advising the Executive of the 2010/11 General Fund Revenue and Capital Fund Outturn.

The Executive approved the proposals as now detailed.

RESOLVED – that (A) the General Fund Revenue Outturn for 2010/11 be approved; and

(B) the level of Fund Balances at 31 March 2011, as set out within the report submitted, be noted.

(see also Minute 120 above)

129 MONTHLY CORPORATE HEALTHCHECK - APRIL 2011 (2)

The Leader submitted an exception report on finance and performance monitoring for April 2011.

The Executive approved the proposals as now detailed.

RESOLVED – that (A) the budgetary variances set out in paragraph 2.1 of the report be noted;

(B) a supplementary estimate of £16,500 to modify car park pay and display machines to accept new 5p and 10p coins that come into circulation in 2011/12, be approved; and

(C) the action taken to mitigate and control strategic risks during the period January to April 2011 be noted.

(see also Minute 121 above)

130 MONTHLY CORPORATE HEALTHCHECK - MAY 2011 (2)

The Leader submitted an exception report on finance and performance monitoring for May 2011.

The Executive approved the proposals as now detailed.

RESOLVED – that (A) the budgetary variances set out in paragraph 2.1 of the report submitted be noted;

(B) £36k of the Grange Paddocks Pay and Display machines capital budget and £3k of the Grange Paddocks tariff board/signage capital budget be re-profiled from 2012/13 into 2011/12; and

(C) £150k of the New Telephone System capital budget be re-profiled from 2012/13 into 2011/12.

(see also Minute 122 above)

The meeting closed at 7.31 pm

Chairman
Date

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EAST HERTS COUNCIL

EXECUTIVE - 9 AUGUST 2011

REPORT BY EXECUTIVE MEMBER FOR COMMUNITY SAFETY AND ENVIRONMENT

FLYPOSTING POWERS FOR TOWN COUNCILS

WARD(S) AFFECTED: Bishop's Stortford, Buntingford, Hertford,
Sawbridgeworth and Ware wards

Purpose/Summary of Report

- To enable the Executive to consider the issues involved with enabling the Town Councils in the district to take up fly-posting removal powers.

<u>RECOMMENDATION FOR EXECUTIVE:</u> that	
(A)	the Director of Neighbourhood Services be given delegated authority to pursue an agreement, the purpose of which will be to enable Town Councils to take up fly-posting removal powers, generally in accordance with the suggestions set out in this report and in consultation with the Executive Member for Community Safety and Environment.

1.0 Background

1.1 Whilst there is no universally agreed definition of fly-posting, it is generally understood as any adverts which are displayed without the necessary consent under the Town and County Planning Acts. Its usual manifestation is in signs, banners, adverts which appear for a temporary period, often affixed to highway furniture, roadside fences etc and which advertise local events. It is generally held that such adverts, and certainly a proliferation of them, are unsightly and have a harmful impact on amenity.

1.2 The Council has powers to control fly-posting, principally under s224 and 225 of the Town and Country Planning Act 1990. These

powers enable the removal of unauthorised adverts and the prosecution of those which have undertaken the advertising.

- 1.3 The extent to which the powers are exercised is dealt with through management decisions. These take into account the degree to which it is considered that fly-posting is currently a problem reflected in part by issues which are raised with officers by local residents and Town and Parish councils. Prosecutions are generally rare, as they are time consuming and resource intensive. Removal takes place on a regular basis.
- 1.4 Because the purpose of fly-posting is to maximise publicity for a particular event, etc, it tends to be located in the urban areas. Problems are also experienced however alongside main transport routes and at major junctions, which can be in the rural areas. Villages tend not to experience the problem to any great extent, but it does occur.
- 1.5 Authority to enable Town Councils to exercise powers to control fly posting was previously sought through a non key decision. This was not progressed following Member requests for further clarification.

2.0 Report

- 2.1 The Town Councils in the district have expressed a desire to assist with the implementation of the powers available in respect of fly-posting removal. Because of the nature of the issue it is not anticipated that it is necessary for Parish Councils to become involved in this work and regardless of any decision in relation to the towns, the District will continue to provide the service in all areas outside the towns. If Town Councils do wish to take up these powers, there will be resource implications for them. However, it is not mandatory for them to take up the powers and the District Council will continue to provide the service if they do not wish to do so.
- 2.2 There are a number of implications to be considered in determining whether to enable the Town Councils to take on these powers. They are set out in the next few paragraphs with a way forward suggested.
- 2.3 **Responsibility:** When the matter was canvassed previously Town Council representatives were concerned that they may be solely responsible for exercising these powers. Where the

powers rest with one organisation, that provides clarity for the public, reduces duplication of resources and ensures responsibility is clear. It is suggested that, to take on these powers, Town Councils should commit to taking sole responsibility for fly-posting removal in their area but, a short period for review be built into any agreement so that the responsibility can be passed back again to the District if it proves unacceptable in practice.

- 2.4 **Approach:** Whilst adverts displayed for the purpose of local community events, arts, culture and for charitable organisations are generally supported by the local community, they have the same potential to create visual amenity problems as any unauthorised advert. Council officers have endeavoured to pursue the same approach to the removal of all adverts.
- 2.5 Town Councils are often involved with the undertaking of local community events and reasonably would generally support them. They may find themselves in a position of some conflict where they would be less inclined to undertake removal of adverts for a local event that is well regarded and certainly where one is supported by it. It is suggested that, for powers to be passed to it, the interested Town Council should be required to set out the approach it would take to the matter. This should include details of the service that the Town Council will provide to the public – receiving complaints with regard to fly-posting etc. They can be advised and guided by Council officers in this.
- 2.6 **Legitimacy:** It is clear in most cases when adverts displayed are without the benefit of consent – therefore unauthorised. Clearly the removal of an authorised advert would be inappropriate. It is suggested that Town Councils be required to approach the District Council where there is any doubt with regard to the legitimacy of adverts, prior to any action being undertaken.

In any further details that are provided, if this matter is supported in principle, it will be set out that Town Councils should only take action in relation to adverts which can be readily removed. 'Pasted on' adverts should generally not be tackled because of the difficulty of removal, because of the residue which can remain after removal (which still has an amenity impact) and because of the greater possibility of damage to the structure to which it was affixed.

- 2.7 **Storage and Return:** Removal of unauthorised adverts cannot be undertaken in isolation. The legislation requires that removed adverts, which remain the private property of the advertiser, should be retained and, where possible, be returned if the party which displayed them can be identified or comes forward to claim them. Town Councils will therefore need to undertake to store and return adverts which they have removed. It is suggested that a requirement to do this is contained in any agreement transferring these powers.
- 2.8 **Dispute resolution:** Clearly fly-posting removal is an area where there is significant room for disagreement. Local residents may feel aggrieved at the amenity impact of unauthorised displays and there are often strong views associated with their removal. These can be both in favour and against. Those who displayed adverts, often in ignorance of the relevant legislation, will express strong views, particularly if removal is perceived to have impacted on the success of the event to which they relate.
- 2.9 It would be necessary for Town Councils to ensure they are both willing to take on the responsibility for dealing with such disputes and have appropriate mechanisms in place to do so. It is suggested that any agreement transferring powers sets out the necessary requirements.
- 2.10 So that the Town Councils have a full and clear understanding of the above and other related matters, it is suggested that a training event is offered, and should be taken up by any Town Council, before powers are transferred to it.
- 2.11 Lastly, whilst this is primarily a matter for any Town Council which takes on these powers, safe working practices must be implemented. Fly-posting is usually displayed on the highway and attached to highway furniture. They can be at height. Traffic speeds, crossing roads and road margin areas all present hazards. Town Councils which undertake these powers must ensure they have adequate insurance, safe working practices in place and procedures which ensure there is no damage to the structure from which the advert is being removed..
- 3.0 Conclusion
- 3.1 A model agreement is not attached to this report. However, authority is sought for such an agreement, which enables Town Councils to exercise these powers, to be formulated by officers in

consultation with portfolio holder for Community Safety and Environment. Once formulated officers will consult Town Councils on the documentation and where there is an expression of interest in taking up the powers, offer training.

3.0 Implications/Consultations

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

Background Papers

None

Contact Member: Councillor M Alexander, Executive Member for Community Safety and Environment

Contact Officer: Kevin Steptoe – Head of Planning and Building Control – ext 1407

Report Author: Kevin Steptoe – Head of Planning and Building Control – ext 1407

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives</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>Improving standards of the built neighbourhood and environmental management in our towns and villages.</i></p>
<p>Consultation:</p>	<p>Internally only at this stage. Town Councils to be consulted if Executive support the issue in principle</p>
<p>Legal:</p>	<p>An agreement framed in legal terms will be drawn up to ensure that the parties are clearly aware of their responsibilities.</p>
<p>Financial:</p>	<p>There are no extensive financial implications for the Council. Officer time would be expended in drawing up the necessary documentation and offering training.</p> <p>Town Councils would be expected to meet any costs associated with the powers if they exercise the opportunity to take them up.</p>
<p>Human Resource:</p>	<p>None</p>
<p>Risk Management:</p>	<p>There is a risk of inappropriate use of the powers where they are transferred to another party. Monitoring and the ability to retrieve the powers (which would be included within agreements) would ensure that this risk is minimised.</p>

MINUTES OF A MEETING OF THE
LOCAL DEVELOPMENT FRAMEWORK
EXECUTIVE PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON THURSDAY 7 JULY 2011,
AT 7.30 PM

PRESENT: Councillor M Carver (Chairman)
Councillors L Haysey

ALSO PRESENT:

Councillors W Ashley, R Beeching,
E Buckmaster, S Bull, Mrs R Cheswright,
T Herbert, M Newman, P Phillips, M Pope
and P Ruffles

OFFICERS IN ATTENDANCE:

Linda Bevan	- Committee Secretary
John Careford	- Senior Planning Officer
Kay Mead	- Senior Planning Officer
Martin Paine	- Senior Planning Officer
Laura Pattison	- Assistant Planning Policy Officer
Jenny Pierce	- Senior Planning Officer
Claire Sime	- Team Leader Planning Policy
Kevin Steptoe	- Head of Planning and Building Control
Bryan Thomsett	- Planning Policy Manager

1 DECLARATIONS OF INTERESTS

Councillor M Newman declared a personal interest in Minute 4 – LDF Core Strategy: Responses to Issues and Options Public Consultation 2 September 2010 to 25 November 2011 – by virtue of his involvement with the “Stop Harlow North” campaign.

Councillor M Carver declared a personal interest in the whole agenda by virtue of his involvement with Hertford Regional College and undertook to take no part in discussion if something specifically related to this arose, which was not expected.

2 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed the public, press and Members, including in particular, those who were newly elected, to the meeting.

He said the Local Development Framework (LDF) was one of the most important issues for the Council. Recommendations from the Panel would go to the Executive and on to Council for decision. He wanted all Members to attend Panel meetings and had specifically invited a number who would represent various areas in the District to ensure greater awareness of progress on the LDF.

3 EAST HERTS LOCAL DEVELOPMENT FRAMEWORK: LOCALISM AND NEIGHBOURHOOD PLANNING

The Executive Member for Planning Policy and Economic Development submitted a report on the Localism Bill and its likely implications for planning policy.

Members commented on grants being offered for residents to prepare Neighbourhood Plans and how these funds would be found. They noted the high cost of the plans and said areas would not have the opportunity to prepare them if they did not have the funds to do so. It was felt the issue could be discussed at the Rural

Conference and through Member training.

The Panel decided to make the recommendations detailed below to the Executive.

RECOMMENDED – that (A) priority be given to progressing the Local Development Framework (LDF) as quickly as possible in order to provide an effective strategic planning policy framework for the new tier of neighbourhood planning; and

(B) communities wait, before they do any substantive work on neighbourhood plans, until the Localism Bill has received Royal Assent later this year, so that there is more certainty about the neighbourhood planning process and the Council is in a better position to support and advise

4 LDF CORE STRATEGY: RESPONSES TO ISSUES AND OPTIONS PUBLIC CONSULTATION 2 SEPTEMBER 2010 TO 25 NOVEMBER 2011

The Executive Member for Planning Policy and Economic Development submitted a report on a summary of the issues raised, and an analysis of the responses received, to the Local Development Framework Core Strategy Issues and Options consultation. It also set out the need for further technical work to inform the East Herts housing requirement.

The Panel Chairman explained that the responses received would be incorporated into the next stage of the LDF which would be consulted on again. All responses were treated equally but some which were identical were grouped together.

Members commented on the position regarding the Regional Spatial Strategy which still had to be taken into account and how precedents for certain types of development had already been set.

The Panel decided to make the recommendations now detailed to the Executive.

RECOMMENDED - that (A) the issues raised from the Core Strategy Issues and Options consultation be noted;

(B) the responses received and issues raised are used to inform the preparation of the next stage of the East Herts Core Strategy called Preferred Options; and

(C) the ongoing and further technical work being undertaken to inform the East Herts housing requirement, be noted.

**5 EAST HERTS CORE STRATEGY PREFERRED OPTIONS:
PROJECT PLAN AND METHODOLOGY STATEMENT**

The Executive Member for Planning Policy and Economic Development submitted a report seeking agreement to the Core Strategy Preferred Options Project Plan and Methodology Statement, which set out how the Council would reach an initial view on the broad locations for development in the District to 2031. It also set out the Work Programme for this stage of the project, culminating in public consultation in Spring 2012.

Members commented on the need to be aware of proposals for adjoining areas and Officers assured them these were taken into account. Officers explained that use of the Green Belt and sites suggested for development by builders had to be considered as part of the LDF process.

The Panel decided to make the recommendation detailed below to the Executive.

RECOMMENDED – that the East Herts Core Strategy Preferred Options Project Plan and Methodology Statement, together with

accompanying Work Programme, contained at Essential Reference Papers 'B' and 'C' of the report now submitted, be agreed.

6 **NEW HOME BONUS AND COMMUNITY INFRASTRUCTURE LEVY (CIL)**

The Executive Member for Planning Policy and Economic Development submitted a report to enable Members to consider the implications of the New Homes Bonus and Community Infrastructure Levy (CIL), which were being introduced as an incentive to new development, and to consider and endorse a suitable approach towards the introduction of these new revenue streams.

Members asked if the New Homes Bonus could be used to fund Neighbourhood Plans and commented on the cost of setting up the CIL and the need for the level of it not to deter development.

The Panel decided to make the recommendations detailed below to the Executive.

RECOMMENDED – that (A) a preliminary Draft Community Infrastructure Levy Charging Schedule be published for consultation alongside the Core Strategy Preferred Options; and

(B) the importance be acknowledged of the New Homes Bonus and Community Infrastructure Levy, in assisting the delivery of the infrastructure required by the Local Development Framework Core Strategy.

7 **LDF: STRATEGIC LAND AVAILABILITY ASSESSMENT (SLAA) PROJECT PLAN AND ESTABLISHMENT OF SLAA PARTNERSHIP**

The Executive Member for Planning Policy and Economic Development submitted a report seeking endorsement of the Strategic Land Availability Assessment (SLAA)

Project Plan and establishment of a formal SLAA Partnership to provide technical advice and guidance to East Herts Council, in respect of land availability and the deliverability of sites. The SLAA was ongoing technical work that would inform the East Herts LDF.

Members commented on the difficulty of ensuring a fair representation for Parish Councils in the SLAA Partnership. A number of drafting amendments were suggested.

The Panel decided to make the recommendations now detailed to the Executive.

RECOMMENDED - that (A) the East Herts Strategic Land Availability Assessment (SLAA) Project Plan (July 2011), contained at Essential Reference Paper 'B' of the report now submitted, be agreed subject to the drafting amendments discussed at the meeting; and

(B) a formal SLAA Partnership be established, in order to allow work to commence as soon as possible to inform the next stage of the Core Strategy.

8 LDF: CALL FOR SITES UPDATE REPORT

The Executive Member for Planning Policy and Economic Development submitted a report updating Members on the submissions received to the Call for Sites consultation between 6 May and 10 June 2011 and seeking Members' agreement for the responses to be taken into account as part of the preparation of the East Herts Strategic Land Availability Assessment (SLAA).

Members said that the exercise had caused concern amongst residents and were assured the sites included would not necessarily be developed. Members asked for this to be made clearer in future consultations.

The Panel decided to make the recommendations detailed below to the Executive.

RECOMMENDED - that (A) the responses received to the Call for Sites consultation between 6 May and 10 June 2011, attached at Essential Reference Paper 'B' of the report now submitted, be noted and taken into account as part of the preparation of the East Herts Strategic Land Availability Assessment (SLAA); and

(B) any future Call for Sites suggestions be included and assessed as part of the preparation of the SLAA in Summer/Autumn 2011, and subsequently as part of the annual monitoring and review of the SLAA.

9 EAST HERTS GREEN INFRASTRUCTURE PLAN (MARCH 2011) AND HERTFORDSHIRE STRATEGIC GREEN INFRASTRUCTURE PLAN (MARCH 2011)

The Executive Member for Planning Policy and Economic Development submitted a report presenting the East Herts Green Infrastructure Plan and Hertfordshire Strategic Green Infrastructure Plan for consideration and agreement.

Members noted the update on the issues.

The Panel decided to make the recommendations detailed below to the Executive.

RECOMMENDED – that the East Herts Green Infrastructure Plan (March 2011) and the Hertfordshire Strategic Green Infrastructure Plan (March 2011) be agreed and published as follows:

(A) as a technical study, forming part of the evidence base to inform and support the East Herts Local Development Framework;

- (B) as a basis for informing future Development Control decisions concerning development and green infrastructure; and
- (C) as a basis for green infrastructure planning in the District.

10 ASSESSMENT OF EAST HERTS SPORTS FACILITIES (MAY 2011)

The Executive Member for Planning Policy and Economic Development submitted a report presenting the draft Assessment of East Herts Sports Facilities (ASF) and a range of recommendations and long term aspirations for consideration and agreement.

The Panel decided to make the recommendations detailed below to the Executive.

RECOMMENDED – that the draft Assessment of East Herts Sports Facilities be agreed and published as follows:

- (A) as a technical study, forming part of the evidence base to inform and support the East Herts Local Development Framework;
- (B) as a basis for informing future Development Control decisions concerning the development of, and developments affecting sports facilities; and
- (C) as a basis for sports facility planning in the District.

11 LDF: MORPHOLOGY AND PLACE SHAPING (MAPS) TECHNICAL STUDY

The Executive Member for Planning Policy and Economic Development submitted a report seeking endorsement for the Morphology and Place Shaping (MAPS) technical

study project plan. The MAPS technical study sought to embed a settlement-wide approach to design in the East Herts LDF.

Officers gave a presentation explaining morphology by giving an example of what it would involve for an imaginary town.

The Panel decided to make the recommendation detailed below to the Executive.

RECOMMENDED – that settlement-wide design based technical work is undertaken to inform the preparation of the East Herts LDF, and the Morphology and Place Shaping (MAPS) Technical Study Project Plan, contained at Essential Reference Paper ‘B’ of the report now submitted, be agreed.

12 MINUTES

RESOLVED – that the Minutes of the Panel meeting held on 23 September 2010 be approved as a correct record and signed by the Chairman.

13 EXTENSION OF MEETING

The Panel agreed that Council Procedure Rules be suspended so that the meeting could continue beyond 10.00 pm, if necessary.

RESOLVED – that Council Procedure Rules be suspended, so that the meeting could continue beyond 10.00 pm, if necessary.

The meeting closed at 10.00 pm

Chairman
Date

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EAST HERTS COUNCIL

EXECUTIVE – 9 AUGUST 2011

REPORT BY THE LEADER OF THE COUNCIL

MONTHLY CORPORATE HEALTHCHECK – JUNE 2011

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 June 2011.**

RECOMMENDATIONS FOR EXECUTIVE: that	
(A)	the budgetary variances set out in paragraph 2.1 of the report be noted;
(B)	the Strategic Risks for 2011/12 and the action taken to mitigate during May and June 2011 be noted; and
(C)	the reporting of corporate projects in the July corporate healthcheck report, be noted. (Paragraph 2.28)

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/quarterly basis.
Essential Reference Paper ‘C’ shows detailed information on salaries.
Essential Reference Paper ‘D’ shows detailed information capital programme.
Essential Reference Paper ‘E’ 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 2011 to June 2011.

	Position as at 30.06.11				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						
Local Services Support Grant	13	0	5	0	50	0
Concessionary Fares	19	0	0	18	19	0
Taxi Licensing income	0	7	0	0	0	8
(2) Fit for purpose						
Turnover	0	154	0	48	0	587
Print/Desktop Top Publishing	0	13	0	4	0	53

	Position as at 30.06.11				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						
Pay and Display machines	0	0	0	0	0	17
Car Parks legal fees	0	8	1	0	0	10
Car Parks advertising	3	0	2	0	0	15
CCTV Contributions	11	0	0	0	0	13
Recycling Materials Handling	10	0	0	0	40	0
Waste Contract (various bud)	0	0	0	0	125	0
(4) Shaping now, shaping the future						
New Homes Bonus Grant	415	0	0	0	415	0
Discharge of Conditions	7	0	0	0	12	0

	Position as at 30.06.11				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) Leading the way, working together	There is nothing to report for this Priority.					
TOTAL:	478	182	8	70	661	703
Net Projected Variance						42
Supported by supplementary estimates						0
Total Supplementary Estimates						0

- 2.2 Subject to all other budgets being equal, this would result in an over spend of £42k. However as the new homes bonus grant becomes allocated that projected overspend will increase.
- 2.3 Salary budgets are constantly monitored and **Essential Reference Paper 'C'** shows a projected over spend of £587k. This is predicted to be a worse case scenario and should reduce as more budgeted savings begin to be delivered.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

Promoting Prosperity and well-being, providing access and opportunities

Financial analysis

- 2.4 The general down turn in the economy is reflected in the demand for the Hackney Carriage/Private Hire service. As a consequence licence fees are anticipated to be adverse by £8k.

Performance analysis

- 2.5 The following indicator was 'Green', meaning that the target was either met or exceeded for June 2011:
- EHPI - 129 - Response time to anti social behaviour (ASB) complaints made to East Herts Council.

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

Fit for purpose

Financial analysis

- 2.6 There are no new financial issues this month regarding this priority.

Performance analysis

- 2.7 **NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.** As reported in the previous month this represents an increase in caseload seen in the period and the need to avoid some planned weekend working to allow ICT to undertake changes required for office moves. A plan to recover this downtime is being implemented.

- 2.8 **EHPI 6.8 - Turnaround of pre NTO PCN challenges.** Performance was 'Red' for June 2011. Performance was off target due to continued high levels of PCN's being issued as well as staff absences.
- 2.9 **EHPI 6.9 – Turnaround of NTO Representations.** Performance was 'Amber' for June 2011. Arrangements have been put in place to improve this situation.
- 2.10 **EHPI 8 – % of invoices paid on time.** Performance was 'Amber' for June 2011. Management have taken corrective action to ensure future invoices are paid on time.
- 2.11 The following indicator was 'Green', meaning that the target was either met or exceeded for June 2011:
- EHPI 12c - Total number of sickness absence days per FTE staff in post.

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

Pride in East Herts

Financial analysis

- 2.12 The Executive agreed in February 2011 that the subsidy towards the full cost of CCTV cameras in town centres be continued for 2011/12 only and that the issue be considered further as part of the Community Safety Review. The maximum income will be £52k which is £13k short to that stated in the Estimates.
- 2.13 The Recycling Materials Handling project to introduce sorting/bailing equipment has been delayed due to the new contract and this coupled with the volatility of material prices will result in an under spend of £40k.
- 2.14 There is an early warning that within various Waste Contract budgets there will be an under spend of approximately £125k in 2011/12 with a full year effect £136k resulting from implementing shared services with neighbouring authorities through the new waste contractor. A full report will be submitted later in the year.

Performance analysis

- 2.15 **NI 191 - Residual household waste per household.** Waste

collected increased this month compared to April and is some 3% up on May 2010.

2.16 **NI 192 - Percentage of household waste sent for reuse, recycling and composting.** Performance improved in May to take cumulative performance just above the annual target. There were increases in both kerbside dry recycling and composting, compared to April, slightly countermanded by an increase in the waste collected.

2.17 The following indicator was 'Green', meaning that the target was either met or exceeded for June 2011:

- EHPI 2.4 – Fly-tips: Removal

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

Shaping now, shaping the future

Financial analysis

2.18 Income from Planning Discharge of Conditions is predicted to be £12k favourable due to a greater level of developer activity than anticipated.

Performance analysis

2.19 **NI 157a - Processing of planning applications: 'Major' applications.** Performance was 'Red' for June 2011. Seven major application decisions were released - two of which were within the target timescale. The reasons for the delays in relation to the remaining five were varied. It was necessary in one case to refer the matter to the Secretary of State. One of the proposals required the formulation of a legal agreement. One was subject to independent financial viability assessment and, in the case of an application to vary the proposals for the Sainsbury's development at Hartham and Hertford, there were protracted issues in relation to the impact of the proposals on the historic building to be resolved. These varying reasons lead to poor performance in the month overall.

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

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

Leading the way, working together

Financial analysis

2.21 There are no new financial issues this month regarding this priority.

Performance analysis

2.22 **EHPI 3a - Usage: number of swims (under 16).** Performance was 'Red' for Quarter 1. The service is conducting an investigation in to the apparent reduction of swim throughput with this age category; results will be reported in quarter 2.

2.23 **EHPI 3b - Usage: number of swims (16 – under 60 year olds).** Performance was 'Red' for Quarter 1. The service is conducting an investigation in to the apparent reduction of swim throughput with this age category; results will be reported in quarter 2.

2.24 **EHPI 3c - Usage: number of swims (60 year old +).** The service expected a decline in attendance due to exclusion of government funded free swims for this age group, but throughput remains at a consistent level.

2.25 The following indicators were 'Green', meaning that targets were either being met or exceeded for Quarter 1. They are:

- EHPI 4a - Usage: Gym (16 – under 60 year olds)
- EHPI 4b - Usage: Gym (60 + year olds)

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

CAPITAL FINANCIAL SUMMARY

2.26 The table below sets out expenditure to 30 June 2011 against the Capital Programme which reflects Council approval of recommendations on 6 July 2011. Members are invited to consider the overall position. Essential Reference paper D contains details of the 2011/12 Capital Programme. Comments are provided by the Project Control Officers in respect of individual schemes.

SUMMARY	2011/12 Original Estimate	2011/12 Revised Estimate	2011/12 Actual Commit to date	2011/12 Projected spend	Variance Col 4 - Col 2
	£	£	£	£	£
Promoting Prosperity	2,144,940	2,876,060	845,343	2,866,560	(9,500)
Fit for Purpose	1,385,550	2,033,970	577,525	2,033,970	0
Pride in East Herts	2,326,200	1,994,790	145,494	1,944,690	(100)
Shaping now	380,500	512,600	15,506	505,500	(7,100)
Leading the Way	0	0	0	0	0
Re-profiling potential Slippage	(750,000)	(750,000)		(750,000)	0
TOTAL	<u>5,487,190</u>	<u>6,667,420</u>	<u>1,583,868</u>	<u>6,650,720</u>	<u>(16,700)</u>

Strategic Risk

2.27 On 17th May 2011, Zurich Insurance facilitated a workshop for Directors to identify current risks and assist preparations of the Strategic Risk Register for 2011/12. (The 'risk year' commenced in May to reflect the Audit Committee timetable). The risks were agreed at Corporate Management Team on 28th June.

Please refer to **Essential Reference Paper 'G'** for the new Strategic Risk Register, and mitigating actions for May and June 2011.

Corporate Projects

2.28 Due to a number of staff who have been on annual leave corporate projects will be reported in the July corporate healthcheck report.

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:

2010/11 Estimates and future targets report, Essential Reference Paper B – For complete list of performance indicators that are being monitored for 2011/12

Contact Member: Councillor A Jackson, Leader of the Council

Contact Officer:

In terms of performance issues

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'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</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>Improving 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>Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>There are no financial implications.</p>
<p>Human Resource:</p>	<p>There are no Human Resource implications.</p>
<p>Risk Management:</p>	<p>There are no Risk implications.</p>






June/Quarter 1 Executive Corporate Healthcheck 2011/12




Traffic Light Red
Description Fit for purpose, services fit for you




Parking Services




PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHPI6.8	Turnaround of Pre NTO PCN challenges (10 working days)		28 days	14 days		Staff absences continue to affect this PI. Arrangements have been put in place to improve this situation.	<p>June 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 5 th July 2011
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		17.5 days	10.0 days		Performance period from 16 May 2011 to 13 June 2011.	<p>June 2011 result</p> 	None

Traffic Light Red
Description Leading the way, working together




Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHPI3a	Usage: number of swims (under 16)		12,501	13,354		Service is conducting an investigation in to the apparent reduction of swim throughput with this age category, results will be reported in quarter 2.	<p>Q1 2011/12 result</p> 	None

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP13b	Usage: number of swims (16 – under 60 year olds)		26,765	43,016		Service is conducting an investigation in to the apparent reduction of swim throughput with this age category, results will be reported in quarter 2.	<p>Q1 2011/12 result</p> 	None

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP13c	Usage: number of swims (60 year old +)		5,442	8,143		Service expected decline in attendance due to exclusion of government funded free swims for this age group, but throughput remains at a consistent level.	<p>Q1 2011/12 result</p> 	None




Traffic Light Red
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 5 th July 2011
NI 157a (BV109a)	Processing of planning applications: Major applications		29.00%	69.00%		Seven major application decisions were released - two of which were within the target timescale. The reason for the delays in relation to the remaining five were varied. It was necessary in one case to refer the matter to the Secretary of State. One of the proposals required the formulation of a legal agreement. One was subject to independent financial viability assessment and, in the case of an application to vary the proposals for the Sainsbury's development at Hartham, Hertford, there were protracted issues in relation to the impact of the proposals on the historic building to be resolved. These varying reasons lead to poor performance in the month overall.	<p>June 2011 result</p> 	None

Traffic Light Amber
Description Fit for purpose, services fit for you




Financial Support Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP18	% of invoices paid on time		96.90%	98.00%		For the third month running the performance has improved with 96.90% of invoices being paid within 30 days. Unfortunately this is still below target.	<p>June 2011 result</p> 	None




Parking Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP16.9	Turnaround of NTO Representations		29 days	28 days		PI affected by staff absences. Arrangements have been put in place to improve this situation	<p>June 2011 result</p> 	None




Traffic Light Green**Description** Fit for purpose, services fit for you**People Services & Organisational Development**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP112c	Total number of sickness absence days per FTE staff in post		0.54 days	0.70 days		Total absence for the year so far = 1.58 days (target = 1.88)	<p>June 2011 result</p> 	None




Traffic Light Green**Description** Leading the way, working together**Community and Cultural Services**




PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHP14a	Usage: Gym (16 – under 60 year olds)		40,963	40,184		Performance is on target consistent with seasonal trends.	<p>Q1 2011/12 result</p> 	None

Essential Reference Paper B

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHPI4b	Usage: Gym (60 + year olds)		3,758	3,007		Performance continues to show favourable position against target.	<p style="text-align: center;">Q1 2011/12 result</p> 	None




Traffic Light Green Description Pride in East Herts

Environmental Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th July 2011
EHPI2.4 (47)	Fly-tips: removal		1.13	2		Performance continues to better target.	<p style="text-align: center;">June 2011 result</p> 	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 5 th July 2011
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste		49.06	50		Improved performance this month as new contract settles down.	<p>June 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 5 th July 2011
EHPI129	Response time to ASB complaints made to EHC.		100.00 %	100.00 %		There were 8 ASB complaints made directly to the ASB Officer at East Herts Council for the month of May 2011. 8 of these were dealt with within the minimum standards of two working days (100%)	<p>June 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 5 th July 2011
NI 157b (BV109b)	Processing of planning applications: Minor applications		84.00%	80.00%		Performance exceeding target.	<p>June 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 5 th July 2011
NI 157c (BV109c)	Processing of planning applications: Other applications		93.00%	93.00%		Performance exceeding target.	<p>June 2011 result</p>	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 5 th July 2011
NI 191	Residual household waste per household		83	N/A		Waste collected increased this month compared to April and some 3% up on May 2010.	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 5 th July 2011
NI 192	Percentage of household waste sent for reuse, recycling and composting		50.05%	N/A		Performance improved in May to take cumulative performance just above annual target. there were increases in both kerbside dry recycling and composting, compared to April, slightly countermanded by an increase in the waste collected.	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 30.06.11	Actual to 30.06.11	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Executive / Corp Support	458,430	114,608	132,040	17,432	512,190	53,760
Internal Services	4,116,920	1,029,234	1,120,062	90,828	4,439,440	322,520
Neighbourhood Services	3,676,640	919,164	932,206	13,042	3,746,400	69,760
Customer & Community	2,586,850	646,716	686,696	39,980	2,756,610	169,760
Summary	10,838,840	2,709,722	2,871,004	161,282	11,454,640	615,800
Strain Costs (funded)	87,709	0	0	0	87,709	0
Employer's Pension Cost (not charged to services)	456,550	114,138	107,001	-7,137	428,000	-28,550
TOTAL	11,383,099	2,823,860	2,978,005	154,145	11,970,349	587,250
Projected net underspend after allowing for mitigating actions that had to be found						587,250

g:P&F/SALARIES HEALTHCHECK

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CAPITAL EXPENDITURE MONITORING 2011/12

SUMMARY	Exp. To 30/06/11								
	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ June '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12 Projected Spend	2011/12 Variance between Proj Spend and Approved Estimate
	£	£	£	£	£	£	£	£	£
1. Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable	2,144,940	653,620	77,500	2,876,060	794,394	50,949	845,343	2,866,560	(9,500)
2. Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation	1,385,550	498,420	150,000	2,033,970	453,737	123,788	577,525	2,033,970	0
3. Improve standards of the neighbourhood and environmental management in our towns and villages	2,326,200	(370,410)	39,000	1,994,790	63,720	81,774	145,494	1,994,690	(100)
4. 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	380,500	132,100	0	512,600	1,553	13,953	15,506	505,500	(7,100)
TOTAL	6,237,190	913,730	266,500	7,417,420	1,313,404	270,464	1,583,868	7,400,720	(16,700)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(750,000)			(750,000)				(750,000)	0
	5,487,190	913,730	266,500	6,667,420	1,313,404	270,464	1,583,868	6,650,720	(16,700)

CAPITAL MONITORING 2011/12

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

Exp Code	2011/12 Approved Schemes	Project Control Officer	Exp. To 30/06/11								2011/12 Projected Spend	2011/12 Variance between Proj Spend and Approved Estimate	COMMENTS
			2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ June '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12			
			£	£	£	£	£	£	£	£	£	£	
Various	Grange Paddocks Pool	S. Whinnett	40,000	5,600		45,600		5,000	5,000	45,600	0		
72328	Hartham Swimming Pool	S. Whinnett		10,800		10,800			0	10,800	0		
Various	Leventhorpe Swimming Pool	S. Whinnett		35,000		35,000			0	35,000	0		
Various	Fanshawe Pool	S. Whinnett	30,000	4,900		34,900		2,569	2,569	34,900	0		
72332	Ward Freman Swimming Pool	S. Whinnett	68,740			68,740		38,567	38,567	68,740	0		
72578	Drill Hall (Note 5)	W. O'Neill	0	200,000		200,000			0	200,000	0		
Various	Hertford Theatre	W. O'Neill/ S. Whinnett	211,200	1,270		212,470	(47,813)	(845)	(48,658)	212,470	0		
72571	Leisure Development Project	W. O'Neill	0		77,500	77,500			0	77,500	0		Supplementary estimate agreed at 5.7 Exec & 6.7 Council
72545	Presdales - Replace Pavilion	W. O'Neill	0	59,100		59,100	4,817		4,817	59,100	0		
72530	Community Planning Grants	W. O'Neill	20,000	19,700		39,700	3,402		3,402	39,700	0		In first funding round, 5 organisations were allocated grants totalling £7,283.87. 3 Claims for £3,063 have been submitted. A further £12,716 has been recommended for allocation to 7 organisations. New financial year deadlines are 30 June, 30 Sept, 31 Dec and 31st Mar 2012.
Various	Capital Grants 2009/10 to 2011/12	C. Pullen	83,000	45,950		128,950	2,977		2,977	128,950	0		
72683	Village Hall Community Challenge	C. Pullen	11,000	11,400		22,400	500		500	22,400	0		Cotted not submitted claim from previous year. Watton-at-Stone Sports & Community Centre £500 paid.
72512	Partnership Investment Fund	C. Pullen	26,000	43,600		69,600			0	69,600	0		No claims have been submitted. Deadline for new applications 17 June 2011
72582	LSP Capital Grants	W. O'Neill	0	76,800		76,800	(1,000)		(1,000)	76,800	0		
Various	Private Sector Improvement Grants	S. Winterburn	740,000	89,500		829,500	148,086		148,086	829,500	0		
72685	Social Housing Schemes-Calton House & Birch Green, Hertford	S. Drinkwater	700,000			700,000	661,000		661,000	700,000	0		
71201	Capital Salaries	S. Chancellor	25,400			25,400			0	25,400	0		
72504	Provision of Play Equipment	C. Cardoza	50,000			50,000		1,568	1,568	50,000	0		
72580	Vantorts Sawbridgeworth-Play Area Development Programme (Note 6)	C. Cardoza	0	50,000		50,000			0	50,000	0		
72583	Improvements to Works at Southern Country Park (Note 3)	C. Cardoza	36,000			36,000	22,425	4,090	26,515	26,500	(9,500)		Projected spend is now £26,515. The £9,485 external funding from the Countryside Management Service will now be spent directly by them and the overall value of the project in terms of external funding contributions remains unchanged.
72584	Sacombe Road, Hertford - Play Area Development Programme (Note 2)	C. Cardoza	10,000			10,000			0	10,000	0		
72585	The Bourne, Ware - Play Area Development Programme	C. Cardoza	40,000			40,000			0	40,000	0		
71266	Capital Salaries	S. Chancellor	53,600			53,600			0	53,600	0		
TOTAL			2,144,940	653,620	77,500	2,876,060	794,394	50,949	845,343	2,866,560	(9,500)		

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

Note 2. Reflects the minimum sum needed to bring the site up to standard. Will be used to bid for external funding to raise standards at the site.

Note 3. Externally funded - £46,000 BIFFA, £9,000 Env Agency, £10,000 Countryside Management Services. £10k EHC.

Note 5. Release of funding is contingent upon agreeing a full repairing lease with the occupier

Note 6. £10,000 to be sought from external contributions - £40,000 from EHC, total £50,000.

CAPITAL MONITORING 2011/12

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

Exp. To 30/06/11

Exp Code	2011/12 Approved Schemes	Project Control Officer	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ June '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12 Projected Spend	2011/12 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
71342	PC Upgrades	D. Frewin	0			0	(205)	205	0	0	0	
71370	Development Control EDM	P. Bowler	0	4,500		4,500			0	4,500	0	
71374	Network, Servers & Storage Upgrade	D. Frewin	30,000	(400)		29,600			0	29,600	0	
71376	Home & Mobile Working	D. Frewin	0	750		750			0	750	0	
71377	BACS	P. Bowler	0	2,500		2,500			0	2,500	0	
71378	Business Continuity	D. Frewin	30,000			30,000			0	30,000	0	
71379	Authentication	P. Bowler	31,000			31,000			0	31,000	0	
71388	GIS	P. Bowler	0	5,470		5,470			0	5,470	0	
71389	Small Systems	P. Bowler	0			0	(2,400)	4,950	2,550	0	0	Balance will be transferred to 71415 - Applications (order miscoded).
71391	Hertford Audio Visual Upgrade	D. Frewin	0			0	(2,000)	2,000	0	0	0	
71395	EDM - Corporate	P. Bowler	52,700	2,870		55,570			0	55,570	0	
71396	Enhancement of Telephony System	P. Bowler	0	3,400		3,400			0	3,400	0	
71402	Council Chamber Enhancements	P. Searle	0			0	(1,576)	1,576	0	0	0	
71408	Revenues & Benefits System	S. Tarran	43,000			43,000			0	43,000	0	
71409	Locata	P. Bowler	37,700			37,700			0	37,700	0	
71410	Firewalls & Intrusion Protection	P. Bowler	0			0	(34,891)	34,891	0	0	0	
71412	Renewal of Cabling - Wallfields	D. Frewin	0	65,480		65,480			0	75,480	10,000	Request that £10,000 be vired from 71414, hardware Funding as further works have been identified.
71413	New Telephone System	P. Bowler	100,000	(14,700)	150,000	235,300		38,925	38,925	235,300	0	Capital sum of £150,000 has been b/fwd from 2012/13 to enable purchase of new telephone system. Installation in July/August. £22,000 to be funded from SIF - this will be transferred
71414	Hardware Funding	D. Frewin	120,650	2,750		123,400	47,082	32,807	79,889	113,400	(10,000)	Request that £10,000 be vired to 71412, Renewal of Cabling as further works have been identified.
71415	Applications	D. Frewin	72,000	5,700		77,700		1,000	1,000	77,700	0	
71416	Merging systems - Licensing & Env Health	B. Simmonds	15,000			15,000			0	15,000	0	
71362	Capital Salaries	P. Bowler	107,000			107,000			0	107,000	0	
71203	Asset Improvement Items - Council Offices	S. Whinnett	722,500	421,100		1,143,600	447,687	7,208	454,895	1,143,600	0	
71203	Replacement of Chairs & Desks	R. Crow	10,000	200		10,200	40	226	266	10,200	0	
71251	Automated Telling Machines (ATM's) at Hertford & B/S	N. Sloper	14,000	(1,200)		12,800			0	12,800	0	
TOTAL			1,385,550	498,420	150,000	2,033,970	453,737	123,788	577,525	2,033,970	0	

CAPITAL MONITORING 2011/12

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

Exp. To 30/06/11

Exp Code	2011/12 Approved Schemes	Project Control Officer	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ June '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12 Projected Spend	2011/12 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
Various	Refuse Collection & Recycling	C. Cardoza	286,000	11,960		297,960	40,782	27,102	67,884	297,960	0	
75168	Energy Efficiency & Carbon Reduction Measures (Note 1)	C. Cardoza	45,000			45,000			0	45,000	0	
72593	Procurement of a Land Rover	C. Cardoza	19,000			19,000		18,924	18,924	18,900	(100)	Order has been placed.
75161	Energy Efficiency Initiatives	M. Shrosbree	0	40,000		40,000			0	40,000	0	Implementation being managed by the Facilities Management Service. Integrated with C3W works at Wallfields.
Various	Bircherley Green MSCP	S. Whinnett	625,000	2,900		627,900	4,737	11,627	16,364	627,900	0	
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	S. Whinnett		24,500		24,500	1,438		1,438	24,500	0	
Various	Other Car Parks	S. Whinnett	227,500	51,900	73,050	352,450	11,330	18,110	29,440	352,450	0	
75259	Grange Paddocks New Pedestrian Bridge	S. Whinnett	50,000			50,000	3,129		3,129	50,000	0	
71267	Upgrade Pedestrian Route Grange Paddocks to Causeway	S. Whinnett	100,000			100,000			0	100,000	0	
72590	Vantorts Open Space - Resurface Footpaths	S. Whinnett	10,000			10,000		2,195	2,195	10,000	0	
	Other Car Parks	N. Sloper	784,000	(697,150)	(34,050)	52,800			0	52,800	0	
72572	What's On' signage in Bishop's Stortford	N. Sloper	0	15,000		15,000			0	15,000	0	
74102	Historic Building Grants	K. Steptoe	56,200	(4,400)		51,800	6,039		6,039	51,800	0	
72604	Energy Grants	S. Winterburn	20,000			20,000			0	20,000	0	No spend at present. Exit strategy for HEEP scheme being drawn up. Residual HEEP funds still available for loft and cavity wall insulation. May be needed for boilers for priority group due to restrictions on national WarmFront scheme.
72592	New Stall Covers for Hertford & Ware Markets	T. Andrews	3,500			3,500			0	3,500	0	
74105	Town Centre Environmental Enhancements	P. Pullin	100,000	66,200		166,200	(3,735)	3,593	(142)	166,200	0	
74106	Heart of B/S - Market Improvement Scheme (Note 6)	W. O'Neill	0	50,300		50,300		223	223	50,300	0	
74107	Heart of B/S - Riverside Improvement Scheme (Note 7)	W. O'Neill	0	68,380		68,380			0	68,380	0	
TOTAL			2,326,200	(370,410)	39,000	1,994,790	63,720	81,774	145,494	1,994,690	(100)	

Note 1. Relates to provision for energy efficiency measures following C3W. This is subject to bids for grant funding.

Note 6. Fully funded from Town Centre Enhancement budget (£25k) & PRG £75k).

Note 7. Fully funded from Town Centre Enhancement budget (£25k), S106 (£51,300), British Waterways (£20k) & PRG £60k).

CAPITAL MONITORING 2011/12

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 30/06/11

Exp. Code	2011/12 Approved Schemes	Project Control Officer	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ June '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12 Projected Spend	2011/12 Variance between Proj Spend and Approved Estimate	COMMENTS
			£	£	£	£	£	£	£	£	£	
72591	Castle Weir Micro Hydro Scheme	W. O'Neill	165,000			165,000			0	165,000	0	
71262	Elizabeth Road Shops - Renew Water Main	S. Whinnett		15,000		15,000		5,500	5,500	15,000	0	
75160	River & Watercourse Structures	G. Field	65,500	(7,500)		58,000	1,553	8,453	10,006	58,000	0	Feasibility work is being undertaken for further bridge works in Pishiobury Park Sawbridgeworth. A programme of other works is under discussion with relevant officers and the Environment Agency.
75166	Replace Footbridge Library Car Park, Ware	G. Field	150,000			150,000			0	150,000	0	A further structural survey is to be arranged within the next few weeks to assess the work required.
75157	Footbridge Over River Stort	M. Shrobbree		107,100		107,100			0	100,000	(7,100)	The sum needed to complete the construction phase could be from £40k to £100k depending on the outcome of contractual disputes with Birse which we will, hopefully, resolve this financial year.
72568	Asset Improvement Items - Infrastructure (North Drive reconstruct road & drainage)	M. Shrobbree		17,500		17,500			0	17,500	0	
TOTAL			380,500	132,100	0	512,600	1,553	13,953	15,506	505,500	(7,100)	

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ESSENTIAL REFERENCE PAPER 'E1'

SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

		Projected Outturn 31 March 2012 £'000	
1.1	April	212	Adverse
	May	223	Adverse

ITEM (in order of Corporate Priority)		MONTH(S) REPORTED
Promoting prosperity and well being		
1.2	LOCAL SUPPORT SERVICES GRANT The Department for Communities and Local Government announced on 22 March 2011 that East Herts Council is being awarded a Local Services Support Grant of £50k.	April
1.3	CONCESSIONARY FARES The costs associated with Concessionary Fares for 2010/11 are lower by £19k than anticipated when the accounts were closed and this will result in a favourable position in 2011/12.	May
Fit for purpose		
1.4	TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £607k. This is predicted to be a worse case scenario and should reduce as more budgeted savings begin to be delivered.	April
1.5	EFFICIENCY SAVINGS Efficiency savings planned to be made in 2011/12 within the Printing and Desk Top Publishing services have yet to be resolved and total £53k.	April

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.6 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £612k. This is predicted to be a worse case scenario and should reduce as more budgeted savings begin to be delivered. However, any redundancy and new strain costs have not been accounted for here, as there is a specific reserve set up for these costs in the MTFP.</p> <p>Pride in East Herts</p>	May
<p>1.7 CAR PARKS (PAY AND DISPLAY)</p> <p>A supplementary estimate was approved in 2010/11 to enable the car park pay and display machines to be altered to allow for a change in coinage.</p>	April
<p>1.8 CAR PARK COURT AND LEGAL FEES</p> <p>The Car Park's Court and Legal fees budgets will overspend by £10k due to a last minute 40% increase in debt registration fees imposed by the County Court.</p>	
<p>1.9 CAR PARKS ADVERTISING</p> <p>The Car Park's advertising budget is anticipated to overspend by £15k due to the requirement to advertise new On-street Traffic Regulation Order for East Herts which is being prepared by Herts County Council. This was not advised at the point of preparing the 2011/12 budgets.</p> <p>Shaping now, shaping the future</p>	
<p>1.10 NEW HOMES BONUS GRANT</p> <p>The DCLG announced the New Homes Bonus scheme. A sum of £415k has been awarded to East Herts Council. As yet, the MTFP makes no provision either for income from this source or how that income might be applied. The Local Development Panel will make proposals on the application of this funding for consideration by the Executive with recommendations to Council at its meeting on the 26 September 2011.</p>	April

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p data-bbox="288 394 919 439">Leading the Way, Working Together</p> <p data-bbox="177 450 940 488">1.11 There is nothing to report on this priority</p>	April

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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 May 2011	461	-124	337	484	-707	-223
<u>Changes in respect of previously reported items</u>						
In month favourable variances (y t d)						
Local Services Support grant	5	0	5	0	0	0
Concessionary Fares	-18	0	-18	0	0	0
In month adverse variances (y t d)						
Turnover	0	-48	-48	0	25	25
Print/Desk Top Publishing	0	-4	-4	0	0	0
Car Parks P& D Machines	0	0	0	0	0	0
Car Parks legal fees	0	1	1	0	0	0
Car Parks advertising	2	0	2	0	0	0
<u>Newly reported items/items no longer reported</u>						
Previously unreported variances at 30 June						
Taxi Licensing	0	-7	-7	0	-8	-8
CCTV contributions	11	0	11	0	-13	-13
Discharge of conditions	7	0	7	12	0	12
Recycling Materials Handling	10	0	10	40	0	40
Waste Contract (various budgets)	0	0	0	125	0	125
Previously reported items no longer having out turn variance						
None						
At 30 June 2011	478	-182	296	661	-703	-42

Month on month change	17	-58	41	177	4	181
less previously unreported variances	9	12				0
						0
						0
In month variation	<u>8</u>	<u>-70</u>	<u>32</u>			

Executive Actions for 2011/12

Priority	Finance/ Performance	Performance Indicator	Recommendation	Executive Decision	Meeting	Status	Outcomes
	Finance	N/A	Executive supports £18,300 of the Wheeled Bin and Recycling capital budget is re-profiled from 2011/12 into 2010/11.	Executive approved £18,000 of the River and Watercourses capital budget be re-profiled from 2010/11 into 2011/12;	08-Mar-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive supports £18,000 of the River and Watercourses capital budget is re-profiled from 2010/11 into 2011/12.	Executive approved £18,300 of the Wheeled Bin and Recycling capital budget be re-profiled from 2011/12 into 2010/11.	08-Mar-11	Resolved	To support all of the Council's corporate objectives.
	Performance	NI 15, NI 16 and NI 20	Executive notes that monthly outturn data only will be reported for the crime performance indicators as comparative data is no longer available.	Executive noted monthly outturn data only being reported for the crime performance indicators as comparative data is no longer available.	08-Mar-11	Resolved	Through close monitoring of performance the service has identified changes to improve performance monitoring.
	Finance	N/A	Executive approves the capital re-profiling, including the acquisition of Apton Road and Baldock Road car parks.	Executive approved the capital re-profiling, including the acquisition of Apton Road and Baldock Road car parks.	24-May-11	Resolved	To support all of the Council's corporate objectives.
	Finance	N/A	Executive request Council for a supplementary Capital estimate of £77.5k against the Council's Leisure Development Capital project.	Executive approved the supplementary Capital estimate of £77.5k against the Council's Leisure Development Capital project	05-Jul-11	Resolved	To support all of the Council's corporate objectives.

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Essential Reference Paper G

Strategic Risk Register May and June 2011

Code	Risk title and description	Consequence	Impact	Likelihood	Managed by	Latest note
11-SR1	<p>There is uncertainty around future funding, both from Government and other areas such as income from commodities markets for recycled materials. There are cost pressures combined with an increased awareness and scrutiny of financial position.</p> <p>Risk of significant reduction in funding above that planned for.</p>	<p>Detrimental impact on service delivery.</p> <p>Council becomes more risk averse.</p> <p>Required to be more entrepreneurial.</p> <p>Unable to take full advantage of position.</p> <p>Community expectation may not be deliverable.</p>	4	4	Alan Madin	<p>May and June 2011: The Medium Term Financial Plan update will establish planning parameters to address future funding forecasts.</p> <p>The final account 2010/11 saw reserves maintained at a healthy level with no transfers to earmarked reserves beyond those set out in the February 2011 budget.</p>
11-SR2	<p>There are challenges around workforce planning to ensure the Council is fit for the future, in terms of workforce skills, capacity and flexibility.</p> <p>Risk of a loss of capacity / capability and flexibility to deliver service levels we would like.</p>	<p>Decrease in morale, motivation and enjoyment.</p> <p>Increased time spent on people management.</p> <p>Industrial relations.</p> <p>Possible redundancy.</p> <p>Right skills more difficult to attain.</p> <p>Quality of decision making skills affected.</p> <p>Increase in stress.</p> <p>Increased risk of process failure.</p> <p>Complexity of law / HR.</p>	4	4	Alan Madin	<p>May and June 2011: Service restructures are planned, and organisational change and development put in place. Corporate training plan 2011/12 agreed and moved to implementation.</p>
11-SR3	<p>A number of key external and internal services are delivered through major contracts, both directly and in consortia. This is both through private sector supply chains and in conjunction with the voluntary and third sector.</p> <p>Risk that supplier / contractor or key third sector partner fails or fails to deliver.</p>	<p>Service delivery / quality may be affected.</p> <p>Potential interruption in delivery of the key service.</p> <p>Significant resource and capacity required to manage and resolve.</p> <p>Complaints.</p> <p>Reputational and financial impacts.</p> <p>Achieving consensus in a consortia can be challenging.</p>	3	2	George Robertson.	<p>May and June 2011: Regular contract management meetings and appropriate reviews are in place for all major service arrangements.</p>

11-SR4	<p>Moving more towards shared services with other public sector partners. There is a potential for lack of consistent political buy-in by all partners resulting in considerable effort without benefit. There is also a challenging skill set required for managers due to the complexity.</p> <p>Risk that investment and effort does not deliver benefits and returns.</p>	<p>Shared services fail to deliver savings, increased resilience or other improvements. Loss of local control. Focus on business not to maximum benefit of East Herts. Increased performance not seen and achieved. Increased levels of admin and overheads.</p>	3	2	Alan Madin	<p>May and June 2011: A programme management approach has been adopted to manage risks. A strategic business case is being developed.</p>
11-SR5	<p>There is uncertainty on overall future government policy and a number of changes required without accompanying resource.</p> <p>Risk of being unable to long term strategically plan.</p>	<p>Move back to 'community leadership'. Decisions on a much more local level. Affects ability to plan services. Long term contracts affected. Service performance affected. Loss of confidence from customers. Services uncertain of future. Unsettling for staff. Damage to reputation.</p>	2	3	Anne Freimanis	<p>May and June 2011: Monitoring of Government policy continuing. CMT and Executive considering implications as they emerge.</p>
11-SR6	<p>There could be a lack of consistency and cohesion at senior management levels of implementing decisions.</p> <p>Risk that SMG does not implement Council policies in a coherent and consistent way.</p>	<p>Don't get things done. Inconsistencies. Mixed messages. Imbalance in resource allocation. Capacity affected.</p>	4	1	Simon Drinkwater	<p>May and June 2011: All matters for decision are reported to the appropriate body. All decisions are recorded. There is a detailed work plan.</p>