



MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 29 NOVEMBER 2011
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE

Councillors D Andrews (Chairman), E Bedford, G Jones, W Mortimer,
T Page, P Phillips, M Pope, J Ranger, G Williamson and J Wing

Conservative: Councillors S Bull, K Crofton and J Mayes
Liberal Democrat: Councillor M Wood

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

CONTACT OFFICER: Linda Bevan

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. Chairman's Announcements

3. Declarations of Interest

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

4. Minutes (Pages 7 - 10)

To approve the Minutes of the meeting of the Committee held on 4 October 2011.

5. Partnership registers - Annual Review (Pages 11 - 16)

6. Community and public engagement (Pages 17 - 28)

7. Update on Revenues and Benefits Shared Services (Pages 29 - 56)

8. 2011/12 Service Plans - Summary of progress and exceptions report
(Pages 57 - 76)

9. Corporate Healthcheck to September 2011 (Pages 77 - 124)

10. Review of Discretionary Rate Relief (Pages 125 - 132)

11. Scrutiny Work Programme 2011/12 (Pages 133 - 140)

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.

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MINUTES OF A MEETING OF THE
CORPORATE BUSINESS SCRUTINY
COMMITTEE HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 4 OCTOBER 2011, AT 7.00 PM

PRESENT: Councillor D Andrews (Chairman)
Councillors E Bedford, K Crofton, G Jones,
T Page, P Phillips, M Pope, J Ranger and
J Wing

ALSO PRESENT:

Councillors S Bull and P Ruffles

OFFICERS IN ATTENDANCE:

Linda Bevan	- Committee Secretary
Emma Freeman	- Head of People and Organisational Services
Lorna Georgiou	- Performance and Improvement Co-ordinator
George A Robertson	- Director of Customer and Community Services

343 APOLOGY

An apology was submitted on behalf of Councillor G Williamson. It was noted that Councillor K Crofton was in attendance as a substitute for him.

344 MINUTES

RESOLVED – that the Minutes of the meeting held on 23 August 2011 be confirmed as a correct record and

signed by the Chairman.

345 MTFP - REVENUES AND BENEFITS/HR

A report was submitted on behalf of the Director of Internal Services to update the Committee on the Human Resources support reduction and the Revenues and Benefits invest to save option, as had been requested by the Committee as part of a review of the MTFP (Medium Term Financial Plan).

Members expressed concern at the speed and extent of the reduction in Human Resources support. They felt Shared Services needed to be explored to ensure the resilience and standard of the service. In addition, further work was needed to ensure that more PDRs (Personal Development Reviews) were completed.

The Head of People and Organisational Services explained that it was planned that managers would take more responsibility for Human Resources matters. They had received core management training and would receive further training on Human Resources. This training was already ongoing in relation to the current restructure.

Members asked for more up-to-date information on the Revenues and Benefits activities. The Director of Customer and Community Services undertook to request an update report for the next meeting.

The Committee decided to make the comments detailed below to the Executive in addition to receiving the revised report on the Revenues and Benefits section.

RESOLVED – that (A) the Executive be informed that Corporate Business Scrutiny Committee:

- (1) accepts the direction taken for the Human Resources section but is concerned at the speed of changes which could jeopardise this excellent service;

- (2) believes that some key tasks need to be achieved before these changes e.g. improving completion of PDRs (Personal Development Reviews); and
 - (3) considers that resilience through Shared Services needs to be developed before these changes; and
- (B) Officers provide up-to-date information on the review of the Revenues and Benefits service and a full update report be provided to the next meeting.

346 SHARED SERVICES

The Head of People and Organisational Services gave an update on progress on Shared Services. She said that East Herts and North Herts District Councils and Stevenage Borough Council were committed to exploring Shared Services for areas such as facilities management, human resources, payroll, ICT, print and estates. Workshops had been held to explore the possibilities and develop options for structure, standards and costs. Areas of agreement and differences had been identified. A Strategic Business Case had been drawn up for consideration by the Executive on 8 November 2011. The Strategic Business case showed the possibility of savings above target, economies of scale and increased resilience for services. Following the approval of the Strategic Business Case, a more detailed case would be developed including governance, performance and location.

Councillor J Ranger requested that Scrutiny Committees be given the opportunity to comment before the final decision was taken on Shared Services for the services each one dealt with. He asked that the document on Shared Services produced by a task and finish group be circulated as part of this scrutiny. He commented on the good progress already made.

The Committee decided to make the comments now detailed to the Executive.

RESOLVED – that the Executive be informed that the Corporate Business Scrutiny Committee (A) welcomes the progress on Shared Services; and

(B) believes that Scrutiny Committees should scrutinise Shared Service agreements for appropriate services before they are finalised.

347 WORK PROGRAMME

The Chairman submitted a report supporting the Committee in reviewing and planning its work programme.

It was noted that the Committee had asked for a further report on Revenues and Benefits in November.

The Chairman undertook to raise concerns over the lack of a paper version of the Members’ Handbook as Members complained of the difficulty in finding information on the intranet.

Councillor J Ranger requested that the budget consultation take place at Scrutiny Committees and not online as had been trialled unsuccessfully last year.

RESOLVED – that the work programme now submitted be approved subject to the addition of an up-to-date report on the Revenues and Benefits section in November.

The meeting closed at 8.15 pm

Chairman
Date

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2011

PARTNERSHIP REGISTERS – ANNUAL REVIEW

REPORT BY DIRECTOR OF CUSTOMER AND COMMUNITY SERVICES

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

To report results of the annual review of Partnership Registers.

<u>RECOMMENDATION FOR DECISION that:</u>

the committee considers the report and comments on how exposure to risk within partnership working is managed.

1.0 Background

1.1 On 30 November 2010 the Committee considered the Partnership Protocol, which was endorsed as a helpful and appropriate management tool for identifying and managing risks associated with partnership working.

1.2 The Director of Customer and Community Services also relayed (verbally) the findings of reviews of individual partnerships. An annual review was requested by the Committee, so the results are conveyed in this report.

2.0 Report

2.1 As part of the risk management process Officers undertook a review of significant partnerships during October 2011.

2.2 Officers responsible for any new significant Partnership completed the 'Register of Individual Partnerships' (Appendix B of the

Protocol) and “Issues to consider” (Appendix C of the Protocol) where appropriate. For partnerships already included in the Register of Partnerships (Appendix A of the Protocol) Officers updated the documents as required and provided a summary of any significant changes.

- 2.3 At its meeting of 30 November 2010 Corporate Business Scrutiny Committee supported the inclusion in the protocol of wording which required the provision of an exit strategy and that the Register of Individual Partnerships should be amended to state the purpose of the partnership. Both those changes were incorporated.
- 2.4 The updated Register of Partnerships which includes a summary of any significant changes is provided as **Essential Reference Paper B**.
- 2.5 The results were reviewed at Corporate Management Team in November 2011.
- 2.6 While there have been a number of changes to partnerships over the last 12 months, existing partnerships have experienced no significant changes in risk since last year and no new high risk Partnerships were entered into. Therefore it has not been necessary to seek additional detail or assurance during this year’s review.
- 2.7 Whilst technically outside of the scope of the Protocol, the Director of Internal Services considered and applied principles of the Protocol to the Shared Internal Audit Service and the Revenues and Benefits Shared Service.
- 2.8 Any significant business risks are incorporated into the Strategic risk register and operational risks are recorded on departmental risk registers. These are discussed at team meetings, and Corporate Management Team, at least four times a year. All risks and mitigating actions can be viewed by Members on the Council’s performance management software, Covalent.
- 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

Report on Partnership Protocol presented to Corporate Business Scrutiny Committee on 30 November 2010.

Executive Member: Councillor M Tindale, Executive Member for Finance

Contact Officer: George A Robertson, Director of Customer and Community Services, Ext 1410

Report Author: George A Robertson, Director of Customer and Community Services
Graham Mully, Risk Assurance Officer

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></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>Leading the way, working together <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
<p>Consultation:</p>	
<p>Legal:</p>	<p>The Local Government Act 2000 gives local authorities wide statutory power to do anything that it considers likely to promote or improve the economic, social or environmental wellbeing of the area. This provides opportunities for the Council to work with partners, however the Council can only participate in activities that it has a statutory power to undertake and must comply with its constitution.</p>
<p>Financial:</p>	<p>Where partnerships manage significant levels of funds, responsibility for their safe management is designated to a responsible authority. Responsible authorities include district councils, county councils, constabulary, police authority etc</p>
<p>Human Resource:</p>	<p><i>None specific to this report</i></p>
<p>Risk Management:</p>	<p>Use of the register and protocol ensures significant risks are identified and managed through the council's risk management processes</p>

Register of Partnerships

Name of Partnership	Responsible Officer	Significant changes since November 2010
Hertfordshire Sustainability Forum	Cliff Cardoza	Name changed from Herts Environmental Forum.
Strategic Aviation Special Interest Group	Simon Drinkwater	None.
Health and Wellbeing Partnership	Simon Drinkwater	None.
Community Safety CCTV Partnership	Simon Drinkwater	Structure reviewed.
Housing Partnership / Choice based lettings	Simon Drinkwater	Exploring steps to become a commercial enterprise.
Hertfordshire Resilience	Simon Drinkwater	None
Safer and Stronger Executive Group	Simon Drinkwater	No SLA in place. (Listed last year as 'Emergency Planning').
Sports Partnership	Anne Freimanis	None.
Local Strategic Partnership	Will O'Neill	None.
Hertfordshire Local Enterprise Partnership	George Robertson	Revised terms of reference and priorities. Structure under review
Highways Joint Member Panel	Paul Pullin	Incorporated the functions of the former Herts Works Partnership.
Herts Waste Partnership	George Robertson	None
Herts Savers	George Robertson	None
Chief Officers Group	George Robertson	None
Shared Internal Audit Services	Anne Freimanis	None
	Alan Madin	Risk of failure to deliver risk based Internal Audit Plan managed through regular board meetings, management meetings between SIAS and Director of Internal Services (Audit Champion). Further accountability through Audit Committee.

Name of Partnership	Responsible Officer	Significant changes since November 2010
Revenues and Benefits Service Shared Service	Alan Madin	Interim Joint Management Team successful. Monthly meetings of management board. Committee of three members from each Authority. Risk monitoring at Departmental Management Team meetings.

Deletions since November 2010:

Pathfinder - Ceased.

Childrens Trust Partnership - Ceased.

Big Lottery Partnership - Time limited. Projects completed successfully.

Green Heart Partnership, - Subsumed into Hertfordshire sustainability Forum

Interim Joint Management Team - Ceased (see above)

Herts Forward - Deleted

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY - 29 NOVEMBER 2011

REPORT BY COUNCILLOR M WOOD, CHAIRMAN OF THE COMMUNITY AND PUBLIC ENGAGEMENT TASK AND FINISH GROUP

COMMUNITY AND PUBLIC ENGAGEMENT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- The Community and Public Engagement Task and Finish Group reconvened on 18 October 2011 to review progress on the key recommendations agreed by Corporate Business Scrutiny (CBS) Committee on 22 March 2011, as amended and approved by Executive on 24 May 2011. This report updates the CBS Committee on progress and amendments.

<u>RECOMMENDATION FOR DECISION BY CORPORATE BUSINESS SCRUTINY COMMITTEE that:</u>
Members review progress made on the original action plan and amendments as set out in Essential Reference paper B.

1.0 Background

1.1 Community and Public Engagement Task and Finish group was set up by Corporate Business Scrutiny Committee in August 2010. The purpose of the group was to review the current methods used by the Council to engage with the community and the public and recommend a sustainable, cost effective framework/strategy for Community and Public engagement for the District of East Hertfordshire.

1.2 The group met eight times between October 2010 and February 2011 with a final report and recommendations to CBS Committee in March 2011. Following the meeting and as requested by CBS

Committee all proposals were presented to the Executive for discussion and its agreement. The Executive met and discussed the report on 24 May 2011 and its response is attached in Essential Reference Paper B. The task group reconvened on 18 October 2011 to review progress.

2.0 Report

2.1 A number of recommendations made to CBS Committee and agreed by the Executive have been successfully delivered. Other recommendations are still being developed. The key achievements are:

- The Council's online Events Calendar is up and running.
- Members training is being actively pursued through consultation with Members on their training/development needs and overseen by the Member Development Charter Group. A training event on an "Introduction to Community Leadership" was held recently on 8 September 2011 for Members. Others will be scheduled over the coming months as deemed necessary by the Group.
- New lapel badges have been given to all Members.
- Business cards and laminated A4 information sheets are being progressed through Democratic Services and will be provided as a matter of priority.
- Work with CVS for Broxbourne and East Herts is ongoing to ensure engagement with voluntary groups and organisations continues to be effective and with positive outcomes.

2.2 Each of the recommendations made to the Executive following the Community and Public Engagement Task and Finish Group has been updated in Essential Reference Paper B.

2.3 The Task and Finish group has subsequently reconsidered recommendation 3 and would like to strengthen the wording. The group would like to amend the statement to read 'Councillors would be expected to work closely with their communities'.

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

As available from the Scrutiny Officer on request

Contact Member: Councillor M Wood (Chairman of task and finish group)

Contact Officer: Will O'Neil, Head of Community Planning Extn 1594

Report Author: Mekhola Ray, Community Projects Team Leader

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>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>Addressed in the report</p>
<p>Legal:</p>	<p>The implication of the Public sector Duty and the Public Sector Equality Duty has been considered in the report</p>
<p>Financial:</p>	<p>All recommendations are implemented within the resources agreed at budget setting on February 2011.</p>
<p>Human Resource:</p>	<p>Within existing staffing</p>
<p>Risk Management:</p>	<p>N/A</p>

Key recommendations for a Community and Public Engagement Framework and a Strategy for East Herts Council

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
1	Who should the council engage with?				
	<p>The council should engage with the diverse range of people living, working and visiting East Herts as well as community led organisations and local businesses.</p>	<p>i. There is Public Sector Duty to inform, consult and involve (informing, listening and discussing to joint decision making) ii. There is a new compliance with the Public Sector Equality Duty for all 'protected groups' iii. The purpose is to facilitate greater awareness and stronger affiliation between the council and the communities iv. This will enable the council to attract private sector resources v. This will ensure 'protected groups' are an essential element of the framework/strategy vi. The group considered evidence/ feedback from Youth Conference held in October 2010 and Youth Shadowing Programme in February 2011 to make their recommendations vii. The group used information obtained through responses from the civic and residents' association questionnaire for the review</p>	<ul style="list-style-type: none"> • The council complies with the Public Sector Duty • 'Fit for Purpose' & better/appropriate services delivered • Stronger partnerships between private and public sector • Stronger communities • Vibrant democracy 	<p>The Council ensures that its arrangements for consultation and engagement are inclusive. We will continue to employ the good links which we have with a wide range of business, statutory and voluntary sector partners.</p>	<p>Existing strategy and arrangements for consultation are set out in the Council's 'A Public Engagement Strategy for East Herts Council 2010-2013'. This will be reviewed and updated in the next financial year to ensure it is relevant and topical.</p>

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
2	Community Voice (CV)				
	<p>a) CV should not continue in its current format</p> <p>b) The new proposals for replacing CV should concentrate on what the District Council's responsibilities and priorities are</p> <p>c) CV should be replaced by issues and location specific meetings when needed with full involvement and contributions from relevant ward councillor(s). This could be:</p> <ul style="list-style-type: none"> • one-off engagement • repeated engagement over a longer period of time • it may be formal • informal through partners, town & parish council meetings & other forums <p>d) It should not be a presentation arena for other partners without their contribution. Their contribution needs to add to the cost of such things</p> <p>e) The engagement needs to focus on a specific issue or on service delivery)</p> <p>Public meetings be</p>	<p>i. There is a need to show Value For Money</p> <p>ii. CV needs to be purposeful, timely, issue specific and focussed</p> <p>iii. There is evidence of successful issue/location (where they worked well) specific meetings e.g. ARC, planning issues regarding Bishop's Stortford</p> <p>iv. The purpose is to ensure community participation is connected to decision making</p> <p>v. It is important for the council to give feedback</p> <p>vi. The purpose is to ensure right exchange at the right time with the right people/groups happens</p> <p>vii. Intelligence gathered should be used to deliver better decision making in policy and service development and in setting priorities for action</p> <p>viii. This will enable the council to provide better services</p> <p>ix. This will encourage to 'put something back in 'my place' which is at the heart of Localism Bill</p> <p>x. Leader of Breckland Council provided useful exemplar information</p>	<ul style="list-style-type: none"> • Greater listening, trust and genuine communications are generated (2 way movement of messages – communities to decision makers) • Evidence base for decision making and reviewing progress is gathered • Services are reflective of customer insight and need • Value added to communities and to the quality of services they receive and any savings through a coordinated approach 	<p>Engagement events around specific issues will be considered where they provide a proportionate and cost effective model for engagement e.g A rural parish conference is scheduled for September 2011</p>	<p>It is proposed that each councillor is allocated up to £150 (annually) from the CV budget for local engagement meetings. Each councillor will have the opportunity to request funding using a standard form with evidence of clear purpose of a meeting in line with Council priorities.</p> <p>It is recommended by the T&F group to put an item in LINK on the positive consultation activities and opportunities that are being put in place.</p>

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
	renamed and be clearly branded as East Herts. g) Any changes recommended should be incorporated with the CV section of the council constitution h) Develop a joint yearly calendar of meetings & other forums within departments and external agencies for members and officers				
2a	<i>Hosting partner topics</i>				
	East Herts Council should work with Communication team of external partner agency as appropriate to share/take on the publicity of partner agendas and partners should share/take the cost of the event	i. The purpose of this is to emphasise partnership working ii. This will encourage citizen led decision making	• Services reflect local priorities	The council will continue to work with partners to identify opportunities for joint communications/ engagement on a cost share basis	No additional actions required at this time.
3	<i>Role of Councillors</i>				
	a) Councillors should be expected and supported to play a very active role in their ward and local area as community leaders b) It is recommended that appropriate training for Members be provided to	i. This will enable more involvement of councillors linking it to the Big Society agenda ii. It is important to recognise that they are the gateway to local political representation and accountability iii. The purpose is to plan councillor	Enable more meaningful local engagement which will drive the Big Society agenda for East Herts • Raise profile and inspire	Councillors will be encouraged to work closely within their communities	The recommendations are being pursued as follows: 1. a) &b) are being developed during consultation with Members on their training/development needs and overseen by the Member Development Charter

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
	<p>enable them to positively and confidently engage in this process</p> <p>c) locality meetings should be encouraged and financial support be provided as appropriate and within available financial resources to discuss local issues (if CV meetings are restricted as in (2), then any savings could be used as a funding pot which ward councillors could apply to enable locality meetings).</p> <p>d) 'Branding' councillors out in community to raise profile of East Herts:</p> <ul style="list-style-type: none"> • Continue with Business cards • Clear lapel badges • Laminated A4 ward information sheets for display 	<p>engagement work as an integral part of the overall engagement effort</p> <p>iv. This will help develop an agreed vision and set of values for jointly working with the councillors and the community/public</p> <p>v. The intention is to build on Town and Parish meetings</p> <p>vi. Members have requested for badges/cards. It is important for them to be identified in their community and at public events who they represent. (examples from exemplar authority/ leader of the council (Breckland Council) confirms this)</p>	<p>local community action and volunteering linking in with the 'Big Society' and Localism Bill</p> <ul style="list-style-type: none"> • Identify East Herts role in and at event(s) • Encourage public to approach/contact 		<p>Group. A training event on an "Introduction to Community Leadership" was held for Members on 8 September 2011. Others will be scheduled over the coming months as deemed necessary by the Group.</p> <p>c) See action in 2 above.</p> <p>d) i. New lapel badges have been provided to all councillors.</p> <p>ii. A4 information sheet is being progressed by Democratic Services</p> <p>iii. New Business cards are available on request from Facilities team.</p>
4	<i>Partnership with CVS</i>				
	<p>That the Council continues with the dialogue and current working relationship linking into Big Society agenda and especially around accessing 'protected and specialist' groups</p>	<p>i. This will enthuse, educate & enable local involvement</p> <p>ii. This will enable commissioning rather than grants giving through discussion at T&F group (Meeting 5) has provided valuable insight into the current good working relationship</p>	<p>Better connection through informal and formal meetings</p>	<p>The Council values the CVS as an important and active partner for many matters. Their links with a wide range of community groups will often be considered as an avenue to</p>	<p>The Council will continue with the current good working relationship with CVS for Broxbourne and East Herts.</p>

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
				engage with some hard to reach sectors.	
5	Publicity/Media				
	<p>a) The Council be proactive in presenting itself to the community and public events (as appropriate & within available resources)</p> <p>b) Much more use to be made of local third party publication to get specific messages across to communities: Town/Parish magazines, Civic Society magazines, and Residents Newsletter</p> <p>c) A process for on-going feedback on the outcomes from schemes supported by East Herts Community Grants should be put in place for local information and wider publicity</p>	<p>There is a need to be open to public view</p> <p>ii. There is a need to handle negative media (members' questionnaire)</p> <p>iii. This will help promote the council especially at community events using Market Place format and Council 'stall' if appropriate</p>	<p>People know what they have contributed to and what the council has done with the information</p> <ul style="list-style-type: none"> • Good news stories are publicised • Targeted messages to specific communities or interest groups 	<p>The Council is proactive in presenting itself to the community through a wide variety of mediums and events, and delivers against a communications action plan. Planned improvements include</p> <ul style="list-style-type: none"> • include parish and town clerks on all press release issues • encourage parish and town clerks, partners, business community and residents to sign up to the council's e-bulletin (Network) 	<p>All town councils receive East Herts Council's press releases by email. An email will be sent to all parish councils inviting them to sign up to press releases or to Network e-bulletin. They will then be able to use any information supplied in their own publications (with appropriate 'info supplied by East Herts Council' tag).</p> <p>All district councillors to receive 12 copies of Link each quarter for onward distribution to focal points in their ward e.g. health centres, parish halls.</p>
6	Use of New Media including the use of Face Book and Twitter				
	<p>a) The Council explores & considers this further and a policy be drawn up for the use of New Media by the council across all services.</p> <p>b) Officers and Members should work with a focus group of residents to develop the public facing</p>	<p>There is a danger that some new media forums will create non web user/hard to reach group</p> <p>ii. This could be dominated by a few users</p> <p>iii. The group agreed that the new media opportunities should focus on single issue debates and then be shut down. They are not an</p>	<p>Adds new dimension to the engagement process</p> <ul style="list-style-type: none"> • Encourage community and public to engage by making it easy and attractive 	<p>Work with officers to look at opportunities to develop a range of appropriate methods of communication with our residents.</p>	<p>It is proposed that a simple set of corporate guidelines be published to assist members and officers with the use of new and social media tools.</p>

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
	area of website to ensure usability by non-specialists Consideration should be given to the use of Automatic Text responses to residents who have logged their interest in topics and there is new information for them	appropriate tool for general/continuous dialogue with the public desire to put more iv. This will enable Members' emphasis/focus on making use of opportunities that use of opportunities that are available through the use of modern technology	• Support Youth Engagement		
7	Link Magazine				
	Link should be reviewed in respect of : • Penetration (including considering alternative methods of distribution) and giving all ward Members a number of copies to put in appropriate community locations in their wards as relevant • Design and readability (background, use of colours) • Frequency of publication be reduced to 3 issues a year (as a pilot for a year) • Rebranded as 'Your Council Matters'	LGA recent publication/guidelines on written publication has confirmed this ii. Current presentation, readership and readability is anecdotally not at a desirable standard (will be guided by the awaited new Code of Local Government Publicity) iii. Anecdotal evidence gathered suggests that it needs to be reviewed and the viability of its production less frequently should be considered iv. The proposal is to use it to feedback – get better at telling people what the council has done, actions the council has taken and how the council has responded to their comments	People know what they contributed to and what came of it. • People remember the magazine and look forward to receiving it	Officers have been requested to review the Council's Link magazine during 2011/12. A piloted A5 version of the publication has received positive feedback from the residents	It is proposed to retain four editions of LINK a year in line with IDeA recommendations but that the size will reduce to A5 following a successful trial.
8	Surveys				
	The council should give more prominence to publishing the results and outcomes from all surveys	There is a need to recognise the Public Sector Duty to consult and inform ii. Leader of exemplar council (Breckland) provided	People know what they have contributed to and what the	When surveys are planned the feedback processes are included as part of the	A feedback stage is incorporated into all survey project plans.

	Recommendation:	Comments and context	Desired outcomes	Executive Response	Action/Activities
	in Link or on line	evidence of good practice iii. Views expressed in civic and residents' association questionnaire confirms this iv. The mechanism for doing this currently exists but the council needs to do more	council has done following the consultation result	project plan	
9	Resourcing				
	Implement what recommendations are possible within the cost and resources envelopes (budgets) agreed as part of the MTFP.	This could be achieved within the current Staffing ii. There is a need to consider cost for publicity/venue hire, and meeting expenses incurred by attendees at consultation events (e.g. for carers, child care, travel for younger people or older/disabled residents)	Achieve Value for Money outcomes	All the recommendations will be delivered within the resources available for 2011/12 and reflective of the Council's 2011/12 – 2014/14 Medium Term Financial Plan.	No further actions are needed at this time.
10	Toolkit for East Herts				
	Community and Public Engagement for East Herts staff and Councillors A Toolkit be produced for East Herts staff and Councillors incorporating current thinking and recommendations	It is suggested that a new/updated toolkit is produced using good practice examples from other authorities such as 'West Devon'	Coordinated and consistent approach to engagement	The existing consultation and engagement toolkit will be reviewed and promoted among staff.	A review of the toolkit will be undertaken during 2012.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE - 29 NOVEMBER 2011

REPORT BY DIRECTOR OF INTERNAL SERVICES

SHARED REVENUES AND BENEFITS SERVICE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- This report provides an up dates for the Committee on the progress of the shared service

<u>RECOMMENDATION FOR DECISION that :</u>	
	the Committee notes the progress to date and bring to the attention of the Revenues and Benefits Joint Committee any issues it would wish that committee to consider.

1.0 Background

1.1 The Committee requested this report at its meeting on 4 October. Subsequent to that meeting the first meeting of the East Herts Council and Stevenage Borough Council Revenues and Benefits Joint Committee took place on 19 October 2011. Two reports considered by the Joint Committee which are attached as ERP B and ERP C are relevant and this report provides an update on subsequent progress.

2.0 Report

Change Management

2.1 Selection and appointments to the new structure have been completed and no compulsory redundancies were required. A single voluntary redundancy was accepted and a verbal update will be provided at the meeting if there is any rejection of a job offer.

There will be some recruitment required and in the first instance existing staff working less than full time are being offered an opportunity to increase their hours. Ex - Stevenage staff who became East Herts employees on 1 August will relocate on a phased basis from December in part dependent on the timing of BT connecting home workers.

Technology

- 2.2 Subsequent to the report to the Joint Committee there were delays in installing a new release of the Capita software used by both Councils to deliver the service. The upgrade has necessarily had to be progressed concurrently with the integration of the systems to provide seamless working across the separate data bases for each Council. Critical year end processes are time dependent on the upgrade. Unfortunately, Capita have identified significant problems with the release and requested a halt by all users to its live application until corrective patches are tested. As at 16 November, work is therefore behind plan and achievement of the date of 5 December for the switch to an integrated system remains dependent on the new release being readied for the live environment. A verbal update will be given at the meeting.
- 2.3 Secure data links between the sites are in place as planned and home working equipment ready for installation subject to BT setting up the broadband.

Finance

- 2.4 The partnership agreement sets out how the equal sharing of benefits and set up cost will be achieved. No unforeseen costs have emerged during implementation to date.

Go Live

- 2.5 The 5 December remains the target date subject to resolution of the technology issue above.

Risks

- 2.6 No additional risks have emerged. Staffing risks have lessened following the recruitment process but ICT risks heightened. Contingency plans will mitigate these risks but at potential cost of diverting ICT resources from lower priority projects.

Beyond Go Live

2.7 No change since the Joint Committee report.

Further Updates

2.8 Benefits case load continues to show an increase. The current cases load is manageable within existing resourcing and productivity will increase once the disruption of setting up the service is overcome. The reduction in weekend working while ICT was taken off line during the relocation from Bishop's Stortford created a back log which is now being reduced. Year to date performance on benefits and tax collection is at para 2.4.3 of ERP C and a verbal update will be provided on later figures.

2.9 Information requested at the last meeting on costs and ICT security is as follows

- The cost of collection is roughly 2 pence of cost for each £1 of tax collected
- We use software applications of national repute of which security is a key feature and access is tightly controlled by need to see and need to update with strong password protection. All data transferred electronically is protected by encryption with firewalls at both ends of the transfer such data is "pushed" rather than "pulled". The use of EDRM (Electronic Document Management) has reduced the risks attached to paper records. Home workers use "thin client" technology so that no data is held remotely and all printing initiated by home workers takes place in the office. The Council's general ICT protocols apply and no personal or sensitive data may be downloaded to portable storage devices and thin client technology removes the capability for this. Lap tops are not issued extensively and require dual authentication to access.

Summary

The absence of any significant implementation issues to date reflects the detailed planning and hard work of numerous staff across all work streams not only in the service but in support from HR, ICT and Finance in both Councils.

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

Executive Member: Cllr M Tindale, Executive Member for Finance

Contact Officer: Alan Madin Director of Internal Services Contact
Extn 1406

Report Author: Alan Madin

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives	The payment of benefits relates primarily to People by permitting a better quality of life and in particular better affordable housing. The additional spend by families arising from these payments has a wider economic impact adding to the community's overall Prosperity. The efficacy of the collection of council tax and business rates further impacts on Prosperity .
Consultation:	No decisions are required by this report
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	The report alerts the Committee to a heightened risk in respect of completion of ICT work by the 5 December target date.

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STEVENAGE BOROUGH COUNCIL AND EAST HERTS COUNCIL

EAST HERTS COUNCIL AND STEVENAGE BOROUGH COUNCIL JOINT
REVENUES AND BENEFITS COMMITTEE - 19 OCTOBER 2011

REPORT BY HEAD OF REVENUES AND BENEFITS SHARED SERVICE

6. SHARED SERVICE IMPLEMENTATION

WARD(S) AFFECTED: All.

Purpose/Summary of Report

- To advise Members of the progress and future plans for the implementation of the Revenues and Benefits shared service and associated risks.

RECOMMENDATION FOR DECISION: that

(A)	The arrangements and timescales for implementing the Revenues and Benefits shared service be noted.
-----	---

1.0 Background

1.1 At the meetings of the Stevenage Borough Council (SBC) and East Herts Council (EHC) Executives on 14th June and 15th June 2011 respectively, decisions were taken to create a single, shared Revenues and Benefits Service for the two Councils.

1.2 During the subsequent months, a project team, including officers from both councils has worked to complete tasks and phases set out in a single overall project plan. A high level plan is shown at Essential Reference Paper B. The most important milestone in this project is having the new single service in a state of readiness to 'go-live'.

2.0 Report

2.1 A project board, chaired by the SBC Strategic Director Resources and the EHC Director of Internal Services, meets each week to oversee the delivery of key phases in the plan. A summary of progress in these key phases is given below.

2.2 Key phase – Change Management

- 2.2.1 This phase incorporates all issues, statutory and policy obligations relating to the staff employed on the Revenues and Benefits offices of both councils.
- 2.2.2 A transfer of all SBC Revenues and Benefits staff to EHC was affected on the first of August 2011. Those staff, together with existing EHC Revenues and Benefits staff will be treated equally through a recruitment and selection process which will appoint to the new single service staff structure based in EHC Wallfields offices in Hertford. This phase is due to complete by the end of October 2011. Meantime, former SBC staff continue to work in Daneshill House under the management of the shared Head of Revenues and Benefits Services.
- 2.2.3 Current indications are that compulsory redundancies are unlikely. A small number of staff have outstanding personal issues regarding the transfer which are being addressed by Human Resources officers.

2.3 Key phase – Technology

- 2.3.1 This phase includes all matters relating to IT, telephony and staff homeworking.
- 2.3.2 Although both councils have the same core business system for Revenues and Benefits, those systems are run in different operating environments, have different types and numbers of modules, dissimilar interfaces and are linked to two different document management systems. The complex job of harmonising the technology is being managed by a full time external consultant, whose costs are being met from external funding secured by the council last year.
- 2.3.3 The technology implementation plan is currently on target, with no slippage. Key risks have been identified and a contingency plan approved by the project board.

2.4 Key phase – Business processes

- 2.4.1 Revenues and Benefits is a statutory service based on legislation and central government guidance, which allows little scope for local discretion. Underpinning the administration of that legislation are hundreds of business processes and procedures, which have been

developed differently within the corporate administrative arrangements in each council. So, whilst both Revenues and Benefits services have procedures for example to refund overpaid council tax, to set up a direct debit and to print letters, those processes will need to be standardised if efficiencies are to be found.

- 2.4.2 With around 950 separate processes in operation, the task of harmonising them into one standard set will take several months. The approach being taken is to prioritise processes so that the harmonisation is focused on those processes which help support the new staff structure and the roll out of the single IT solution.

2.5 **Key phase – Governance**

- 2.5.1 There are three elements which make up the governance arrangements for the shared service. First the joint committee, the terms of reference for which are considered elsewhere on the agenda of today's meeting.

- 2.5.2 Secondly, a joint management board, terms of reference and membership will be agreed before its first meeting which is scheduled to follow 'go-live' in December 2011. 'Thirdly, a formal partnership agreement was approved by the councils' solicitors and signed by the Chief Financial officers on 1st August 2011.

2.6 **Key phase – Finance**

- 2.6.1 A shared service budget management arrangement has been established for the interim period leading up to 'go-live' in December 2011. This interim arrangement addresses the operational needs around staff temporarily remaining in Daneshill House whilst recruitment and selection takes place and the single IT solution is rolled out.

- 2.6.2 Further interim budget management arrangements will be put in place for the period from 'go-live' to the end of the current financial year. These will reflect the fact that Revenues and Benefits staff will have vacated Daneshill House and the shared service will be operated entirely from Hertford.

- 2.6.3 With effect from April 2012, a standard agreed budget management protocol will take effect and run on for each year thereafter for the life of the shared service. Proposals for the first full year budget will be based on the shared budget shown in the Business Case

document, adjusted by indexation set out in the 'Shared Services Partnership' agreement.

2.6.4 The agreement also details how the shared service costs and savings will be identified and split between the councils.

2.7 'Go-Live'

'2.7.1 Go-live' is characterised by having the following key service features in place:

- All posts filled in the new staff structure.
- Homeworking rolled out for all appropriate staff
- A single IT solution tested and operational
- Seamless telephony for staff and customers
- Critical business processes standardised

2.7.2 A date for 'go-live' has been set as the 5th December 2011. This date was fixed, because the operational demands on the service increase significantly from then, through to the end of the financial year. Those demands arise from the annual uprating of benefits, annual billing process, year end, subsidy claim etc.

2.7.3 When the Revenues and Benefits Service is operating with staff in a stable environment, the extra demands at this time of year are normally manageable. However, if the implementation project experiences slippage beyond 5th December 2011, then risks arise around final completion of implementation, the quality and timely completion of year end and subsidy tasks, and overall operational performance. There are currently no additional resources available to address those risks should they materialise.

2.8 Risks

2.8.1 There are several risks with the implementation plan, associated with the key phases of Change Management, Technology and Business Processes. This is complicated by strong dependencies between the Change Management, Technology and Business Process phases. Three example scenarios are described below.

2.8.2 If the appointment process is delayed by staff appeals or resignations, this will impact on staff availability to test the new IT solution and create a shortage of staff knowledge needed for business process redesign.

- 2.8.3 If the IT implementation is delayed by availability of externally provided goods and services this would delay the roll out of homeworking and the testing of new business processes which are IT reliant.
- 2.8.4 If the amount of time needed to standardise business processes is underestimated this may result in additional costs to back fill more staff whilst they work on process re-design or may delay the date of 'go-live'
- 2.8.5 The impact of those risks fall largely into two categories. Slippage resulting in delay in reaching 'go-live' and financial, resulting in potential erosion of the predicted savings.
- 2.8.6 Responsibility for monitoring those risks and developing mitigation has been assigned to individual members of the implementation project team. The status of those risks is reported at weekly project management boards meetings, chaired by the SBC Strategic Director Resources and the EHC Director of Internal Services.

2.9 **Beyond 'Go-live'**

- 2.9.1 It is likely that there will be a number of post 'go-live' issues, given the complexity of the new IT arrangements and the scale of the business process harmonisation. These will continue to be managed using project management principles, in the short term, with progress and issues being reported to the joint management board. In due course, responsibilities for residual issues will be absorbed by the shared service managers.
- 2.9.2 As excellent customer service is at the core of the Revenues and Benefits Service, a walk-in customer interface will be maintained at Bishop's Stortford, Hertford and at the Stevenage Customer Service Centre (CSC). There may be scope to develop the role of the CSC in handling Revenues and Benefits customer telephone calls in the future and this will be subject to review within the first year of operation.
- 2.9.3 Meantime, the shared Head of Revenues and Benefits Services will focus on continuing to deliver savings, strengthening resilience and improving performance.

3.0 Implications/Consultations

- 3.1 None.

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

3.3 Essential Reference Paper 'B' high level implementation plan.

Background Papers

None.

Contact Member: Councillor M Tindale, Executive Member for Finance.

Contact Officer: Su Tarran – Head of Revenues and Benefits Services, Extn: 2075.

Report Author: Su Tarran – Head of Revenues and Benefits Services, Extn: 2075.

ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<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>
Consultation:	None
Legal:	None
Financial:	As specified in Business Case
Human Resource:	None
Risk Management:	As detailed above.

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Revenues and Benefits Shared Service Top-Level Implementation Plan

	October				November					December			
	w/c 3	w/c 10	w/c 17	w/c 24	w/c 31 Oct	w/c 7	w/c 14	w/c 21	w/c 28	w/c 5	w/c 12	w/c 19	w/c 26
Key Events:													
First Joint Committee			◆										
Shared Service Go Live										◆			
First Joint Management Board												◆	
Implementation workstreams													
Human Resources				Selection and appointment of staff to new structure		Staff Induction and team building							
												Staff objectives agreed and training needs identified	
ICT	Data link installed, tested and signed off												
					Roll out of Homeworking								
	Establish new (Windows) operating platform												
	Bulk migration of document images												
Business Process Re-engineering Stage 1	25% complete				50% complete				75% complete				100% complete

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STEVENAGE BOROUGH COUNCIL AND EAST HERTS COUNCIL

EAST HERTS COUNCIL AND STEVENAGE BOROUGH COUNCIL JOINT
REVENUES AND BENEFITS COMMITTEE - 19 OCTOBER 2011

REPORT BY HEAD OF REVENUES AND BENEFITS SHARED SERVICE

7. PERFORMANCE REPORTING

WARD(S) AFFECTED: All.

Purpose/Summary of Report

- To explain service performance for the Revenues and Benefits shared service.

<u>RECOMMENDATIONS FOR DECISION:</u> that	
(A)	The performance of the Revenues and Benefits shared service be noted.
(B)	The future format and content of performance information for the Revenues and Benefits shared service be approved.

1.0 Background

1.1 At the meetings of the Stevenage Borough Council (SBC) and East Herts Council (EHC) Executives on 14th June and 15th June 2011 respectively, decisions were taken to create a single, shared Revenues and Benefits Service for the two Councils and to establish a joint committee for that shared service.

1.2 Term of reference number four for the joint committee is:

‘To receive explanations of variances in service performance against the agreed Service Plan’

1.3 A Service Plan for the shared service will be drafted for the first year of operation, 2012/13. In the absence of such a plan, this report includes information about the performance of the separate Revenues and Benefits Service

2.0 Report

2.1 What good performance means for Revenues and Benefits

- 2.1.1 Good performance means ensuring that the right outputs are delivered for customers, using the available resources in the most efficient way.
- 2.1.2 The right amount of benefit needs to be paid to the right person at the right time, and the maximum amount of local taxes collected by the due dates. All of which should be done with an affordable level of resources, without waste or delay in procedures.
- 2.1.3 Performance is measured across the following indicators:
- The time, in days, taken to process housing benefits /council tax benefit new claims and change events.
 - The percentage of non-domestic rates due for the financial year which were received by the authority in that year.
 - The percentage of council tax due for the financial year which were received by the authority in that year.
 - The number of sanctions (Prosecutions, Cautions and Administration penalties) secured on Benefit fraud cases.

2.2 Context

- 2.2.1 Performance management arrangements must take account of external factors which will place uncontrollable demands on any service. In the case of Revenues and Benefits this includes the number of claims and changes in circumstances which is linked to changes in the national and local economies, the socio-economic profile of the customer base and the ever changing requirements of the Department of Works and Pensions.
- 2.2.2 Key features of the Revenues and Benefits Services were provided in the Business Case document and are reproduced at appendix A.

2.3 Historic performance

- 2.3.1 Performance in Benefits and Local Taxation has varied significantly between the two council's and year on year since 2007/08. The correction of this will be addressed as a priority in the year following 'go-live' of the shared service.

2.3.2 In recent years, EHC has taken steps to address performance variation by investing in new IT solutions, from which the single shared service will benefit. This has to some extent been countered by the worsening economic downturn which has generated increased claims for and activity on benefit claims, as well as increased action to recover increasing occurrences of unpaid council tax and business rates.

2.4 Current performance

2.4.1 Performance during implementation will be impacted by changes to the staff structure and essential staff training, the roll out of new IT and the standardisation of working practices and business processes.

2.4.2 These changes, combined with increased customer demands arising from the economic downturn, have already led to temporary deteriorations in performance. This has been addressed so far, by short term employment of agency staff at SBC.

2.4.3 The current position is:

	EHC	SBC
Benefit processing times		
Target for 2011/12	10 days	12 days
Cumulative position at 30.9.11	12.34 days	18.38 days
Most recent performance month	9.2 days	12.62 days
Performance 2010/11	9.95 days	11.89 days
NNDR		
Target for 2011/12	97%	98%
Collection rate at 30.9.11	57.14 (57.72 2010/11)	64.04 (2010/11 61.2)
Performance 2010/11	96.94%	95.8%
Council Tax		
Target for 2011/12	99%	97%
Collection rate at 30.9.11	56.8 (2010/11 56.8)	61.60 (2010/11 58.9)
Performance 2010/11	98.5%	96.2%
Fraud Sanctions		
Target for 2011/12	92	None set
Secured at 30.9.11	58	Verbal update at meeting
Performance 2010/11	123	48

Collection of Council Tax and NNDR vary at this point in the year due to differences in the collection profiles that each council facilitates.

Both Benefits Services continue to experience increasing caseloads.

2.5 Future performance

2.5.1 The objectives of the shared service focus on bringing stability and ensuring resilience against future changes in service demand. This will be achieved by 'honing' performance improvement year on year.

2.6 Conclusion

2.6.1 The amalgamation of skills and knowledge in a single large staff group, combined with the sharing of sound investment in IT will deliver service resilience which will underpin the capability to quickly deliver performance stability as a strong basis for performance improvement.

2.6.2 The Service Plan for 2012/13 will include intent to deliver and secure excellent service delivery across both councils in future years.

3.0 Implications/Consultations

3.1 None.

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

3.3 **Essential Reference Paper 'B'** Key features of the service.

Background Papers

'Revenues and Benefits Shared Service for East Herts and Stevenage Business Case'.

Contact Member: Councillor M Tindale, Executive Member for Finance.

Contact Officer: Su Tarran – Head of Revenues and Benefits Services, Extn: 2075.

Report Author: Su Tarran – Head of Revenues and Benefits Services, Extn: 2075.

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></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>Consultation:</p>	<p>None</p>
<p>Legal:</p>	<p>None</p>
<p>Financial:</p>	<p>As detailed in the Business case</p>
<p>Human Resource:</p>	<p>None</p>
<p>Risk Management:</p>	<p>As detailed at 2.4 above</p>

Key features of the Revenues and Benefits Services

Customer base	EHC Revenues and Benefits	SBC Revenues and Benefits
Population of the district / borough	138,114	81,074
Geographical size of the district/borough	184 sq miles	10 sq miles

Local Taxation	EHC Revenues and Benefits	SBC Revenues and Benefits
Tax base for 2010/11	57,790.60	28,570.81
Tax Collectable debit 2010/11	£85.9 million	£41.6 million
NNDR (Business rates) properties 2010/11	4096	2004
NNDR (Business rates) collectable debit 2010/11	£40 million	£44 million

The combined Revenues and Benefits services collect in excess of £200 million of local taxes and pay out more than £70 million of benefits each year. These services are delivered to every household and business in the Councils' districts.

Benefit service	EHC Revenues and Benefits	SBC Revenues and Benefits
Claimants at 01/02/11	7,514	8,700
Claims at 01/02/11	12,720	14,988
Housing & Council Tax Benefit paid 2010/11	£34.7 million	£39.7 million

The main difference between the nature of benefit caseloads arises from the different decisions taken around each Council's housing stock. In the case of EHC, the stock was transferred to two registered social landlords, and subsequently tenants claim rent allowance. In the case of SBC, the stock remains the property of the Council, with tenants claiming rent rebate.

Managing this difference is a simply issue of ensuring that cross-training of staff is completed at the earliest opportunity.

Benefits service growth in caseload	EHC Revenues and Benefits	SBC Revenues and Benefits
2008/09	9.20%	5.81%
2009/10	9.38%	4.06%
2010/11	2.42%	4.08%

Both services have experienced significant caseload growth since mid 2008/09, as a result of current economic conditions. This growth impacts on the performance of processing and

assessing new claims. It has also created on-going pressures associated with maintaining larger caseloads.

Maintaining good performance levels in this environment has been challenging. A need to create additional capacity within the EHC service was addressed by investing in new IT solutions, including customer self service and mobile working modules. These innovations are being rolled-out during 2011/12.

The economic downturn has meant added difficulties in collecting both Council Tax and Business Rates. Changes to the rules for charging rates on empty business premises has added a further challenge, which has impacted negatively on collection rates.

With an increase in Council Tax and Business Rates arrears, so follows an increase in action to recover those arrears. This inevitably means hearings in the magistrate's courts with the attendant costs of summonses and bailiff action. This has inevitably increased the overall cost of collecting local taxes.

The tables below set out comparisons of key performance measures between the two Revenues and Benefits Services. This clearly shows significant variations, which will be addressed as a priority through the shared service.

Performance

Benefits service performance (days) New claims	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	21.58 days	30.26 days
2008/9	22.18 days	23.22 days
2009/10	27.96 days	28.13 days
2010/11	27.83 days	21.64 days

Changes in circumstances	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	3.29 days	15.05 days
2008/9	1.72 days	9.11 days
2009/10	5.72 days	10.63 days
2010/11	6.02 days	10.06 days

Tax In-year collection rates	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	98.4%	96.8%
2008/9	98.6%	96.5%
2009/10	98.6%	97.5%
2010/11	98.5%	96.2%

NNDR (Business rates) in year collection rates	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	99.4%	99.5%
2008/9	97.6%	97.9%
2009/10	97.5%	96.4%
2010/11	96.64%	95.8%

	EHC Fraud	SBC Anti-Fraud
Fraud / Anti- Fraud performance	Sanctions secured	Sanctions secured
2007/8	98	39
2008/9	101	37
2009/10	116	36
2010/11	123	48

Key features of the Revenues and Benefits Services

Customer base	EHC Revenues and Benefits	SBC Revenues and Benefits
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2009/10	9.38%	4.06%
2010/11	2.42%	4.08%

Both services have experienced significant caseload growth since mid 2008/09, as a result of current economic conditions. This growth impacts on the performance of processing and assessing new claims. It has also created on-going pressures associated with maintaining larger caseloads.

Maintaining good performance levels in this environment has been challenging. A need to create additional capacity within the EHC service was addressed by investing in new IT solutions, including customer self service and mobile working modules. These innovations are being rolled-out during 2011/12.

The economic downturn has meant added difficulties in collecting both Council Tax and Business Rates. Changes to the rules for charging rates on empty business premises has added a further challenge, which has impacted negatively on collection rates.

With an increase in Council Tax and Business Rates arrears, so follows an increase in action to recover those arrears. This inevitably means hearings in the magistrate's courts with the attendant costs of summonses and bailiff action. This has inevitably increased the overall cost of collecting local taxes.

The tables below set out comparisons of key performance measures between the two Revenues and Benefits Services. This clearly shows significant variations, which will be addressed as a priority through the shared service.

Performance

Benefits service performance (days) New claims	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	21.58 days	30.26 days
2008/9	22.18 days	23.22 days
2009/10	27.96 days	28.13 days
2010/11	27.83 days	21.64 days

Changes in circumstances	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	3.29 days	15.05 days
2008/9	1.72 days	9.11 days
2009/10	5.72 days	10.63 days
2010/11	6.02 days	10.06 days

Tax In-year collection rates	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	98.4%	96.8%
2008/9	98.6%	96.5%
2009/10	98.6%	97.5%
2010/11	98.5%	96.2%

NNDR (Business rates) in year collection rates	EHC Revenues and Benefits	SBC Revenues and Benefits
2007/8	99.4%	99.5%
2008/9	97.6%	97.9%
2009/10	97.5%	96.4%
2010/11	96.64%	95.8%

	EHC Fraud	SBC Anti-Fraud
Fraud / Anti- Fraud performance	Sanctions secured	Sanctions secured
2007/8	98	39
2008/9	101	37
2009/10	116	36
2010/11	123	48

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2011

REPORT BY LEADER OF THE COUNCIL

2011/12 SERVICE PLANS – SUMMARY OF PROGRESS AND EXCEPTIONS REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- This report provides a summary of progress against 2011/12 Service Plan actions relevant to Corporate Business Scrutiny Committee and details those that require a revised completion date at Essential Reference Paper “B”.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE that:</u>	
(A)	The summary of progress against 2011/12 Service Plan actions be received and the Executive be advised of any recommendations; and
(B)	Those actions requiring revised completion dates be noted.

1.0 Background

1.1 The 2011/12 Service Plans were scrutinised by the joint meeting of Scrutiny Committees held on 15 February 2011 and approved by the Executive at its meeting on 8 March 2011. This report covers the period 1 April to 30 September 2011 for the following services:

- Business Support Services (Facilities)
- Business Support Services (ICT)

- Customer Services and Parking
- Democratic and Legal Support Services
- Financial Support Services
- Human Resources
- Internal Audit and Business Improvement
- Strategic Direction

2.0 Report

2.1 In total, there are 53 actions in the 2011/12 Service Plans relevant to Corporate Business Scrutiny Committee, of which:

28% (15) have already been achieved

55% (29) are on target

17% (9) have had their completion dates revised.

In addition, two actions from the 2010/11 Business Support Services and Strategic Direction Service Plans had revised completion dates before 30 September 2011 and have now been achieved.

2.2 An overview of the achievements by Corporate Priority can be summarised as follows:-

Fit for purpose, services fit for you. *Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.*

14 actions have been achieved

25 actions are on target

7 actions have had their completion dates revised (detailed in Essential Reference Paper “B”).

Some of the key achievements included:

- Business Support Services have been heavily involved in support for the Changing the Way We Work programme. ICT have implemented home working and Electronic Document and Record Management technology, together with network changes and desktop alterations as part of the office moves and are undertaking a key implementation role in the installation of the new telephone system. Facilities and Property Services have undertaken a number of support roles including active involvement in the logistics of office moves. Flexible ways of working will generate increased efficiencies and improved customer service through reduced office space requirements and better IT systems.
- Hertford Customer Service Centre enhancements were completed, delivering a self service foyer and promoting greater flexibility of staffing to assist with customer enquiries.
- East Herts has joined the Public Law Partnership in order to deliver savings through economies of scale in terms of procurement of various services etc.
- 2010/11 International Financial Reporting Standards (IFRS) compliant accounts, including transitional balance sheet and 2009/10 restatements, were completed in line with statutory timescales, approved by Audit Committee and signed off (unqualified opinion) by the External Auditor on 21 September 2011.
- A Shared Internal Audit Service has been in place from June 2011, with strong liaison arrangements producing greater resilience and optimised use of resources.
- The insurance tender exercise was completed within the set timescales, producing substantial savings and enhanced cover in some areas.

Achievements from the 2010/11 Business Support Services and Strategic Direction Service Plans were:

- Energy efficiency measures contained in the Wallfields refurbishment works were completed.
- A new Hertfordshire-wide market research contract with Opinion Research Services is now in place.

Pride in East Herts. *Improve standards of the neighbourhood and environmental management in our towns and villages.*

1 action is on target

1 action has had its completion date revised (detailed in Essential Reference Paper “B”).

Shaping now, shaping the future. *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.*

2 actions are on target

1 action has had its completion date revised (detailed in Essential Reference Paper “B”).

Leading the way, working together. *Deliver responsible community leadership that engages with our partners and the public.*

1 action has been achieved

1 action is on target

The achievement was:

- The Referendum was successfully held (in conjunction with scheduled District / Town / Parish Council elections) without legal challenge.

2.3 **Essential Reference Paper “B”** details those 2011/12 Service Plan actions that have had their completion dates revised. For ease of reference, these have been categorised by Corporate Priority. Full progress comments on all 2011/12 Service Plan actions can be accessed by referring to the Council’s performance management system, Covalent (www.covalentcpm.com/eastherts).

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

2011/12 Service Plans report to joint meeting of Scrutiny Committees on 15 February 2011.

2011/12 Service Plans report to the Executive on 8 March 2011.

Contact Member: Councillor A.P. Jackson, Leader of the Council

Contact Officer: Simon Drinkwater, Director of Neighbourhood Services, Ext. 1405

Report Author: Dave Cooper, Performance Officer

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>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>There are no specific consultation implications arising directly from this report.</p>
<p>Legal:</p>	<p>There are no specific legal implications arising directly from this report.</p>
<p>Financial:</p>	<p>There are no specific financial implications arising directly from this report.</p>
<p>Human Resource:</p>	<p>There are no specific human resource implications arising directly from this report.</p>
<p>Risk Management:</p>	<p>There is a generic risk management implication arising from this report, in terms of not completing the actions from Service Plans would be likely to result in not achieving the Corporate Priorities and Objectives.</p>

2011/12 Service Plan actions by Corporate Priority where completion dates have been revised.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
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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.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-BSF01	Business Support Facilities	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>	31/12/11	Revised completion date from 31 August 2011 to 31 December 2011. Staff consultation document and report for Corporate Management Team completed and agreed by Director of Internal Services and Head of People and Organisational Services in July 2011. Staff and Unison consultation commenced in October 2011, on completion of required job descriptions.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
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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.

Environmental Impacts:
None.

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

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-BSF02	Business Support Facilities	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 cost 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>	31/12/11	Revised completion date from 31 August 2011 to 31 December 2011. Delay in creation of CRU as a result of need to resolve floor loading issues. Movement of print and finishing equipment into CRU took place 1st October 2011, scanning equipment to be installed following this.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-BSF03	Business Support Facilities	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>	31/03/12	Revised completion date from 31 August 2011 to 31 March 2012. As at the end of September 2011 there has been no progress against this item given the resources committed to C3W accommodation and Facilities Management issues, Shared Services and Facilities Management restructuring.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-IA02	Internal Audit	Ensure the Council has the capacity and 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>	31/12/11	Revised completion date from 30 June 2011 to 31 December 2011. The Procurement Plan is a living document; The Procurement Officer will meet Directors and Heads of Service to ensure that all proposed procurements have been picked up; the Procurement Plan is to be submitted to Corporate Management Team as a regular item.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-IA03	Internal Audit	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>	31/03/12	Revised completion date from 30 September 2011 to 31 March 2012. This is an ongoing exercise. Continue to work closely with North Herts and Stevenage Councils within Supply Herts. Car Parking Enforcement tender almost complete. Cleaning contract for discussion. Finance evaluation tool being developed through Supply Herts as is standard Pre-Qualification Questionnaire (PQQ). Standard Invitation to Tender (ITT) for Goods is being written for East Herts and North Herts and will be passed to Supply Herts for adoption. Stationery contract - East Herts and North Herts working together.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-BSF04	Business Support Facilities	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</p>	29/02/12	Revised completion date from 31 July 2011 to 29 February 2012. BPI review terminated. Transitional Facilities Management arrangements put in place in line with timetable for C3W final office moves. Major re-engineering of Facilities Management Services to be achieved through re-structuring review (see BSF01), for which staff and Unison consultation commenced in October 2011.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
			<p>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>		

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-IA07	Internal Audit	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>	31/03/12	Revised completion date from 30 September 2011 to 31 March 2012. Internal Audit arrangements were in place. Risk Assurance and Procurement moving forward. Most of Health & Safety is non-paper based.

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.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-BSF05	Business Support Facilities	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.</p>	31/03/12	Revised completion date from 30 November 2011 to 31 March 2012. As at 12 August 2011 the Environment Agency stated that it intends to extend the existing contract for River Maintenance (East Hertfordshire Lot) with East Herts Council until 31 March 2012. The Environment Agency is presently looking at management / contracting options of those enmained watercourses currently managed on behalf of the Environment Agency by third parties, once the current contract expires. The Environment Agency has published an Official Journal European Union (OJEU)

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
			<p>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>		<p>competition notice which includes watercourse maintenance. The OJEU competition notice has not been set up to specifically replace the contractual arrangements with East Herts Council but could be used in the future for aspects of work currently undertaken.</p>

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 - 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.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
11-CSP12	Customer Services and Parking	To deliver Transportation and Parking Strategy.	<p>Target: The Council adopts a Parking and Transportation Strategy by June 2011.</p> <p>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.</p> <p>Critical Success Factors: On-going engagement with Town and Parish Councils.</p>	04/07/12	Revised completion date from 30 June 2011 to 4 July 2012. Progress delayed, partly to major on retendering of enforcement contract and Member wish to insert Member Task and Finish process into the Strategy's Development. Further consultative meetings now taking place. Interim report to go to Environment Scrutiny on 15 November 2011. Final report to Environment Scrutiny, Executive and Council in early 2012. Current revised completion date 4 July 2012.

Action Code	Section	Action	Description (Target, Outcome and Critical Success Factors)	Due Date	Progress
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Environmental Impacts:

The strategy will reflect and be informed by the environmental concerns associated with transportation and parking management within the district.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 29 NOVEMBER 2011

CORPORATE HEALTHCHECK – SEPTEMBER 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 September/Quarter 2 2011.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE that:</u>
--

the budget variances and performance are scrutinised, and Executive be informed of any recommendations.
--

1.0 Background

1.1 This is a performance report relevant to the Corporate Business Scrutiny Committee terms of reference covering the period for September/Quarter 2 2011.

1.2 The report contains a breakdown of the following information by each Corporate Priority:




- An overview of performance, in particular where there have been issues and remedial actions taken during the period. Should members want more detailed information on a specific month, they should refer to that month's Executive Corporate Healthcheck report available on the Council website.
- The indicators where data is collected monthly, with performance for September 2011 presented in detail (the most up to date available) with previous months summarised in a trend chart.
- The indicators where data is collected quarterly, with performance for Quarter 2 presented in detail (the most up to date available) with previous quarters summarised in a trend chart.



- Salary, Capital and Revenue variance.

1.3 All Councillors have access to Covalent (the Councils performance management system), should they wish to interrogate the full range of performance indicators. The Performance Team is able to provide support and training on using the Covalent system if required.

1.4 **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 – E2’ shows explanations of variances on the Revenue Budget reported in previous months.

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 September 2011.

	Position as at 30.09.11				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	19	0	0	0	19	0
Taxi Licensing income	0	7	1	0	0	8
Hillcrest Rental income	15	0	0	0	40	0

	Position as at 30.09.11				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	0	291	0	35	0	542
Print/Desk Top Publishing	0	27	0	5	0	53
Hartham Land Sale	50	0	0	0	50	0
Office Moves	0	29	0	8	0	29
Investment Income	0	100	0	35	0	200
Insurance	0	0	0	0	80	0
Corporate Training	22	0	0	0	25	0
IT Licences	0	66	0	0	105	0
Legal Fees income	0	0	0	0	100	0

	Position as at 30.09.11				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						
Parking Enforcement Cont	94	0	0	0	30	0
Pay and Display machines	0	0	0	0	0	17
Car Parks legal fees	0	6	1	0	0	10
Car Parks advertising	6	0	1	0	0	15
CCTV Contributions	10	0	3	0	0	13
Recycling Materials Handling	23	0	7	0	40	0
Waste Contract (various bud)	0	0	0	0	125	0
Hydro Electric plant	6	0	3	0	0	11
Bulky waste collection income	0	7	0	1	0	11
Waste Contract	100	0	0	0	100	0
Kerbside dry recycling income	0	159	0	5	0	140
Recycling banks maintenance	0	2	0	1	8	0
Textile Banks	0	6	0	0	0	6
Car Park ticket advertising	0	1	0	0	0	2
Elm Road car park income	0	4	0	1	0	5
Trade Waste	14	0	15	0	5	0
Grange Paddocks Security	0	0	0	0	0	1
Kerbside Dry Recycling Exp	80	0	0	0	0	15
Trade Waste sacks income	0	2	0	0	0	3
Leaf Clearance	0	0	0	0	0	23

	Position as at 30.09.11				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) Shaping now, shaping the future						
New Homes Bonus Grant	293	0	0	122	293	0
Discharge of Conditions	17	0	0	0	12	0
(5) Leading the way, working Together						
Member's Allowances	27	0	0	3	47	0
TOTAL:	776	707	31	216	1,079	1,104
Net Projected Variance						25
Supported by supplementary estimates						
Car Park Pay and Display Machines						17
Total Supplementary Estimates						17

- 2.2 Subject to all other budgets being equal, this would result in an overspend of £25k.
- 2.3 Salary budgets are constantly monitored and **Essential Reference Paper 'C'** shows a projected over spend of £542k.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

Promoting Prosperity and well-being, providing access and opportunities

Financial analysis

- 2.4 The Local Services Support grant of £50k was identified in April as a windfall sum. In fact this had been budgeted under a different income shown as a contribution towards rent deposits to alleviate homelessness.
- 2.5 The occupancy rate at Hillcrest Hostel is now consistently higher generating circa £40k more rental income.

Performance analysis

- 2.6 There are no performance indicators in this priority that are off target for this Scrutiny committee.

Fit for purpose

Financial analysis

- 2.7 The re-tendering of the Insurance contract has resulted in a saving of £80k.
- 2.8 There will be a saving of £25k on the Corporate Training budget.
- 2.9 A review of the IT Licences budget has identified savings of £105k.
- 2.10 The Council is due circa £100k as a result of illegal asset recovery action regarding airport car parking.

Performance analysis

- 2.11 **EHPI 5.1 - % of complaints resolved in 14 days or less.** Performance was 'Red' for the second quarter of 2011/12. 21 complaints were resolved during this quarter with 14 responded to within 10 working days. There were 14 complaints dealt with at Stage one; 10 within ten working days. 7 Stage two complaints were dealt with; 4 within ten working days.
- 2.12 **EHPI 5.2b - % of complaints about the Council and its services that are upheld: 2nd stage – appeal.** Performance was 'Red' for the second quarter of 2011/12. 7 complaints were dealt with in this quarter with only two being upheld.
- 2.13 **EHPI 12b - No. of long-term sickness absence days per FTE staff in post.** Performance was 'Red' for September 2011. Long-term absences did not meet the Council standard for absences this month, management has reviewed all cases.
- 2.14 The following indicators were 'Green', meaning that the target was either met or exceeded for September/Quarter 2 2011:
- EHPI 12a - No. of short-term sickness absence days per FTE staff in post.
 - EHPI 12c - Total number of sickness absence days per FTE staff in post.
 - EHPI 5.2a - % of complaints about the Council and its services that are upheld: 1st stage.
 - EHPI 5.4 - % of complaints to the Local Government Ombudsman that are upheld.
 - 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).
 - 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 There will be a saving of circa £30k on the Parking Enforcement contract as a result of a re-tendering process.
- 2.16 The Kerbside Dry Recycling expenditure budget is anticipated to overspend by £15k due to increased transport costs for mixed cans and plastics.
- 2.17 Income from the sale of Trade Waste sacks is expected to be £3k less due to reduced business.
- 2.18 The Medium Term Financial Plan put to Council in February made no provision for the autumn leaf clearance programme from 2011/12. This work is undertaken as part of the Waste Collection contract. At the Council meeting in February which amended the MTFP there was a discrepancy between the cash sum requested and approved (£14k) to continue with leaf clearance for this year only and the level of work which many Members appear to have anticipated could be undertaken within this sum. To maintain leaf clearance at the same level as for 2010/11 which it is understood was Members expectations requires an additional £23,300 which is shown in the health check as an adverse variance.

Performance analysis

- 2.19 There are no performance indicators in this priority that are off target for this Scrutiny committee.

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

Shaping now, shaping the future

Financial analysis

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

Performance analysis

- 2.21 **NI 157b - Processing of planning applications: Minor applications.** Performance was 'Amber' for September 2011. 6 decisions out of 30 were made outside of the timescale. Although

performance is slightly below the monthly target the indicator is still on track to achieve the annual target with the cumulative position at 82%.

- 2.22 **NI 157c - Processing of planning applications: Other applications.** Performance was 'Amber' for September 2011. 12 decisions out of 132 were made outside of the timescale. Although performance is slightly below the monthly target the indicator is still on track to achieve the annual target with the cumulative position at 93%.

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

Leading the way, working together

Financial analysis

- 2.23 There are no new financial issues in June regarding this priority.

Performance analysis

- 2.24 **EHPI 3b - Usage: number of swims (16 – under 60 year olds).** Performance was 'Red' for Quarter 2. Quarter 2 shows normal seasonal increase on from the previous Quarter, although down against target. Leisure Services and Everyone Active are investigating what appears to be inconsistent 2010/11 Quarter 1 and Quarter 2 throughput figures.
- 2.25 **EHPI 3c - Usage: number of swims (60 year old +).** Performance was 'Red' for Quarter 2. Quarter 2 throughput shows normal seasonal increase on from the previous Quarter. The trend shows an increase on 2009/10 Quarter 2 and only slight decrease on 2010/11 Quarter 2 figures. The service expected a short fall against target as target is affected by throughput figures relating to previous government funded free swims for this age group.

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

CAPITAL FINANCIAL SUMMARY

2.26 The table below sets out expenditure to 30 September 2011 against the Capital Programme. 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	2,906,060	1,178,514	2,856,560	(49,500)
Fit for Purpose	1,385,550	2,083,970	1,596,849	2,101,570	17,600
Pride in East Herts	2,326,200	1,994,790	291,570	1,964,460	(30,330)
Shaping now	380,500	512,600	22,398	340,500	(172,100)
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>6,747,420</u>	<u>3,089,331</u>	<u>6,513,090</u>	<u>(234,330)</u>

2.27 The Executive is asked to support a request to re-profile £40k of The Bourne, Ware Play Area Development Programme capital budget from 2011/12 into 2012/13 as this will be subject to a Non-Key Decision to be considered in early November which will consider a revised project. If successful this project will slip to allow utilisation of external funding.

2.28 The Executive is asked to support a request to re-profile £165k of the Castle Weir Micro Hydro Scheme from 2011/12 into 2012/13. Subject to ongoing negotiations with the Environment Agency who have advised that the project may not proceed until the summer of 2012. A review of the business case is being prepared for the Executive.

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:

Corporate Healthcheck content for 2010/11 and update on the national indicator set, Essential Reference Paper C – For complete list performance indicators that are being monitored for 2010/11.

Contact Member: Councillor Michael Tindale – Executive member of Resources and Internal Support

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

Essential Reference Papers

Essential Reference Paper B – Performance Indicator set relating to Corporate Business Scrutiny.

Essential Reference Paper C – Detailed information on Salaries

Essential Reference Paper D - Detailed information on capital.

Essential Reference Paper E-1 –E-2 - Explanations of variances on the Revenue Budget reported in previous months.

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>

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Monthly Scrutiny Corporate Healthcheck 2011/12

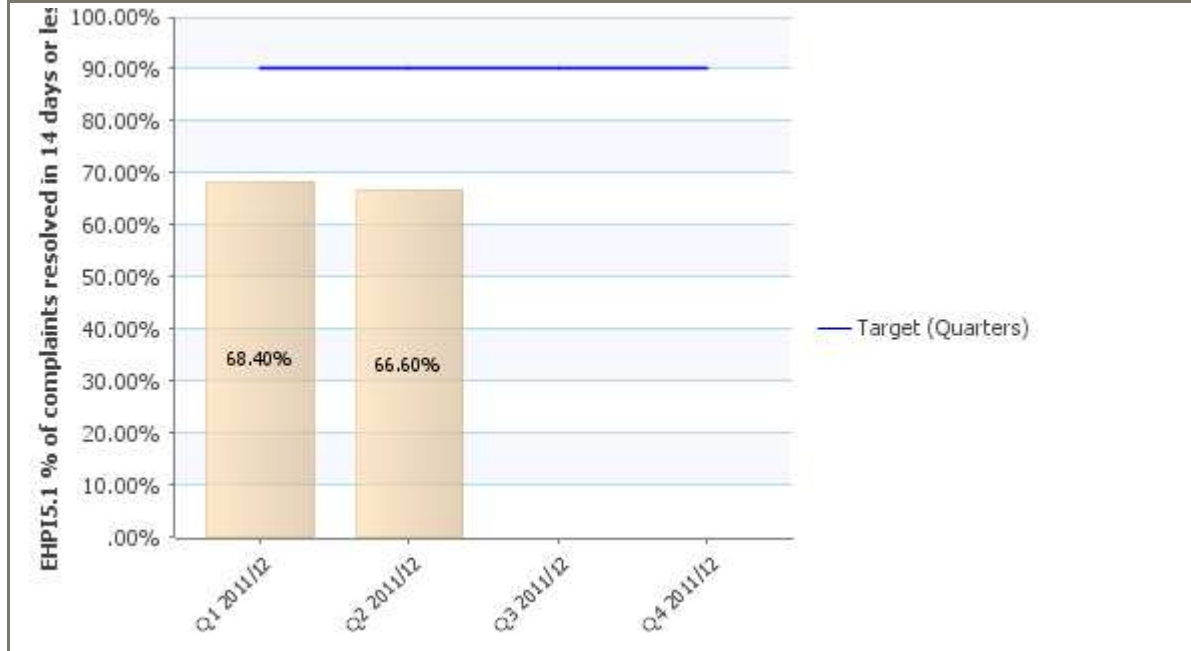
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

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

Customer Services

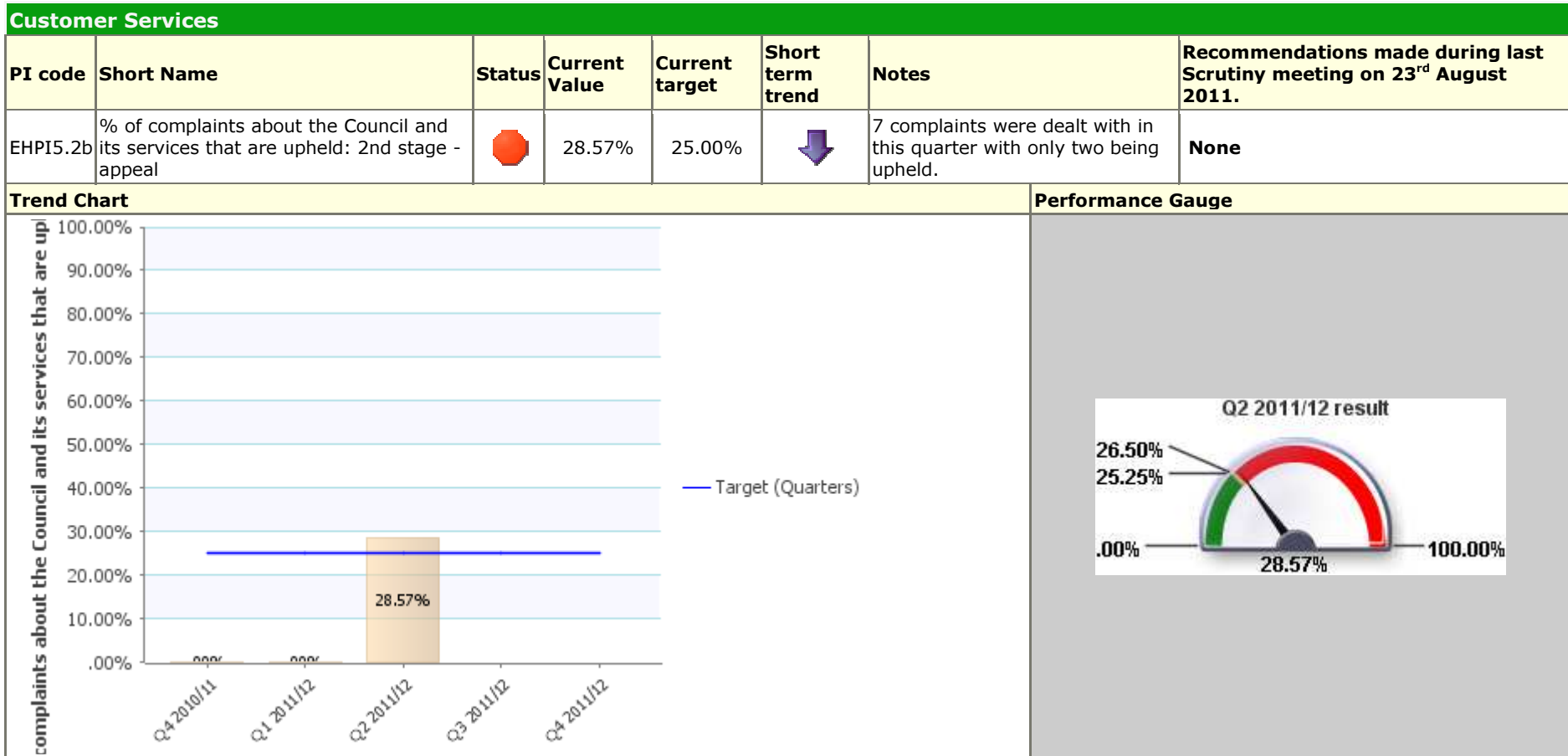
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
EHP15.1	% of complaints resolved in 14 days or less.		66.60%	90.00%		21 complaints were resolved during this quarter with 14 responded to within 10 working days. There were 14 complaints dealt with at Stage One; 10 within ten working days. 7 Stage Two complaints were dealt with; 4 within ten working days.	None

Trend Chart





Performance Gauge

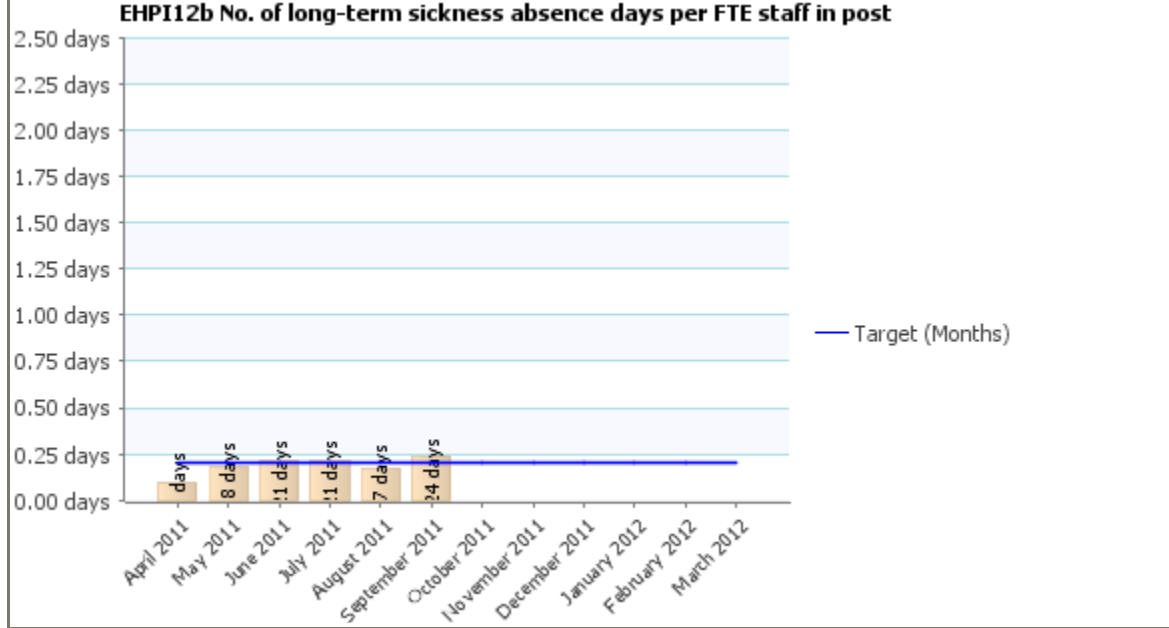




People Services & Organisational Development



PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
EHPI12b	No. of long-term sickness absence days per FTE staff in post		0.24 days	0.20 days		Long Term absence for the year so far = 0.97 (target = 1.25)	None

Trend Chart **Performance Gauge**



Traffic Light Red
Description Leading the way, working together

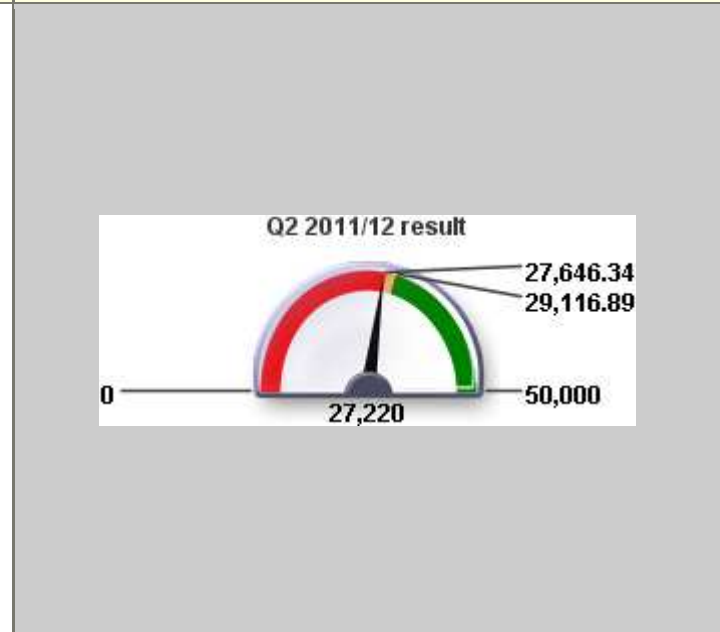
Community and Cultural Services





PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
EHP13b	Usage: number of swims (16 - under 60 year olds)		27,220	29,411		Q2 shows normal seasonal increase on Q1 figure, although down against target this may be due to the current economic climate. Leisure Services and Everyone Active investigating what appears to be inconsistent Q1 & Q2 2010/11 throughput figures.	None

Trend Chart



Performance Gauge



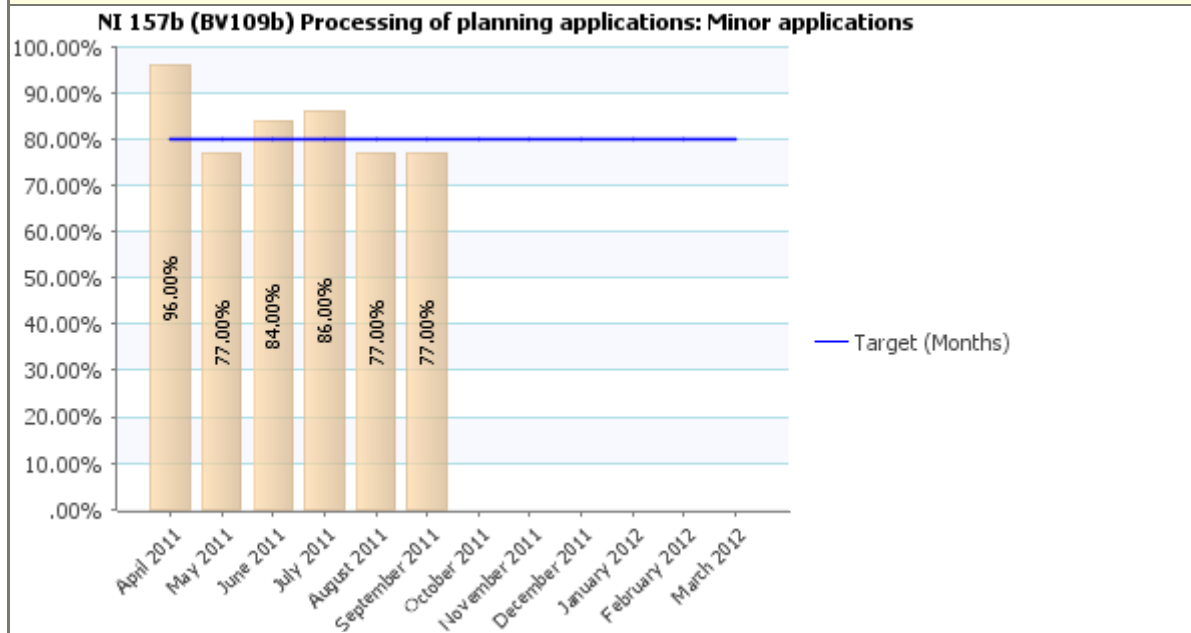
Community and Cultural Services																																		
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.																											
EHP13c	Usage: number of swims (60 year old +)		6,121	6,852		Q2 throughput shows normal seasonal increase, shows increase on Q2 2009/10 and only slight decrease on Q2 2010/11 figures. Service expected short fall against target as target affected by throughput figures relating to previous government funded free swims for this age group.	None																											
Trend Chart						Performance Gauge																												
 <p>EHP13c Usage: number of swims (60 year old +)</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Usage</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2011/12</td> <td>5,442</td> <td>~8,000</td> </tr> <tr> <td>Q2 2011/12</td> <td>6,121</td> <td>~7,000</td> </tr> <tr> <td>Q3 2011/12</td> <td>-</td> <td>5,000</td> </tr> <tr> <td>Q4 2011/12</td> <td>-</td> <td>-</td> </tr> </tbody> </table>						Quarter	Usage	Target (Quarters)	Q1 2011/12	5,442	~8,000	Q2 2011/12	6,121	~7,000	Q3 2011/12	-	5,000	Q4 2011/12	-	-	 <p>Q2 2011/12 result</p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> <th>Zone</th> </tr> </thead> <tbody> <tr> <td>6,783.48</td> <td>Red</td> </tr> <tr> <td>6,440.88</td> <td>Green</td> </tr> <tr> <td>6,121</td> <td>Red</td> </tr> <tr> <td>0</td> <td>Start</td> </tr> <tr> <td>20,000</td> <td>End</td> </tr> </tbody> </table>		Value	Zone	6,783.48	Red	6,440.88	Green	6,121	Red	0	Start	20,000	End
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Traffic Light Amber
Description Shaping now, shaping the future

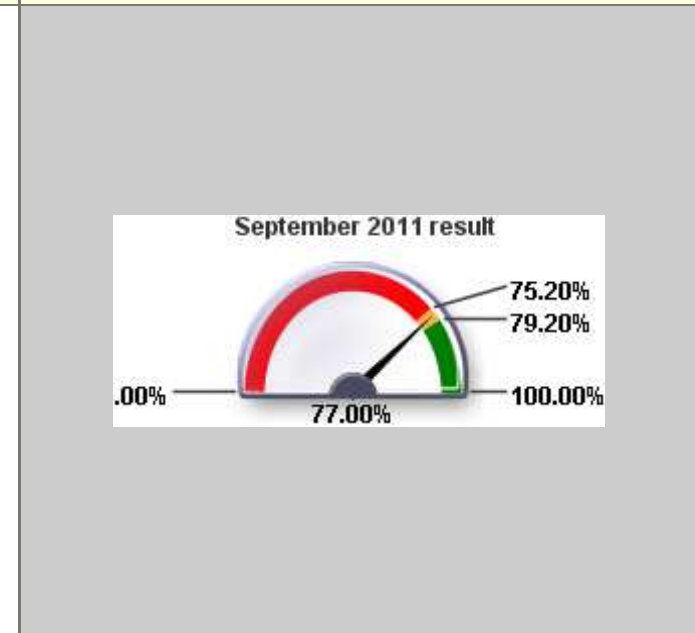
Planning and Building Control

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
NI 157b (BV109b)	Processing of planning applications: Minor applications		77.00%	80.00%		6 decisions out of 30 were made outside of the timescale.	None

Trend Chart



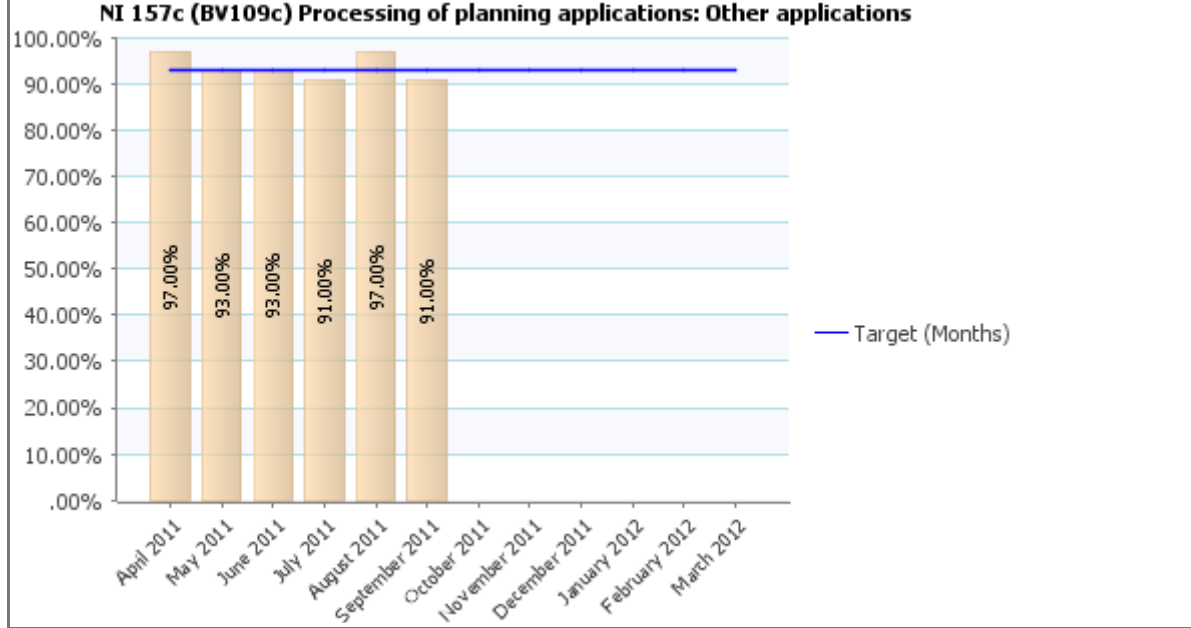
Performance Gauge



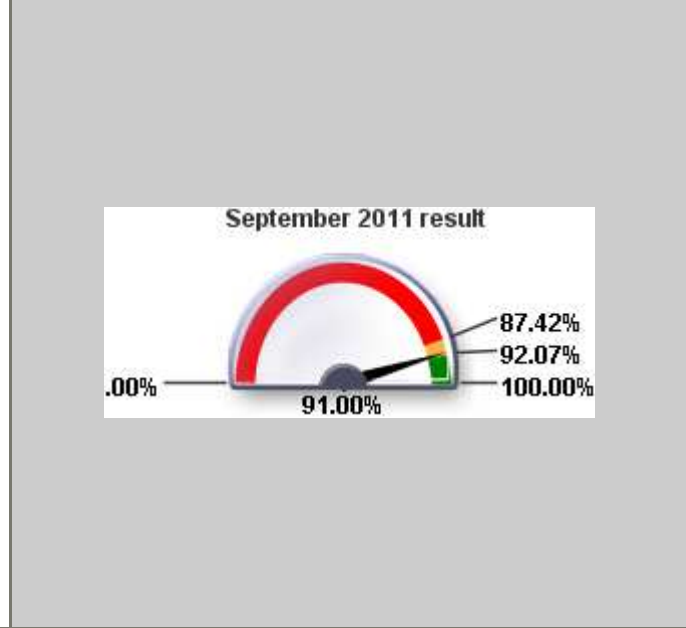
Planning and Building Control

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
NI 157c (BV109c)	Processing of planning applications: Other applications		91.00%	93.00%		12 decisions out of 132 were made outside of the timescale.	None

Trend Chart





Performance Gauge

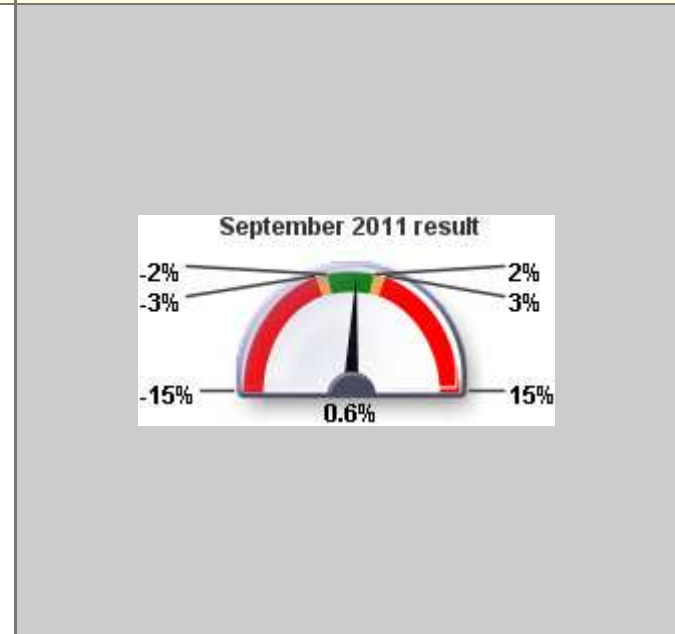
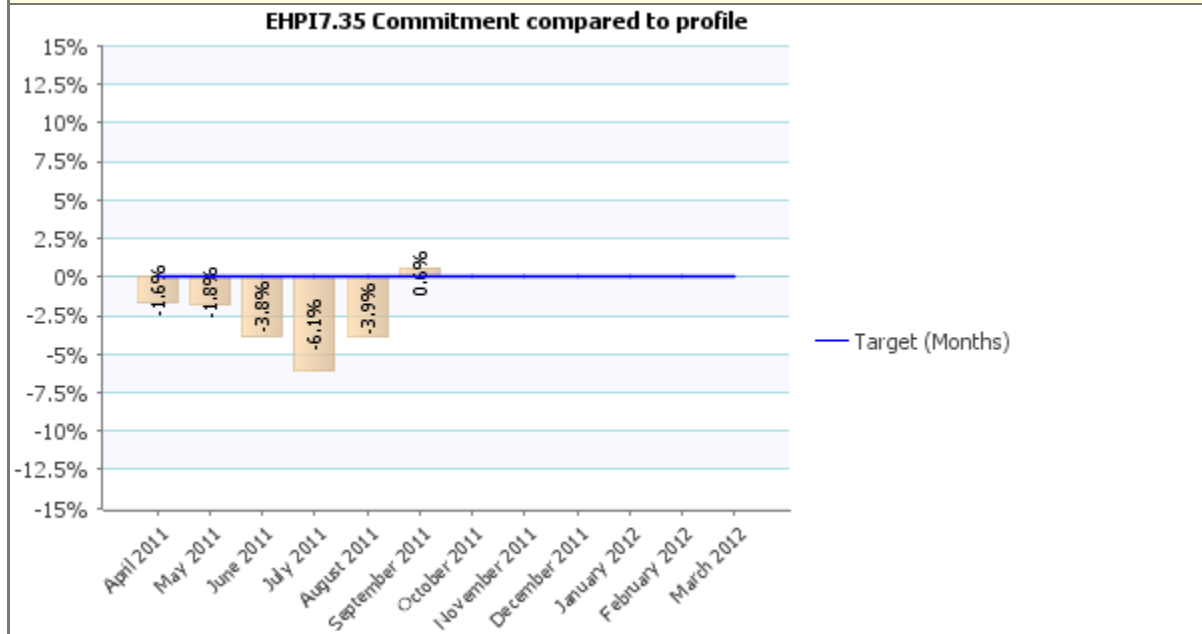






Traffic Light Green
Description Fit for purpose, services fit for you

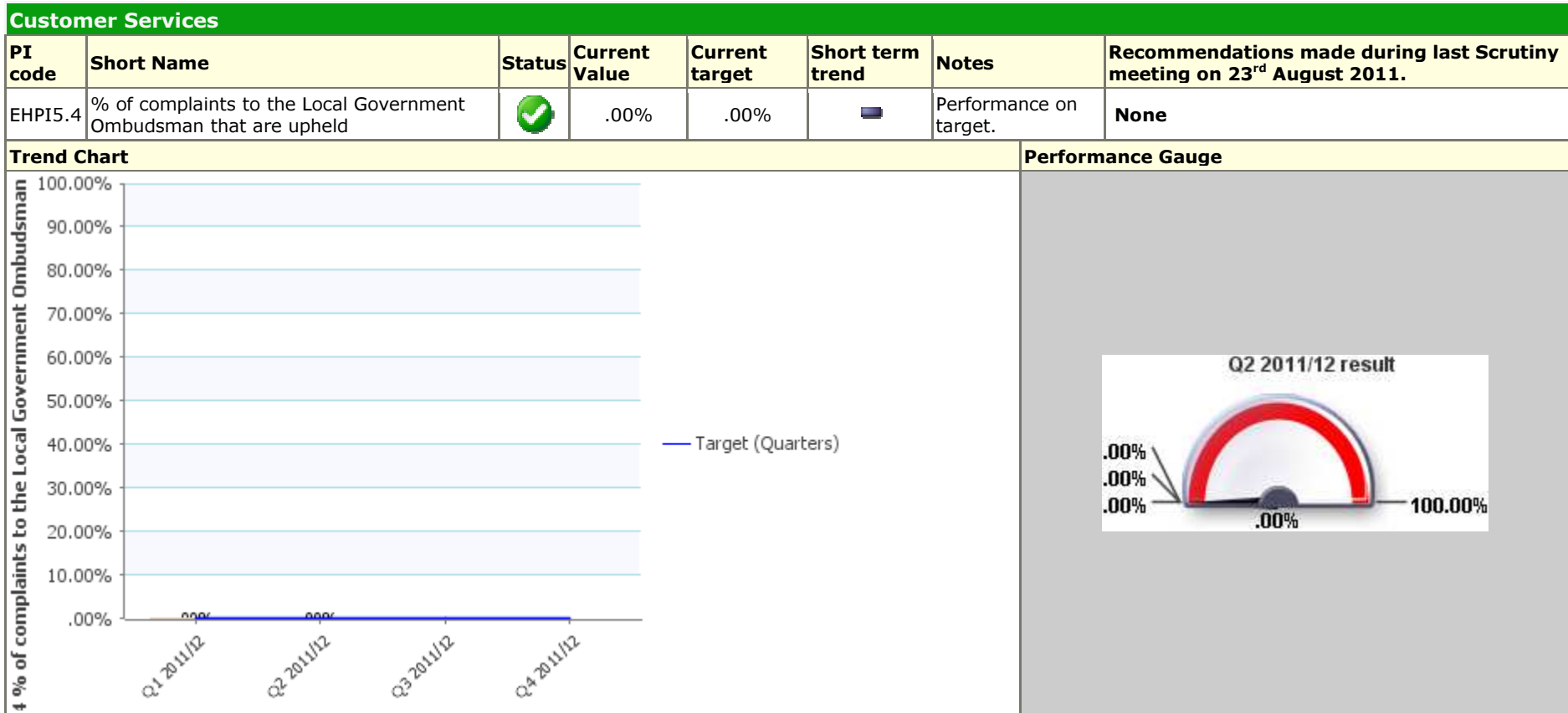
Business Support Service

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.
EHP17.35	Commitment compared to profile		0.6%	0%		Commitment £246,451 against Profile £245,000 being 0.6% above Profile. The Commitment for the sixth Month of September 2011 has come into line with the anticipated Profile regarding Repairs & Maintenance and General Annual Maintenance Agreements relating to the Councils Assets. It is expected that Commitment will stay in line with Profile over the coming months.	None

Trend Chart **Performance Gauge**

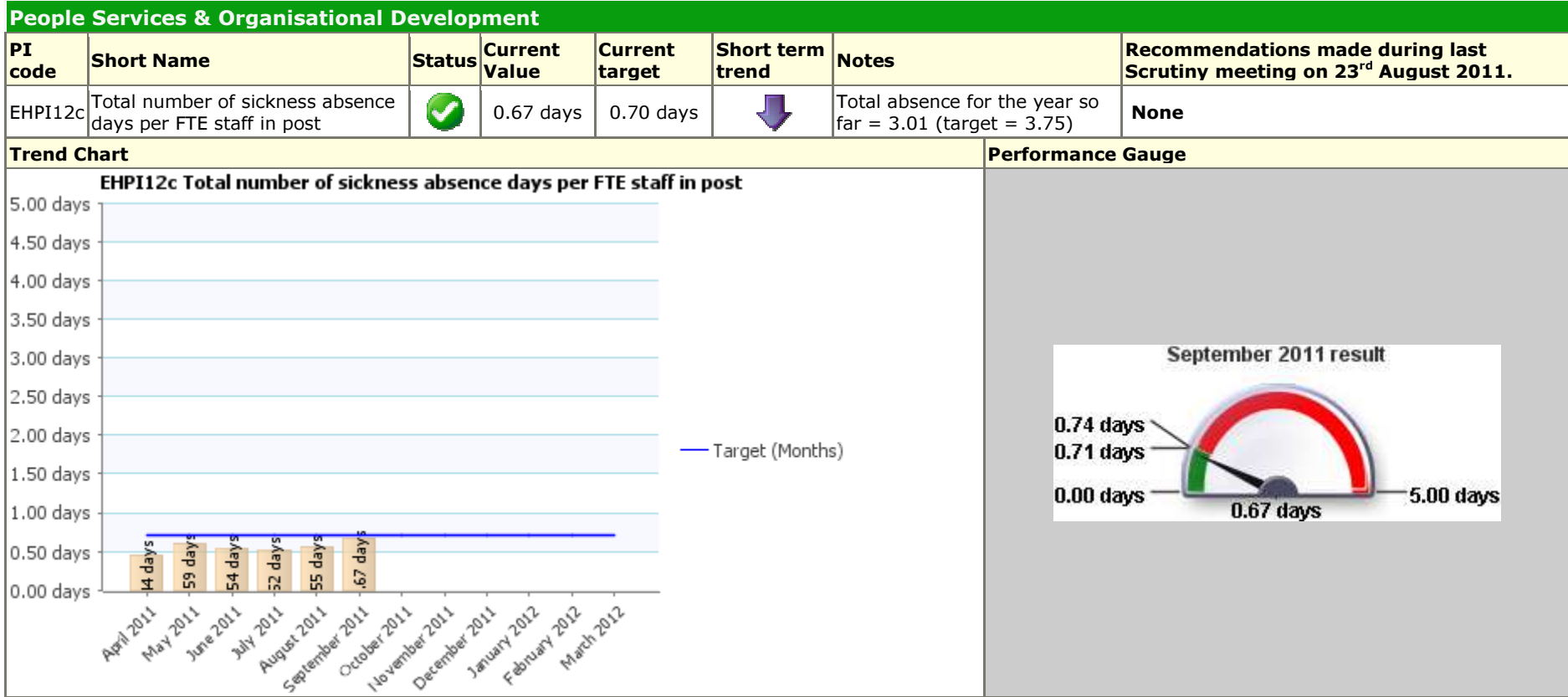


Customer Services																									
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.																		
EHP15.2a	% of complaints about the Council and its services that are upheld: 1st stage		21.43%	25.00%		Only three complaints out of 14 were upheld during this period. As in previous quarters the expectation o customers cannot always be met due to legislation and council procedures.	None																		
Trend Chart						Performance Gauge																			
 <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>% of complaints upheld</th> </tr> </thead> <tbody> <tr> <td>Q4 2010/11</td> <td>21.40%</td> </tr> <tr> <td>Q1 2011/12</td> <td>27.78%</td> </tr> <tr> <td>Q2 2011/12</td> <td>21.43%</td> </tr> <tr> <td>Q3 2011/12</td> <td>-</td> </tr> <tr> <td>Q4 2011/12</td> <td>-</td> </tr> </tbody> </table>						Quarter	% of complaints upheld	Q4 2010/11	21.40%	Q1 2011/12	27.78%	Q2 2011/12	21.43%	Q3 2011/12	-	Q4 2011/12	-	 <p>Q2 2011/12 result</p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> </tr> </thead> <tbody> <tr> <td>0.00%</td> </tr> <tr> <td>21.43%</td> </tr> <tr> <td>25.25%</td> </tr> <tr> <td>26.50%</td> </tr> <tr> <td>100.00%</td> </tr> </tbody> </table>		Value	0.00%	21.43%	25.25%	26.50%	100.00%
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25.25%																									
26.50%																									
100.00%																									



Financial Support Services																					
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.														
EHP18	% of invoices paid on time		97.72%	98.00%		Performance is not quite as good as last month but the volume processed is greater. Still slightly below target. Full details by service can be found in the attached document.	None														
Trend Chart						Performance Gauge															
<p>EHP18 % of invoices paid on time</p> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>% of invoices paid on time</th> </tr> </thead> <tbody> <tr><td>April 2011</td><td>95.38%</td></tr> <tr><td>May 2011</td><td>96.04%</td></tr> <tr><td>June 2011</td><td>96.90%</td></tr> <tr><td>July 2011</td><td>96.53%</td></tr> <tr><td>August 2011</td><td>98.27%</td></tr> <tr><td>September 2011</td><td>97.72%</td></tr> </tbody> </table>						Month	% of invoices paid on time	April 2011	95.38%	May 2011	96.04%	June 2011	96.90%	July 2011	96.53%	August 2011	98.27%	September 2011	97.72%	<p>September 2011 result</p>	
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People Services & Organisational Development																															
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.																								
EHPI12a	No. of short-term sickness absence days per FTE staff in post		0.42 days	0.50 days		Short Term absence for the year so far = 2.04 days (target = 2.5)	None																								
Trend Chart						Performance Gauge																									
<p>EHPI12a No. of short-term sickness absence days per FTE staff in post</p> <table border="1"> <caption>Monthly Sickness Absence Data</caption> <thead> <tr> <th>Month</th> <th>Days</th> </tr> </thead> <tbody> <tr><td>April 2011</td><td>0.5</td></tr> <tr><td>May 2011</td><td>0.11</td></tr> <tr><td>June 2011</td><td>0.3</td></tr> <tr><td>July 2011</td><td>0.1</td></tr> <tr><td>August 2011</td><td>0.8</td></tr> <tr><td>September 2011</td><td>0.42</td></tr> </tbody> </table>						Month	Days	April 2011	0.5	May 2011	0.11	June 2011	0.3	July 2011	0.1	August 2011	0.8	September 2011	0.42	<p>September 2011 result</p> <table border="1"> <caption>Performance Gauge Scale</caption> <thead> <tr> <th>Value</th> <th>Color</th> </tr> </thead> <tbody> <tr><td>0.00 days</td><td>Green</td></tr> <tr><td>0.51 days</td><td>Red</td></tr> <tr><td>0.53 days</td><td>White</td></tr> <tr><td>5.00 days</td><td>White</td></tr> </tbody> </table>		Value	Color	0.00 days	Green	0.51 days	Red	0.53 days	White	5.00 days	White
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0.00 days	Green																														
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5.00 days	White																														



Revenues and Benefits Services																																	
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 23 rd August 2011.																										
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		9.1 days	10.0 days		Performance exceeding target.	None																										
Trend Chart						Performance Gauge																											
<p>NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</p> <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Time taken (days)</th> </tr> </thead> <tbody> <tr><td>April 2011</td><td>9.8</td></tr> <tr><td>May 2011</td><td>13.4</td></tr> <tr><td>June 2011</td><td>17.5</td></tr> <tr><td>July 2011</td><td>16.4</td></tr> <tr><td>August 2011</td><td>13.2</td></tr> <tr><td>September 2011</td><td>9.1</td></tr> </tbody> </table>						Month	Time taken (days)	April 2011	9.8	May 2011	13.4	June 2011	17.5	July 2011	16.4	August 2011	13.2	September 2011	9.1	<p>September 2011 result</p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value (days)</th> <th>Zone</th> </tr> </thead> <tbody> <tr><td>0.0</td><td>Green</td></tr> <tr><td>10.1</td><td>Green</td></tr> <tr><td>10.6</td><td>Green</td></tr> <tr><td>9.1</td><td>Green</td></tr> <tr><td>25.0</td><td>Red</td></tr> </tbody> </table>		Value (days)	Zone	0.0	Green	10.1	Green	10.6	Green	9.1	Green	25.0	Red
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25.0	Red																																

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SALARIES/AGENCY/APPOINTMENT OF STAFF/RELOCATION

Essential Reference Paper 'C'

	Estimate	Profile to 30.09.11	Actual to 30.09.11	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Executive / Corp Support	458,430	229,215	251,830	22,615	499,180	40,750
Internal Services	4,116,920	2,058,460	2,224,733	166,273	4,416,550	299,630
Neighbourhood Services	3,676,640	1,838,320	1,869,331	31,011	3,734,180	57,540
Customer & Community	2,586,850	1,293,425	1,379,129	85,704	2,759,820	172,970
Summary	10,838,840	5,419,420	5,725,023	305,603	11,409,730	570,890
Strain Costs (funded)	87,709	0	0	0	87,709	0
Employer's Pension Cost (not charged to services)	456,550	228,275	214,002	-14,273	428,000	-28,550
TOTAL	11,383,099	5,647,695	5,939,025	291,330	11,925,439	542,340

g:P&F/SALARIES HEALTHCHECK

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CAPITAL EXPENDITURE MONITORING 2011/12

SUMMARY	Exp. To 30/09/11								
	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ Sept '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	107,500	2,906,060	1,096,453	82,061	1,178,514	2,856,560	(49,500)
2. Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation	1,385,550	498,420	200,000	2,083,970	1,385,605	211,244	1,596,849	2,101,570	17,600
3. Improve standards of the neighbourhood and environmental management in our towns and villages	2,326,200	(370,410)	39,000	1,994,790	224,572	66,998	291,570	1,964,460	(30,330)
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	9,680	12,718	22,398	340,500	(172,100)
TOTAL	6,237,190	913,730	346,500	7,497,420	2,716,310	373,021	3,089,331	7,263,090	(234,330)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(750,000)			(750,000)				(750,000)	0
	5,487,190	913,730	346,500	6,747,420	2,716,310	373,021	3,089,331	6,513,090	(234,330)

CAPITAL MONITORING 2011/12

INTERNAL SERVICES

Exp Code	2011/12 Approved Schemes	Project Control Officer	Exp. To 30/09/11									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 @ Sept '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	2011/12 Projected Spend			
			£	£	£	£	£	£	£	£	£		
Various	Grange Paddocks Pool	S. Whinnett	40,000	5,600		45,600	4,345	32,765	37,110	45,600	0		
72328	Hartham Swimming Pool	S. Whinnett		10,800		10,800			0	10,800	0	Remedial works outstanding	
Various	Leventhorpe Swimming Pool	S. Whinnett		35,000		35,000		15,800	15,800	35,000	0		
Various	Fanshawe Pool	S. Whinnett	30,000	4,900		34,900	1,724	845	2,569	34,900	0		
72332	Ward Freman Swimming Pool	S. Whinnett	68,740			68,740	18,598	26,993	45,591	68,740	0	Works completed.	
72571	Leisure Development Project	W. O'Neill	0		77,500	77,500	38,238		38,238	77,500	0	Supplementary estimate agreed at 5.7 Exec & 6.7 Council for sub-station work.	
Various	Hertford Theatre	S. Whinnett/W. O'Neill	211,200	1,270		212,470	3,825	3,203	7,028	212,470	0		
72578	Drill Hall (Note 5)	W. O'Neill	0	200,000		200,000			0	200,000	0	On target for spend this year.	
72545	Presdales - Replace Pavilion	W. O'Neill	0	59,100		59,100	4,817		4,817	59,100	0	Retention & defects.	
72530	Community Planning Grants	W. O'Neill	20,000	19,700		39,700	30,306		30,306	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.	
72582	LSP Capital Grants	W. O'Neill	0	76,800		76,800	16,080		16,080	76,800	0	£10,000 committed to health partnership.	
Various	Capital Grants 2009/10 to 2011/12	C. Pullen	83,000	45,950		128,950	6,917		6,917	128,950			
72683	Village Hall Community Challenge	C. Pullen	11,000	11,400		22,400	500		500	22,400	0	Paid out £10K to Hunsdon Village Hall. £500 to Walkern Sports and Social Club.	
72512	Partnership Investment Fund	C. Pullen	26,000	43,600		69,600	8,000		8,000	69,600	0	6 allocations made in 2010/2011, totalling £42,961. Paid out £18,000 to 2 organisations. 3 awards made in August for 11/12, totalling £10,000 - no claims submitted yet. Applicants have a year to claim. Closing date for next funding round is 12 Dec.	
Various	Private Sector Improvement Grants	S. Winterburn	740,000	89,500		829,500	276,392		276,392	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	1,650		1,650	50,000	0		
72580	Vantorts Sawbridgeworth-Play Area Development Programme	C. Cardoza	0	50,000	30,000	80,000			0	80,000	0	Scheme approved by Members (NKD report July 2011). Currently at tender stage. Spend to be £80,000, £40,000 funded by EHC & £40,000 funded by Sawbridgeworth T.C.	
72583	Improvements to Works at Southern Country Park (Note 3)	C. Cardoza	36,000			36,000	24,061	2,455	26,516	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	Awaiting completion of housing on site by developer.	
72585	The Bourne, Ware - Play Area Development Programme	C. Cardoza	40,000			40,000			0	0	(40,000)	Subject to a Non-Key Decision report to be considered in early November which will consider a revised project. If successful this project will slip to 2012/13 to allow utilisation of external funding.	
71266	Capital Salaries	S. Chancellor	53,600			53,600			0	53,600	0		
TOTAL			2,144,940	653,620	107,500	2,906,060	1,096,453	82,061	1,178,514	2,856,560	(49,500)		

* 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

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CAPITAL MONITORING 2011/12

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

Exp. To 30/09/11

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 @ Sept '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	6,195	17,657	23,852	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		27,500	57,500		46,399	46,399	57,500	0	£27,500 transferred from EDM (£20k for SAN & £7.5k for Back Up Solution). Agreed at ITSG 15.9.11.
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)		(2,400)	(2,400)	(2,400)	Old year order cancelled.
71395	EDM - Corporate	P. Bowler	52,700	2,870	(27,500)	28,070			0	28,070	0	£27,500 transferred to Business Continuity (£20k for SAN & £7.5k for Back Up Solution). Agreed at ITSG 15.9.11.
71396	Enhancement of Telephony System	P. Bowler	0	3,400		3,400			0	3,400	0	
71402	Council Chamber Enhancements	P. Searle	0			0	(500)	500	0	0	0	
71408	Revenues & Benefits System	S. Tarran	43,000			43,000	30,000		30,000	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	10,000	75,480			0	75,480	0	£10,000 has been transferred from 71414, hardware Funding as further works have been identified.
71413	New Telephone System	P. Bowler	100,000	(14,700)	150,000	235,300	199,681	40,931	240,612	255,300	20,000	Completed.
71414	Hardware Funding	D. Frewin	120,650	2,750	10,000	133,400	83,674	19,208	102,882	133,400	0	£10,000 has been transferred to 71412, Renewal of Cabling as further works have been identified. £20k b/fwd from 2012/13 (agreed at ITSG 15.9.11)
71415	Applications	D. Frewin	72,000	5,700		77,700	1,000	18,550	19,550	77,700	0	
71416	Merging systems - Licensing & Env Health	B. Simmonds	15,000			15,000			0	15,000	0	
71405	Financial Management System	S. Chancellor	0		30,000	30,000		30,000	30,000	30,000	0	£30k b/fwd from 2012/13. Presented to Council 28.9.11
71362	Capital Salaries	P. Bowler	107,000			107,000			0	107,000	0	
Various	Asset Improvement Items - Council Offices	S. Whinnett	722,500	421,100		1,143,600	1,102,788	2,698	1,105,486	1,143,600	0	
71299	Replacement of Chairs & Desks	R. Crow	10,000	200		10,200	263	205	468	10,200	0	There are a number of areas where additional furniture may be required to address, covering a range of items that fell outside of the C3W refurbishment Programme and issues raised as part of the global work station assessments.
71411	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	200,000	2,083,970	1,385,605	211,244	1,596,849	2,101,570	17,600	

CAPITAL MONITORING 2011/12

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

Code	2011/12 Approved Schemes	Project Control Officer	Exp. To 30/09/11								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 @ Sept '11	2011/12 Actual to date	2011/12 Commitment Amount	2011/12 Total to Date	£			
Various	Refuse Collection & Recycling	C. Cardoza	286,000	11,960		297,960	73,778	33,242	107,020	267,960	(30,000)		
75168	Energy Efficiency & Carbon Reduction Measures (Note 1)	C. Cardoza	45,000			45,000			0	45,000	0		
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.	
72593	Procurement of a Land Rover	C. Cardoza	19,000			19,000	18,924		18,924	18,900	(100)	Project complete	
Various	Bircherley Green MSCP	S. Whinnett	625,000	2,900	(40,000)	587,900	25,315	12,775	38,090	587,900	0		
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	S. Whinnett		24,500	40,000	64,500	1,929	675	2,604	64,500	0	Retention and remaining fees to be paid. Further works required to lifts to comply with recent insurance inspection. See comment on 75240 (Bircherley Green).	
Various	Other Car Parks	S. Whinnett	227,500	51,900	73,050	352,450	81,344	8,545	89,889	352,220	(230)		
Various	Other Car Parks	N. Sloper	784,000	(697,150)	(34,050)	52,800			0	52,800	0		
75259	Grange Paddocks New Pedestrian Bridge	S. Whinnett	50,000			50,000	3,129	3,500	6,629	50,000	0	Works in progress.	
71267	Upgrade Pedestrian Route Grange Paddocks to Causeway	S. Whinnett	100,000			100,000		2,515	2,515	100,000	0	Works in progress.	
72590	Vantorts Open Space - Resurface Footpaths	S. Whinnett	10,000			10,000	7,770		7,770	10,000	0	90% Completed	
74102	Historic Building Grants	K. Steptoe	56,200	(4,400)		51,800	15,107		15,107	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. Budget may be needed for boilers for priority group due to restrictions on national WarmFront scheme.	
72572	What's On' signage in Bishop's Stortford	W. O'Neill	0	15,000		15,000			0	15,000	0		
74106	Heart of B/S - Market Improvement Scheme (Note 6)	W. O'Neill	0	50,300		50,300	1,011	1,208	2,219	50,300	0	Projects complete, within budget. Final account to be reconciled.	
74107	Heart of B/S - Riverside Improvement Scheme (Note 7)	W. O'Neill	0	68,380		68,380			0	68,380	0		
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)	4,538	803	166,200	0	Approximately £30,000 committed to fund landscape improvements to The Wash and around Hertford Theatre. Report to Exec 11.10.11 requesting that £35,000 be spent on refurbishing building at Hertford Regional College.	
TOTAL			2,326,200	(370,410)	39,000	1,994,790	224,572	66,998	291,570	1,964,460	(30,330)		

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 30/09/11

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 @ Sept '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
			£	£	£	£	£	£	£	£	£	
71262	Elizabeth Road Shops - Renew Water Main	S. Whinnett		15,000		15,000	91	6,500	6,591	15,000	0	Works commenced
75160	River & Watercourse Structures	G. Field	65,500	(7,500)		58,000	9,274	2,968	12,242	58,000	0	A design for the proposed bridge and associated works in Pishiobury Park Sawbridgeworth has been agreed. Application forms are still with the EA awaiting approval. A programme of other works are ongoing and where relevant are under discussion with other officers and the EA.
75166	Replace Footbridge Library Car Park, Ware	G. Field	150,000			150,000	315	3,250	3,565	150,000	0	A further structural survey has been carried out and we are awaiting the consultants report in order to assess the work that will be required. A meeting has also been arranged with British Waterways, as approval for any works will need to be granted by them.
75157	Footbridge Over River Stort	M. Shrosbree		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. Shrosbree		17,500		17,500			0	17,500	0	
72591	Castle Weir Micro Hydro Scheme	C. Cardoza	165,000			165,000			0	0	(165,000)	Subject to ongoing negotiations with the Environment Agency who have advised that the project may not proceed until summer 2012. Review of business case being prepared for the Executive. Project will slip to 2012.
TOTAL			380,500	132,100	0	512,600	9,680	12,718	22,398	340,500	(172,100)	

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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
	June	42	Adverse
	July	62	Favourable
	August	114	Adverse
			MONTH(S) REPORTED
	ITEM (in order of Corporate Priority)		
	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
1.4	HACKNEY CARRIAGE/PRIVATE HIRE SERVICE 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.		June
1.5	EMERGENCY PLANNING Issues around Travellers at Birch Green and the need to use Bailiffs over a weekend will result in the Emergency Planning budget being overspent. When the full implications are costed and after discussions have been taken place between the Director of neighbourhood		August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>Services and the Portfolio Holder any further action that is required will be undertaken. To date a delegated decision was approved on 31 August 2011.</p> <p>Fit for purpose</p>	
<p>1.6 TURNOVER</p> <p>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.</p>	April
<p>1.7 EFFICIENCY SAVINGS</p> <p>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.</p>	April
<p>1.8 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>	May
<p>1.9 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> 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.</p>	June
<p>1.10 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>essential Reference Paper 'C'</u> shows a projected overspend of £526k. This is predicted to be a worse case scenario and should reduce as more budgeted savings begin to be delivered.</p>	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.11 HARTHAM The sale of land associated with the supermarket development at Hartham will generate a windfall sum of £50k.	July
1.12 OFFICE MOVES 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 £21k.	July
1.13 INVESTMENT INCOME The movement and uncertainty in the financial markets has not made it conducive at this moment to invest further in structured deposits as per the original estimate. Therefore, investment income is anticipated to be £55k less than estimated.	July
1.14 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected over spend of £506k. Restructuring proposals are now underway to address the position.	August
1.15 INVESTMENT INCOME A report to Audit Committee on 21 September 2011 related that Investment Income will be less than estimated by circa £200k due to the economic climate. Pride in East Herts	August
1.16 CAR PARKS (PAY AND DISPLAY) 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.	April
1.17 CAR PARK COURT AND LEGAL FEES 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.	May

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.18 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>	May
<p>1.19 CCTV</p> <p>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.</p>	June
<p>1.20 RECYCLING MATERIALS HANDLING PROJECT</p> <p>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.</p>	June
<p>1.21 WASTE CONTRACT BUDGETS</p> <p>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.</p>	June
<p>1.22 HERTFORD THEATRE</p> <p>The planned hydro electric plant located at the Hertford Theatre has been delayed with an adverse £11k effect.</p>	July
<p>1.23 BULKY WASTE INCOME</p> <p>Bulky waste income is currently under recovering by 25% due to falling demand for the service and could result in a £13k adverse position.</p>	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.24 WASTE CONTRACT – TRANSITION COST There is an early indication that the costs of transition to the new waste contract have been lower than expected to date and an under spend of £100k is probable.	July
1.25 KERBSIDE DRY RECYCLING INCOME There is a possible £80k under recovery of income due to falling tonnage of materials collected regards kerbside dry recycling. This is a national trend associated with the economic downturn.	July
1.26 RECYCLING BANKS MAINTENANCE The recycling banks maintenance costs are reducing following the successful removal of glass, cans and plastic banks thus resulting in a £8k favourable position.	July
1.27 KERBSIDE DRY RECYCLING INCOME The situation regarding Kerbside dry recycling income is estimating a shortfall of £120k as opposed to £80k reported last month due to falling tonnage of materials collected. This is a national trend associated with the economic downturn. In the event that there is no improvement in the position by year end short fall in income will be met by a call on the earmarked reserve set up to meet volatility in this income stream.	August
1.28 TEXTILE BANK SCHEME There is a net adverse position of £6k estimated on the Textile Bank scheme which is based on the first full months trading.	August
1.29 CAR PARK TICKET ADVERTISING Income of £2k will not be achieved through advertising on car park tickets as there is no market for the service.	August
1.30 CAR PARK RESIDENTS SCHEME Income of £5k from car park charges at Elm Road will not be achieved due to the delay of the Chantry Residents Scheme.	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.31 TRADE WASTE SERVICE The net favourable position on the Trade Waste service of £23k is primarily as a result of an under spend on the contract of £33k resulting from lower levels of business in the current economic climate. Partly offset by £10k less income again as a result of the economic climate.	August
1.32 TRAVELLER INCURSION Unplanned expenditure of £1k for security costs at grange Paddocks to prevent Traveller incursion has been incurred.	August
Shaping now, shaping the future	
1.33 NEW HOMES BONUS GRANT 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.	April
1.34 PLANNING DISCHARGE OF CONDITIONS Income from Planning Discharge of Conditions is predicted to be £12k favourable due to a greater level of developer activity than anticipated.	June
1.35 DEVELOPMENT CONTROL INCOME Development Control income has begun to fall against profile and as at the end of period five is £32k adverse. It is too early to predict an outturn.	August
LEADING THE WAY, WORKING TOGETHER	
1.36 MEMBERS ALLOWANCE A review of the budget for Members Allowance has been identified an under spend of circa £65k.	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p data-bbox="185 396 727 432">1.37 MEMBERS IT EXPENSES</p> <p data-bbox="290 448 1197 611">Following a review of IT support given to Members, approval of a virement of £18k is sought from the projected under spend on Member's Allowance to cover Member IT expenses.</p>	August

G:\Hertford\Internal Customer Services\WP Wallfields\BS Work\Accountancy\MC Summary of previously reported variances-July 2011 healthcheck (12.10.11).doc

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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 August 2011	683	-553	130	907	-1,021	-114
<u>Changes in respect of previously reported items</u>						
In month favourable variances (y t d)						
Car Parks legal fees	0	1	1	0	0	0
Car Parks advertising	1	0	1	0	0	0
CCTV Contributions	3	0	3	0	0	0
Recycling Materials Handling	7	0	7	0	0	0
Hydro Electric Plant	3	0	3	0	0	0
Trade Waste	14	1	15	-18	0	-18
Discharge of conditions	0	0	0	0	0	0
Taxi Licensing	0	1	1	0	0	0
In month adverse variances (y t d)						
Turnover	0	-35	-35	0	-36	-36
Print/Desk Top Publishing	0	-5	-5	0	0	0
Office Moves	0	-8	-8	0	-4	-4
Investment Income	0	-35	-35	0	0	0
Bulky waste Collection income	0	-1	-1	0	0	0
Kerbside Dry Recycling income	0	-5	-5	0	-20	-20
Recycling Banks Maintenance	0	-1	-1	0	0	0
Elm Road Car Park	0	-1	-1	0	0	0
New Homes Bonus Grant	-122	0	-122	-122	0	-122
Members Allowances	-3	0	-3	-18	0	-18
<u>Newly reported items/items no longer reported</u>						
Previously unreported variances at 30 September						
Insurance	0	0	0	80	0	80
Corporate Training	22	0	22	25	0	25
IT Licences	0	-66	-66	105	0	105

Legal Fees income	0	0	0	100	0	100
Parking Enforcement Contract	94	0	94	30	0	30
Kerbside Dry Recycling expenditure	80	0	80	0	-15	-15
Trade Waste Sacks income	0	-2	-2	0	-3	-3
Hillcrest rental income	15	0	15	40	0	40
Leaf Clearance	0	0	0	0	-23	-23
Previously reported items no longer having out turn variance						
Local Services Support grant	-21	0	-21	-50	0	-50
Members Expenses	0	2	0	0	18	18
At 30 September 2011	776	-707	67	1,079	-1,104	-25
Month on month change	93	-154	63	172	-83	89
less previously unreported variances						
Insurance	0	0	0			
Corporate Training	22	0	22			
IT Licences	0	-66	-66			
Parking Enforcement Contract	94	0	94			
Kerbside Dry Recycling expenditure	80	0	80			
Trade Waste Sacks income	0	-2	-2			
Hillcrest rental income	15	0	15			
Leaf Clearance	0	0	0			
Car Parks legal fees (negative adjustment)	-1	1	0			
Trade Waste (negative adjustment)	-1	1	0			
Taxi Licensing (negative adjustment)	-1	1	0			
New Homes Bonus grant (negative adjustment)	-122	122	0			
Members Allowances (negative adjustment)	-3	3	0			
New Homes Bonus Grant (negative adjustment)	-21	0	-21			
Members Expenses (negative adjustment)	0	2	2			
In month variation	31	-216	187			

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE - 29 NOVEMBER 2011

REPORT BY THE DIRECTOR OF INTERNAL SERVICES

REVIEW OF DISCRETIONARY RATE RELIEF

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To consider options to reduce by £30k the current budget of £97k for Discretionary Rate Relief (DRR) from 1 April 2012 as proposed in the Medium Term Financial Plan.

RECOMMENDATION FOR DECISION BY CORPORATE BUSINESS SCRUTINY COMMITTEE that -
--

the Corporate Business Scrutiny Committee recommends to the Executive the preferred options of the Committee to achieve the £30k saving.
--

RECOMMENDATION FOR THE EXECUTIVE that -
--

The Executive receives the comments of Corporate Business Scrutiny Committee and recommends to the Council the preferred options.

Background

- 1.1 The Council has limited discretion to reduce the business rates payable by some of its tax payers. Discretionary Rate Relief (DRR) covers both Discretionary Charitable Rate Relief and Discretionary Rural Rate Relief
- 1.2 DRR can be granted either in its own right or as “top up” in addition to Mandatory Rate Relief (both mandatory charitable rate relief and mandatory rural rate relief) where the tax payer is by law entitled to a reduction.

- 1.3 The discretionary relief for all organisations under the current scheme expires in March 2012, and new applications will need to be completed by each organisation.
- 1.4 The current policy is detailed at **Essential Reference Papers B**.
- 1.5 The cost of Discretionary Relief is partly funded by the Council and partly by the Government. The percentages vary depending on the category. Mandatory relief is fully funded by the government.
- 1.6 The cost of the relief to the East Herts Council Taxpayer is approximately £97k as shown in **Essential Reference Papers C**.
- 1.7 Throughout this report figures exclude discretionary relief to the Council's leisure centres operator SLM in respect of the 6 properties managed by them. That relief is reflected in a reduced management fee paid by the Council. The annual sum is £26K.

Report

- 2.1 The same value for money principles apply to decisions on the budget for discretionary rate relief as to any other budget of the Council.
 - Is the expenditure aligned to achieve the Council's priorities?
 - Can clear outcomes from the expenditure be identified?
 - In the case of discretionary grants do the benefits to recipients and the wider community outweigh the cost to the council tax payer?
 - Is the Council applying its discretion fairly as regards one organisation against another within the regulatory framework which the Council must respect?

Given that all these taxpayers benefit directly or indirectly from Council services the awarding of 100% relief from rates needs to be considered carefully at a time when public finances are coming under great pressure.

- 2.2 The cost of the current scheme at £97k equates to an average contribution from council tax payers of £1.66 at band D and proportionately more for properties in higher council tax bands. There are currently just over 200 organisations receiving discretionary relief ranging from £22 per year to £7,794 per year.

- 2.3 In considering changes to the scheme it is appropriate to review both the total cost and the distribution of the relief across the organisations benefiting or potentially benefiting.
- 2.4 Top up discretionary relief is currently granted at 20% where mandatory relief has been granted on 80%. This means that these organisations do not pay any rates. The report sets out the financial implications of reducing this top-up to 10% in most cases, i.e. to provide 90% relief from the rates.
- 2.5 Discretionary relief (where there is no mandatory relief) is granted at either 75% or 50%. Essential Reference Paper B details which organisations fall into each category. The report sets out the implications of reducing the relief by 10 percentage points, ie to 65% and 40% respectively.
- 2.6 Discretionary Rural rate relief is currently granted at 50% when 50% mandatory relief is awarded, and also at 50% in some cases where mandatory relief is not granted. Essential Reference Paper B details which organisations fall into this category.
- 2.7 The implications of reducing the percentage of relief to existing recipients by 10 percentage points is illustrated **at Essential Reference Paper C** these are based on 2011/12 levels of awards.
- 2.8 The MTFP target is only £30K as against a £40k saving achieved by an across the board reduction of 10 percentage points and **Essential Reference paper C** identifies some other options. The Committee is being asked to indicate for each category of organisation which of options A to E is preferred and which in total will deliver the £30K. For some categories the Committee may wish to recommend no change and the Committee can opt to make savings other than set out in the table.

Background Papers

Local Government Finance Act 1988

Contact Member: Councillor M Tindale Executive Member for Finance

Contact Officer: Alan Madin Director of Internal Services_– Extn 1402

Report Author: Su Tarran Head of Revenues and Benefits

ESSENTIAL REFERENCE PAPER 'A'

<u>Contribution to the Council's Corporate Priorities/Objectives</u>	Discretionary rate relief supports all priorities by allowing some 200 organisations to put more of their resources in community activities.
<u>Consultation</u>	This report forms part of the consultation process and the public consultation on the budget will include this item.
<u>Legal Implications</u>	The sorts of organisation to which discretionary relief can be given is set out in statute.
<u>Financial Implications</u>	The MTFP for 2012/13 includes a reduction of £30k in the cost of discretionary relief.
<u>Human Resource Implications</u>	There are no human resource implications to be considered
<u>Risk Management Implications</u>	There are no risk management implications to be considered

Essential Reference Paper B

Category of Relief	Existing Policy to March 2012	Policy for 2012-13 to be determined
<p>[20%] Discretionary Charitable Relief (Top Up) is granted where Mandatory Charitable Relief is applicable <i>and there is a direct benefit to the local community.</i></p>	<ul style="list-style-type: none"> • Citizens Advice Bureaux • The Samaritans • Aged persons organisations • Disabled persons organisations • Youth associations • Village halls • Museums (regularly open to the public) • Animal Rescue (Animal Welfare) • Herts Aid -(Support for families and people suffering from AIDS) • Home Start -(Support for families with young children) • Isabel Hospice -(Charity gift shops benefiting the seriously ill) • St Elizabeth Home-(Charity gift shops benefit ting the disabled) • Victim Support-(Support group for victims of crime) • Leisure services – providing services at Grange Paddocks, Hartham, Fanshaw Pool, Leventhorpe and Ward Freeman Swimming Pool, 	
<p>[50%] Discretionary Rural Relief is granted where Mandatory Rural relief is applicable <i>and there is a direct</i></p>	<ul style="list-style-type: none"> • Village post offices/stores in a designated rural area with a rateable value up to £8500. 	

<p><i>benefit to the local community.</i></p>	<ul style="list-style-type: none"> • Food shops in a designated rural area with a rateable value up to £8500. • Sole public house or petrol filling station in a designated rural area with a rateable value up to £12500 	
<p>[75%] Discretionary Charitable relief is granted where Mandatory Charitable relief is <i>not applicable and there is a direct benefit to the local community.</i></p>	<ul style="list-style-type: none"> • Aged persons organisations • Disabled persons organisations • Youth organisations • Village halls • Museums (regularly open to the public) • Cultural societies • Sports clubs and sports grounds without a bar 	
<p>[50%] Discretionary Charitable relief is granted where Mandatory Charitable relief is <i>not applicable and there is a direct benefit to the local community.</i></p>	<ul style="list-style-type: none"> • Sports clubs and sports grounds (excluding golf clubs) with a bar • Schools, miscellaneous clubs and other organisations • Village stores in a designated rural area with a rateable value between £8500 and £16500 	

- OPTION A = SAVING ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)
 OPTION B = SAVING ON 10% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)
 OPTION C = SAVING ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM) & NO
 TOP UP RELIEF FOR SPORTS CLUBS WITH BARS
 OPTION D = SAVING ON 7.5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)
 OPTION E = SAVING ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM) AND NO
 TOP UP RELIEF FOR MUSEUMS

SUMMARY OF RELIEFS	NUMBER IN RECEIPT OF RELIEF A	MANDATORY RELIEF - NO COST TO THE COUNCIL B	DISCRETIONAR Y RELIEF - TOTAL GIVEN C	CURRENT COST TO COUNCIL D	OPTION A	OPTION B	OPTION C	OPTION D	OPTION E		
KEY :											
TOP UP CHARITABLE RELIEF											
YOUTH ORGANISATIONS	40	67,108.68	16,777.17	12,582.88	3,145.72	6,291.44	3,145.72	4,718.58	3,145.72	12,582.88	0.00
AGED PERSONS	4	11,556.20	2,889.05	2,166.79	541.70	1,083.39	541.70	812.55	541.70	2,166.79	- 0.00
VILLAGE HALLS	47	106,055.60	26,513.90	19,885.43	4,971.36	9,942.71	4,971.36	7,457.03	4,971.36	19,885.43	- 0.00
DISABLED PERSONS	9	50,103.92	12,487.36	9,365.52	2,341.38	4,682.76	2,341.38	3,512.07	2,341.38	9,365.52	-
MUSEUMS	6	64,440.24	16,110.06	12,082.55	3,020.64	6,041.27	3,020.64	4,530.95	12,082.55	12,082.55	-
SAMARITANS	1	4,503.20	1,125.80	844.35	211.09	422.18	211.09	316.63	211.09	844.35	0.00
CAB	4	15,830.48	4,866.92	3,650.19	912.55	1,825.10	912.55	1,368.82	912.55	3,650.19	-
EXTRAS - NOT IN A CATEGORY BUT INDIVIDUAL CASES FOR GRANTING	12	56,289.32	14,072.33	10,554.25	2,638.56	5,277.12	2,638.56	3,957.84	2,638.56	10,554.25	-
TOP UP CHARITABLE RELIEF TOTAL	123	375,887.64	94,842.59	71,131.94	17,782.99	35,565.97	17,782.99	26,674.48	26,844.89	71,131.94	-
DISCRETIONARY ONLY											
VILLAGE HALLS/HALLS	5	-	11,423.07	2,855.77	190.38	380.77	190.38	285.58	190.38	2,855.77	-
YOUTH ORGANISATION	1	-	7,794.00	1,948.50	129.90	259.80	129.90	194.85	129.90	1,948.50	-
SPORTS CLUBS WITHOUT BAR	10	-	3,599.36	899.84	59.99	119.98	59.99	89.98	59.99	899.84	-
SPORTS CLUBS WITH BAR	12	-	20,889.48	5,222.37	522.24	1,044.47	5,222.37	783.36	522.24	5,222.37	-
DISABLED	0	-	-	-	-	-	-	-	-	-	-
OTHER	4	-	220.44	55.11	5.51	11.02	5.51	8.27	5.51	55.11	-
DISCRETIONARY ONLY TOTAL	32	-	43,926.35	10,981.59	908.02	1,816.04	5,608.15	1,362.03	908.02	10,981.59	-
RURAL RELIEFS											
PUB	15	23,621.49	23,621.49	5,905.37	590.54	1,181.07	590.54	885.81	590.54	5,905.37	-
POST OFFICE	11	7,891.39	7,891.39	1,972.85	197.28	394.57	197.28	295.93	197.28	1,972.85	-
GENERAL STORE	5	5,737.25	5,737.25	1,434.31	143.43	286.86	143.43	215.15	143.43	1,434.31	-
PETROL FILLING STATION	4	6,368.17	6,368.17	1,592.04	159.20	318.41	159.20	238.81	159.20	1,592.04	-
FOOD SHOP	8	6,863.03	6,863.03	1,715.76	171.58	343.15	171.58	257.36	171.58	1,715.76	-
RURAL RELIEFS TOTAL	43	50,481.33	50,481.33	12,620.33	1,262.03	2,524.07	1,262.03	1,893.05	1,262.03	12,620.33	-
DISC RURAL ONLY											
DISC RURAL ONLY TOTAL	3	7,552.29	7,552.29	1,888.07	188.81	377.61	188.81	283.21	188.81	1,888.07	-
TOTALS	201	433,921.26	196,802.56	96,621.94	20,141.85	40,283.70	24,841.98	30,212.77	29,203.76	96,621.94	-

**OPTION A =
SAVING TO EHDC ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)**

**OPTION B =
SAVING TO EHDC ON 10% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)**

**OPTION C =
SAVING ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM) & NO TOP UP
RELIEF FOR SPORTS CLUBS WITH BARS**

**OPTION D =
SAVING ON 7.5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM)**

**OPTION E =
SAVING ON 5% REDUCTION IN GRANTING TO ALL (EXCLUDING SLM) AND NO TOP UP
RELIEF FOR MUSEUMS**

122,504.00	96621.935
58,122.99	58,122.99
2.107668583	1.662370346

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2011

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

SCRUTINY WORK PROGRAMME 2011/12

WARD(S) AFFECTED: None

Purpose/Summary of Report

- This report is intended to support the Corporate Business Scrutiny (CBS) Committee in reviewing and planning its work programme for 2011/12.

<u>RECOMMENDATION FOR DECISION BY CBS Committee that:</u>	
(A)	the work programme shown in this report be reviewed and agreed; and
(B)	the Scrutiny Officer be asked to make any changes, additions or arrangements as might be discussed in the meeting.

1.0 Background

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

2.0 Report

2.1 Essential Reference Paper B shows the detail of agenda items for the remaining 2011/12 committee meetings.

2.2 New topics will be added onto the draft agendas for 2012/13 following consultation with members in Spring 2012 as part of the scrutiny evaluation/planning workshops.

2.3 No new topics for scrutiny have been received from the public. An article explaining the role of scrutiny and inviting suggestions from

residents will appear in the Spring 2012 'Council Tax' edition of LINK magazine.

- 2.4 Members are asked to note that the next two meetings in the committee schedule are both **Joint Scrutiny** sessions to allow all members to consider budget setting and service planning for 2012/13. The next meeting of CBS will be 20 March 2012.

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'** which follows.

Background Papers

Four principles of good public scrutiny published by CfPS (Centre for Public Scrutiny) [click here for link to CfPS external site](#)

East Herts Council's own current guidelines for selecting issues for review.

A summary of this information is printed at the back of Essential Reference Paper B.

Contact Member: Cllr David Andrews, Chairman: Corporate Business Scrutiny Committee

Contact Officer: Lorna Georgiou, Performance and Improvement Co-ordinator and acting manager – Extn 2244

Report Author: Marian Langley, Scrutiny Officer

ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives</p>	<p>Effective use of the scrutiny process contributes to the Council's ability to meet two core 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>Leading the way, working together <i>Deliver responsible community leadership that engages with our partners and the public.</i></p> <p>In monitoring the performance of the council's services and action plans, the Committee is monitoring the Council's achievement of all of its corporate objectives.</p> <p>Any additional issues identified for scrutiny will relate to at least one of the Council's corporate objectives.</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from members of the public, the Executive and all Members.</p>
<p>Legal:</p>	<p>According to the Council's constitution, the scrutiny committees are responsible for the setting of their own work programme in consultation with the Executive and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.</p>
<p>Financial:</p>	<p>Any additional meetings and every task and finish group has resource needs linked to officer support activity and time for officers from the services to make the required input.</p>
<p>Human Resource:</p>	<p>none</p>
<p>Risk Management:</p>	<p>Matters which may benefit from scrutiny may be overlooked. The selection of inappropriate topics for review would risk inefficient use of resources. Where this involved partners, it could risk damaging the reputation of the council and relations with partners.</p>

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**Scrutiny work programme
Essential Reference Paper B**

Corporate Business Committee work programme 2011/12 and into 2012/13

meeting	date	topic	Contact officer/lead	Next Exec
THIS CIVIC	YEAR			
Member Information	on-line from 21 Nov 2011	Proposed Service Options covering all committee remits		
6 in 11/12 JOINT	17 Jan 2012 Report deadline 4 Jan	<ul style="list-style-type: none"> • Residents' Survey - results BUDGET ITEMS <ul style="list-style-type: none"> • Capital Programme 2011/12 (Revised) to 2014/15 • Treasury Management Strategy Statement 2012/13 (inc Minimum Revenue Policy Statement) and Annual Investment Strategy • Fees and Charges 2012/13 • Service Estimates - Revenue Budget Probable 2011/12 – Estimates 2012/13 • Consolidated Budget Report: Probable Outturn 2011/12: Revenue Budget 2012/13: Medium Term Financial Plan 2012/13 to 2015/16 	<ul style="list-style-type: none"> • Lorna Georgiou • Simon Chancellor • Paul Mitchell • Mandy Barton • Mick O'Conner • Alan Madin 	7 Feb 2012
7 in 11/12 JOINT	14 Feb 2012 Report deadline 1 Feb	SERVICE PLANS ESTIMATES AND FUTURE TARGETS	<ul style="list-style-type: none"> • Lois Prior (with HoS on standby to attend scrutiny if needed) • Karl Chui 	6 Mar 2012
8 in 11/12	20 Mar 2012 Report deadline 7 Mar	<ul style="list-style-type: none"> • review of progress on Community & Public Engagement TBC • Data Sharing Protocol (following full review) • Healthcheck through to Jan 2012 • Work programme 2012/13 	<ul style="list-style-type: none"> • Will O'Neill/Mekhola Ray • Neil Sloper • Lorna Georgiou/Karl Chui • Marian Langley 	22 May 2012

**Scrutiny work programme
Essential Reference Paper B**

NEXT CIVIC	YEAR			
1 in 12/13	29 May 2012 Report deadline 16 May	<ul style="list-style-type: none"> • 2011/12 Out-turns and 2012/13 Targets • Healthcheck (included/separate?) • Service Plan Oct 2011 – March 2012 monitoring • Work Programme 2012/13 	<ul style="list-style-type: none"> • Lead Officer - Performance • Lead Officer - Performance • Lead Officer – Corporate Planning • Scrutiny Officer 	10 July 2012
2 in 12/13	17 July 2012 Report deadline 4 July	<ul style="list-style-type: none"> • Annual Governance Statement 2012/13 • Comments, Compliments and Complaints (3Cs) – annual report • Work programme 	<ul style="list-style-type: none"> • Director • Head of Customer Services • Scrutiny Officer 	7 Aug 2012
3 in 12/13	21 Aug 2012 Report deadline 8 Aug	<ul style="list-style-type: none"> • Corporate Annual Report 2010/11 • 4 year Corporate Strategic Plan (2013/14 to 2016/17) • Medium Term financial strategy (2013/14 to 2016/17) • Healthcheck through to June 2012 • Work programme 	<ul style="list-style-type: none"> • Lead Officer – Corporate Planning • Lead Officer – Corporate Planning • Director of Internal Services • Lead Officer - Performance • Scrutiny Officer 	4 Sept 2012 9 Oct 2012

The four principles of good public scrutiny:

- *provides ‘critical friend’ challenge to executive policy-makers and decision-makers*
- *enables the voice and concerns of the public and its communities*
- *is carried out by ‘independent-minded governors’ who lead and own the scrutiny role*
- *drives improvement in public services*

Currently within East Herts Council, the criteria for selecting issues:

For the Scrutiny Committee to select an issue to review, it must meet all of the following criteria:

- Of local, and preferably current, concern
- Linked to the council’s corporate objectives
- Capable of being influenced by this committee
- Of manageable scope – focused rather than too wide ranging
- Of sufficient scope to warrant a scrutiny review – not something that can be easily fixed by meeting with the service provider
- Not being scrutinised elsewhere (eg another Scrutiny Committee)

At the last scrutiny evaluation there was a feeling, in the light of the current economic climate and limited resources, that **there should also be some consideration given to:**

- areas where significant costs might be incurred or could be saved
- minimising the level of risk associated with the topic/issue
- the length of time since the topic was last reviewed.

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