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Jeff Hughes

*Head of Democratic and Legal
Support Services*

MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 29 MAY 2012
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE:

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

Conservative: Councillors S Bull and K Crofton.

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:
PETER MANNINGS
01279 502174

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. Appointment of Vice Chairman

2. Apologies

To receive apologies for absence.

3. Minutes - 20 March 2012

To confirm the Minutes of the meeting of the Committee held on Tuesday 20 March 2012 (Previously circulated as part of the Annual Council Minute book for 16 May 2012).

4. Chairman's Announcements

5. Declarations of Interest

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

6. Review of Comments, Compliments and Complaints April 2011 to March 2012 (Pages 5 - 20).

7. East Herts Communication Strategy 2012 (Pages 21 - 42).

8. 2011/12 End of Year Service Planning Report (Pages 43 - 54).

9. 2011/12 Performance Outturns (Pages 55 - 126).

10. Scrutiny Work Programme - 2012/13 (Pages 127 - 134).

11. 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.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 MAY 2012

REPORT BY HEAD OF CUSTOMER SERVICES

6. REVIEW OF COMMENTS, COMPLIMENTS AND COMPLAINTS APRIL 2011 TO MARCH 2012

WARD(S) AFFECTED: All.

Purpose/Summary of Report

- To provide a summary of the formal comments, compliments and complaints (3Cs) logged by the Council between April 2011 and March 2012.
- To highlight the key issues arising from these 3Cs.
- To present the 3Cs action plan for 2012/13.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> That:	
(A)	The report summarising comments, compliments and complaints be received.
(B)	The actions detailed in this report be approved.

1.0 Background

- 1.1 The Council's corporate comments, compliments and complaints procedure (3Cs) was implemented in January 2009.
- 1.2 Quarterly monitoring of complaints is undertaken by Directorate Management Teams and an annual summary of 3Cs is presented to CMT.
- 1.3 Corporate Business Scrutiny on 14 July 2009 resolved that an annual report on 3Cs be added to the committee work programme.

2.0 Report

2.1 Performance

The Council regularly received more compliments than complaints. The Council recorded 156 (30% less than the previous year) formal comments, compliments and complaints in 2011/12. The number of Stage 1 complaints fell to 62, the number of Stage 2 (appeals) remained almost the same at 21. The Council's performance 1 April 2011 to 31 March 2012 is summarised below:

Performance Indicator	Performance 1 April 2011 – 31 March 2012 (2010/11 figures in brackets)
EHPI 5.1, % of complaints resolved in 14 days or less 2011/12 Target = 90%	<p>Overall Performance - 62.5% (72.3%)</p> <p>Customer and Community Services – 87.5% (96.2%)</p> <p>Internal Services – 83.3% (70.5%)</p> <p>Neighbourhood Services – 51% (43.3%)*</p> <p><i>*Longer resolution times in Neighbourhood Services compared to other Directorates reflect the additional time required to handle planning complaints. (15 cases escalated to Stage 2 in 2011/12).</i></p> <p>Comments:</p> <p>The percentage decreases in performance represent a difference in number of one or two, given the number of formal complaints recorded.</p>
EHPI 5.2a, % of complaints about the Council and its services that are upheld: 1 st Stage 2011/12 Target	<p>Overall Performance - 29% (32%)</p> <p>18/62 stage 1 complaints</p> <p>Customer and Community Services – 33% (31%)</p> <p>Internal Services – 69% (73%)</p> <p>Neighbourhood Services – 15% (51%)</p> <p>Comments:</p>

= 25%	The number of Stage 1 complaints upheld has fallen closer to target.
EHPI 5.2b, % of complaints about the Council and its services that are upheld: 2 nd Stage – appeal	Overall Performance – 14% (4%) 3/21 stage 2 complaints Customer and Community Services – 17% (14%) Internal Services – 50% (0%) Neighbourhood Services – 11% (0%)
2011/12 Target = 25%	<i>*All complaints progressed to Stage 2 (appeal) have passed through Stage 1 of the complaint process.</i>
	Comments: Given the low volume of Stage 2 complaints (21), an increase in one or two upheld will show a significant % change in performance.
EHPI 5.4, % of complaints to the Local Government Ombudsman that are upheld	0% 19 complaints were subject to decision by the Local Government Ombudsman. 11 were investigated and none were upheld.
2011/12 Target = 0%	<i>See section 2.5 of the report for further details</i> <i>See section 2.5 of the report for further details</i>

2.2 Volumes

2.2.1 The volumes of formal comments, compliments and complaints recorded are shown below, with last year's noted in brackets:

	April – June	July – September	October – December	January – March	Total
Comments	0 (2)	0 (0)	0 (0)	0 (0)	0 (2)
Complime	21 (30)	20 (25)	22 (41)	31 (31)	94

nts					(127)
Complaints Stage 1	19 (37)	11 (13)	17 (24)	15 (20)	62 (94)
Complaints Stage 2	3 (5)	7 (8)	3 (5)	8 (5)	21 (23)
3Cs	40 (60)	31 (38)	39 (65)	46 (51)	156 (223)

(Please note: Stage 2 complaints pass through Stage 1 so are not added to the grand total).

2.2.2 The large number of compliments recorded reflects the use of the 3Cs system by Building Control to record their post visit survey results – 67 compliments logged.

2.2.3 The number of formal complaints recorded this year has fallen by almost a third. It is noted that the formal complaints recorded cover a wide variety of issues, last year a few significant issues such as the introduction of charging for replacement waste bins generated higher volumes of the same complaint.

2.3 Source of Complaints

2.3.1 The chart (**Essential Reference Paper B**) shows that customers prefer to raise formal complaints in writing either by letter (45%) or e-mail (40%). This illustrates the role of the 3Cs procedure for customers, handling formal complaints as opposed to issues and enquiries raised by other means, which are resolved as quickly as possible.

2.4 Cause of Complaints

2.4.1 The main causes of complaint are shown in **Essential Reference Paper C**. The top four reasons are: Disagreement with Council Policy/Decision (22%), Quality of Service (22%), Failure to Deliver a Service (17%) and Disagreement with Officer Decision (12%).

2.4.2 Customers may disagree with legislation, Council policies and the implementation of these by officers; there is often little that can be done in such circumstances to resolve a customer's dissatisfaction. However, complaints regarding

the 'quality of service' and 'delivery of service' feature within the main causes of complaint. It would appear that customers have experienced difficulties in the way in which their services are being delivered. Council services can take action to resolve and prevent such complaints.

2.5 Corrective Action taken following 3Cs

2.5.1 Key actions taken in response to issues raised in the last year are shown in **Essential Reference Paper D**. 10 out of 27 complaints upheld were concerning delivery of service followed by team meeting to discuss improvements and staff training. It would appear from the corrective action that services have discussed and improved the processes of getting things done and services delivered.

2.5.2 Key improvement actions are summarised below by directorate:

Neighbourhood Services

<u>Service</u>	<u>Action/Improvement</u>
Housing	Apologies for staff conduct
Development Control	Apologies for the way service was provided. Apologies for incorrect dealing with enquiries and things put right. Apologies for lack of communication.

Customer and Community Services

<u>Service</u>	<u>Action/Improvement</u>
Refuse and Recycling	Apologies for failure to deliver service, service provided.
Customer Services	Apologies for technical difficulties with systems. Apology for staff conduct

Internal Services

<u>Service</u>	<u>Action/Improvement</u>
Facilities	Apology in breakdown of communication

	Replacement of Union Jack on Wallfields
Housing Benefits	Apology for misunderstanding and reviewed decision Apologies for delay in service delivery
Revenues	Apologies for delays in response. Apologised for delay and cleared costs Apologised for attitude of staff and corrected information on database Apologised for incorrect information on database Apology for technical difficulties with systems.

2.6 Local Government Ombudsman

2.6.1 The Annual Review Letter from the Local Government Ombudsman (LGO) will be published in June. Provisional statistics for 1 April 2010 to 31 March 2012 have been received and are presented in this report. The Annual Review Letter will be published on our website and a copy included in the Members' Information Bulletin.

2.6.2 19 cases were decided during this period. No cases of maladministration were identified. The decisions made were classified as follows:

<u>Decision</u>	<u>No of cases</u>	<u>Service</u>
No power to investigate	1	Environmental Services
No reason to use exceptional power to investigate	1	Facilities
Investigation not justified and other	1 1 4	Parking Planning Enforcement Development Control.
Not enough evidence of fault	1 1 2	Parking Planning Enforcement Development Control

No or minor injustice and other	1 1 5	Finance Licensing Development Control
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2.6.3 Six cases were passed from the LGO to the council as premature complaints as the authority had not had the opportunity to respond to the complainant.

2.6.4 The Council's performance in respect of complaints made to the Local Government Ombudsman continues to demonstrate that the Council follows its procedures and complaints procedures, taking corrective action where necessary.

2.7 Customer Survey

2.7.1 A direct survey of complainants resulted in insufficient responses for analysis, with comments about continued dissatisfaction with the outcome of legal or policy decisions being raised.

2.7.2 The Resident's postal survey undertaken between August – October 2011 (1,317 responses) found that 29% of those surveyed had contacted the Council with a complaint. However the figures suggested by the survey response are in direct contrast to the number of formal complaints the Council recorded. Since the 3Cs programme is well established at the council we must seek some other explanation for the return figures. Officers believe that the explanation that best fits the figures is that respondents have counted requests for service as complaints. This is most likely to occur with surveys which are undertaken using a postal questionnaire methodology.

2.7.3 When asked to expand on their experience the results below were recorded:

- 64% satisfied with the ease with which they were able to complain (19% dissatisfied)
- 48% satisfied with time taken to deal with the complaint (37% dissatisfied)
- 41% satisfied with how the complaint was managed

- 39% satisfied with how the complaint was handled overall
- 41% satisfied with final outcome.

2.7.3 In terms of outcome, it is important to note that customers may remain dissatisfied if their complaints are not upheld. The Council has many statutory functions and policies which may result in a difference of opinion with what the customer would like to happen or be done.

2.7.4 The results may have been clearer if a definition of a complaint had been included in the survey (and will be in the future).

2.7.5 The results appear to indicate that whilst the accessibility, method and process of making a complaint are good; the management of the complaint through the procedure needs further investigation to ensure we are providing the best communication and service possible.

2.8 Actions

Based on the review of complaints the Council is taking the following actions in 2012/13:

Action	Reason	Timescale
Include a definition of a formal complaint and clearer language in customer surveys	To ensure survey's record information about formal complaints and to exclude general dissatisfaction or service requests as far as possible.	Immediate
Conduct a review to identify and analyse complaints where complaint handling has been an issue, to identify key learning and improvements.	The resident's survey highlighted some potential concerns about the process of managing a complaint.	Q1 2012/13
Include a specific customer complaints	The resident's survey highlighted some	Q2 2012/13

survey in Link to further validate concerns expressed regarding complaint processing.	potential concerns about the process of managing a complaint.	
Introduce logging of complaints by Customer Services at the first point of contact. This will ensure speed of response as there is no delay on logging and maximise recording of formal complaints.	Recorded complaints have fallen by a third.	Introduce in May 2012
Refresher training for all staff through staff briefings and for complaint champions	Recorded complaints have fallen by a third.	Q2 and Q3 2012/13
To review a sample of complaints to establish any key issues that may be impacting the quality and delivery of service and propose appropriate actions. This will also ensure corrective actions were completed.	Both the quality of service and failure to deliver a service were a cause for complaint in 39% of complaints.	Q2 and Q3 2012/13

3.0 Implications/Consultations

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

Background Papers

None.

Contact Member: Councillor Tony Jackson, Extn: 1642.
anthony.jackson@eastherts.gov.uk

Contact Officer:

Neil Sloper, Head of Customer Service,
Extn: 1611. neil.sloper@eastherts.gov.uk

Report Author:

Sue Richardson, Customer Services
Manager, Extn: 1685,
sue.richardson@eastherts.gov.uk

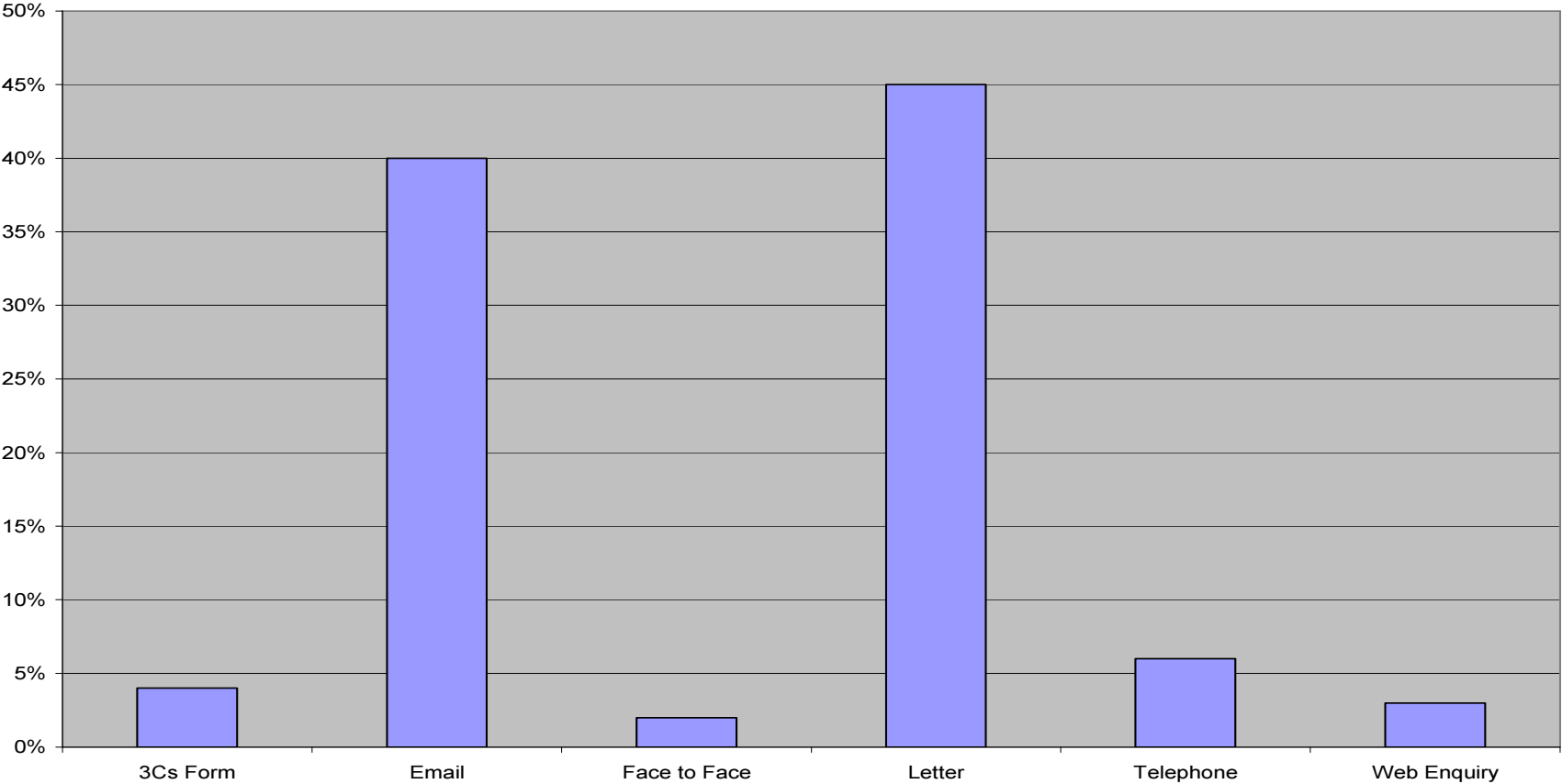
ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<p>Priority: People</p> <p>This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Corporate Objective: Maintain our core services to a good standard and ensure high satisfaction with the council as measured through the biennial Residents Survey.</p>
Consultation:	<p>CMT endorsed the integration of 3Cs monitoring within the 'health check' management process on 30 June 2009.</p> <p>Heads of Service have been consulted in the preparation of this report for CMT.</p> <p>On-going operation of the 3Cs procedure includes the involvement of feedback champions from all directorates.</p>
Legal:	<p>There is no legal requirement to operate a complaint system. However, the legal consequence of not addressing a complaint through the council's complaint procedure could be significant. Best practice indicates that if complaints are dealt with at an early stage, this reduces an escalation of the complaint, potentially to a legal claim.</p>
Financial:	<p>There are no capital or revenue costs associated with this report.</p> <p>However, claims for damages and compensation could be significant should the 3Cs procedure not be followed to rectify any issues as soon as they arise in a professional and timely manner.</p>
Human Resource:	<p>Each frontline service has a member of staff who is knowledgeable about the 3Cs procedure and administers compliments, comments and complaints on the database on behalf of the service (3Cs champions).</p>

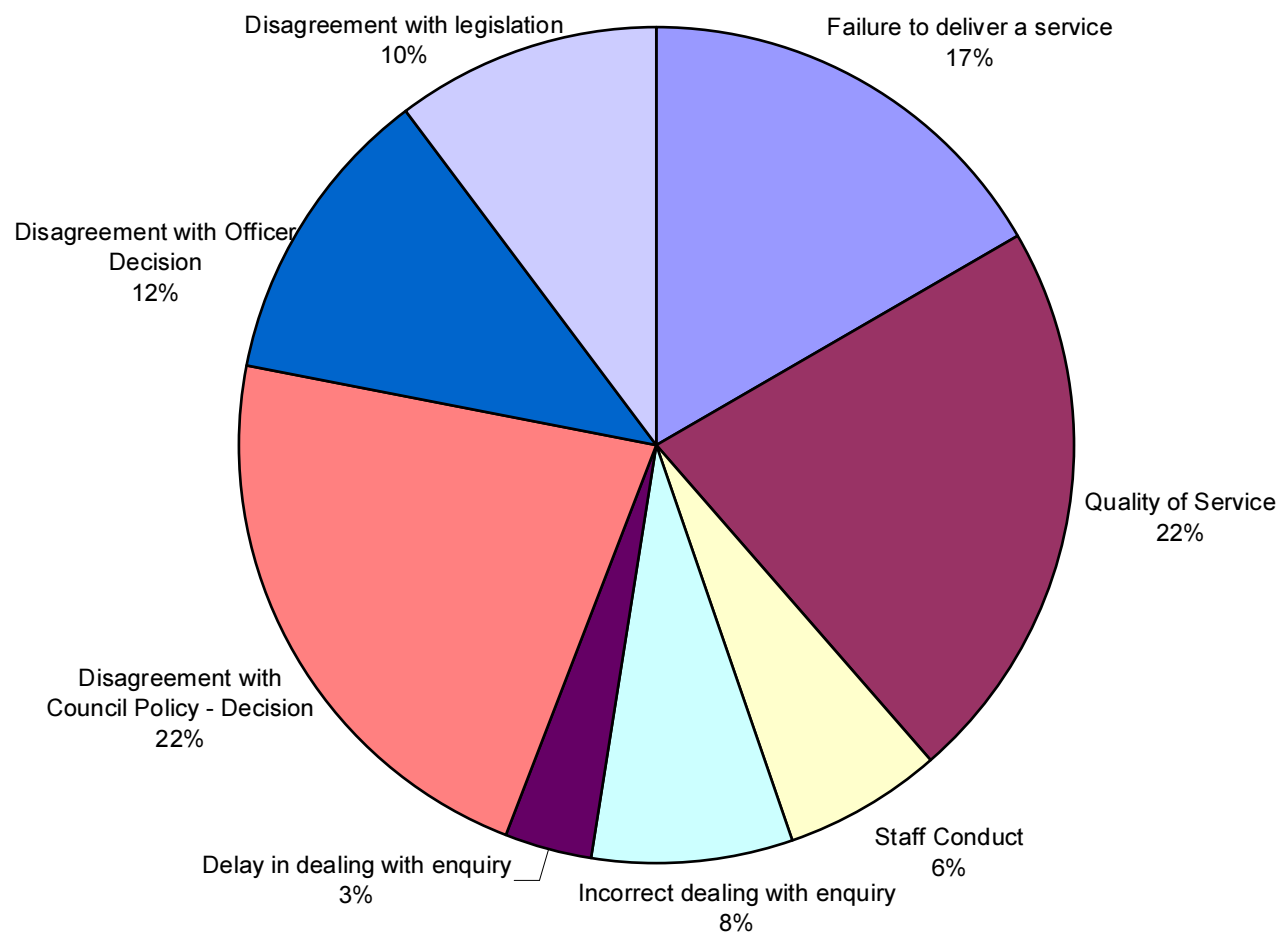
<p>Risk Management:</p>	<p>The Local Government Ombudsman (LGO) prefers that a complaint should first be dealt with through the council's complaint procedure. However, if the complaint is sufficiently serious the LGO may choose to investigate immediately. An explanatory leaflet entitled 'Complained to the council? Still not satisfied?' is available at council reception desks.</p> <p>The cost of failing to follow our complaint procedure in dealing with a justified complaint is that the matter is not resolved, causing further complaint to the LGO and negative press coverage damaging our reputation as a council, not just a single service.</p>
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Complaint by Method of Receipt

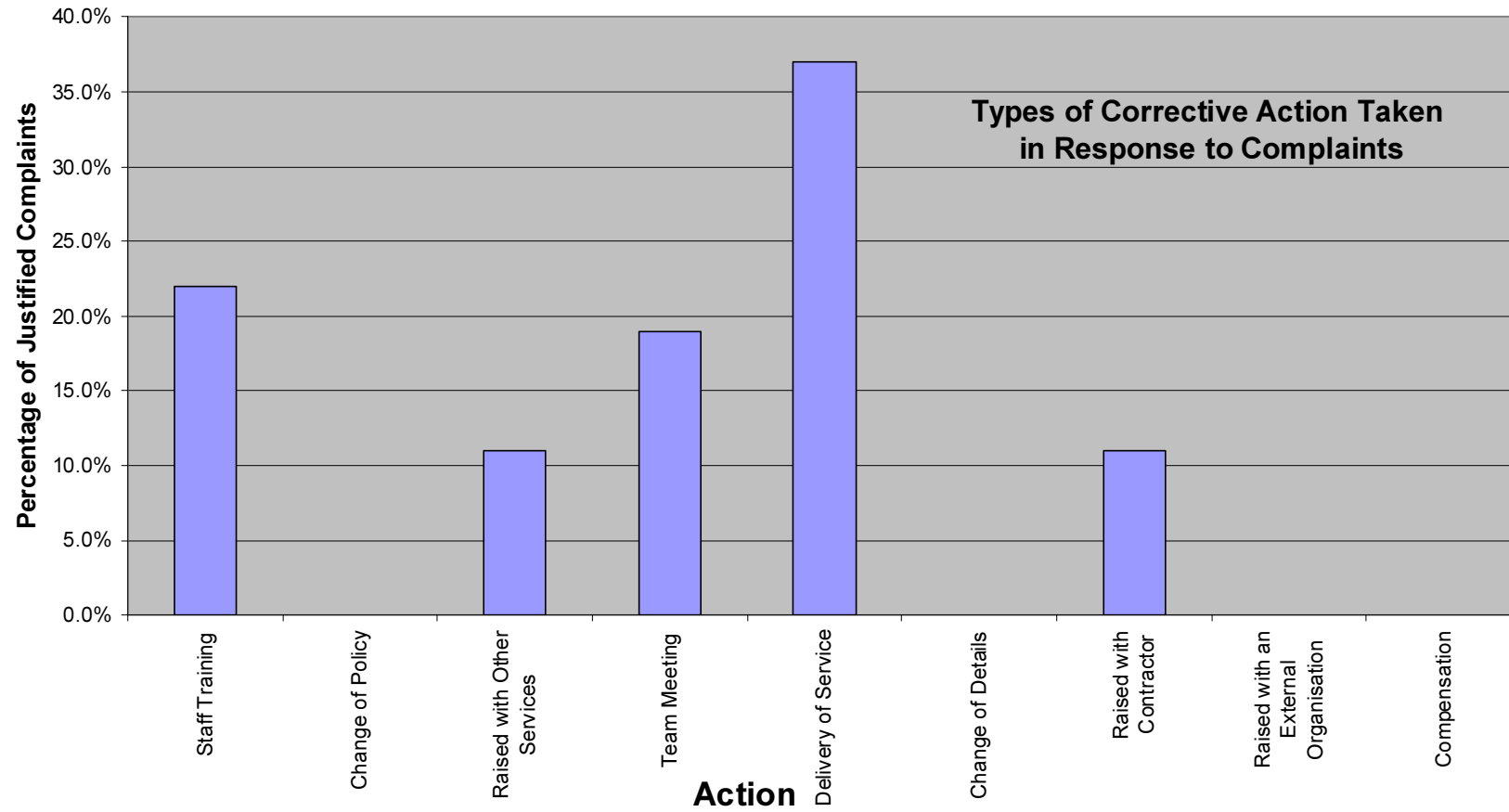


ESSENTIAL REFERENCE PAPER 'C'

REASONS FOR COMPLAINTS APRIL 2011 - MARCH 2012



ESSENTIAL REFERENCE PAPER 'D'



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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 MAY 2012

REPORT BY THE CHIEF EXECUTIVE AND DIRECTOR OF CUSTOMER AND COMMUNITY SERVICES

7. EAST HERTS COMMUNICATION STRATEGY 2012

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To introduce a new Communication Strategy and Action Plan together with a set of social media principles.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> That:	
(A)	The 2012 East Herts Communication Strategy be approved.

1.0 Background

1.1 East Herts Council currently has no formally adopted Communication Strategy. This report recommends the introduction of a Communication Strategy and presents an initial version alongside an indicative rolling action plan for 2012.

1.2 The strategy seeks to both, review the way we use traditional channels of communication, and to develop a range of other channels such as social media and councillor engagement, to ensure that we engage and communicate with our various audiences in the most efficient and cost effective way.

1.3 The Task and Finish Group on Community and Public Engagement (2011) recommended improvement actions for communications and these have been addressed in the strategy.

2.0 Report

2.1 The draft version of the Communication Strategy is attached as **Essential Reference Paper B** with an indicative Communications

Campaign Action Plan 2012 and The Social Media Principles attached as **Essential Reference Papers C and D** respectively.

3.0 Implications/Consultations

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

Background Papers

None.

Contact Member: Councillor Tony Jackson, Extn: 1642.
anthony.jackson@eastherts.gov.uk

Contact Officer: Will O'Neill – Communications and Engagement Manager, Extn: 1594. will.oneill@eastherts.gov.uk

Report Author: Lorna Georgiou – Communications Team Leader, Extn: 2244. lorna.Georgiou@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
Consultation:	<i>The report has been circulated to Heads of Service for comments.</i>
Legal:	N/A
Financial:	<i>There are no direct financial implications as a result of this report however as further options are explored there may be a necessity to invest in particular tools.</i>
Human Resource:	N/A
Risk Management:	<i>Risks are addressed by the introduction of training and a set of new social media principles.</i>

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Communications Strategy

1. Introduction

The way we communicate is key to helping us achieve the council's vision and priorities. This strategy provides a framework to ensure that we enhance the reputation of East Herts by proactively and systematically providing clear, co-ordinated and effective communication and engagement.

The strategy sets out:

- what we aim to achieve through communication.
- the principles that we will follow in communicating with the people who live in, work in and visit the district
- the audiences that we want to communicate with
- the channels of communication that we will use
- a structure and process for generating and delivering key messages
- the protocols and training that we need to establish to enable us to use new media efficiently, effectively and safely.

Our overarching aim will be to systematically target identified audiences through a range of channels with key messages and campaigns designed to protect and enhance the reputation of the council. By taking an audience-led proactive approach we will increase the relevance of the information we provide and improve the efficiency with which we deliver it.

This strategy is also designed to complement the council's engagement with its communities and stakeholders by communicating through partnerships and networks of influence.

The Code of Recommended Practice on Local Authority Publicity has seven principles (lawful, cost effective, objective, even handed, appropriate, have regard to equality and diversity, and be issued with care during periods of heightened sensitivity) which will be built into all our communications activity.

This strategy will be supplemented with guidance to officers and councillors and will be reviewed on an annual basis to ensure that it remains relevant.

2. Audiences

East Herts Council is responsible for the delivery of a wide range of services. Delivery of these services, our strategic vision and future plans can have different impacts on groups, organisations and individuals across the district. The target audience of any communication, therefore, will vary depending on what is being communicated. In some case people may belong to more than one audience group.

Our audiences include:

- Council tax payers and residents
- Those working in and visiting East Herts
- Prospective residents
- Specific civic, residential and community groups, including communities in rural or urban areas, or ethnic minority communities, faith groups, older, young and disabled people and vulnerable and socially excluded groups
- Businesses in the district and those who may relocate or invest here
- Voluntary organisations and groups
- Stakeholders and partners, including town and parish councils
- Central Government and Government offices
- The local, regional and trade media (press, radio and television)
- East Herts councillors and employees
- Key influencers/community leaders
- Service users
- Shared services

3. Messages

Strategic messages will largely be determined by the Corporate Strategic Plan which sets out our vision on a 4 yearly basis, and the priorities and objectives that will action that vision. For 2012 the vision for East Herts Council is:

To improve the quality of people's lives and preserve all that's best in East Herts

The communications service will continue to operate an account management structure, where every service, executive member and committee chairman will have a nominated communications representative. Within the strategic framework and through the account management system the communications service will identify the messages that need to be communicated and these will be categorised as follows:

- Good news stories
- Change management
- Topical messages
- Service messages
- Event promotion
- Reputation management.

The account management process will:

- develop a coordinated formal arrangement by which the communications service actively identifies topical messages in consultation with its clients: executive members, committee chairs, councillors, heads of services and senior managers affording regular opportunity to raise and discuss potential communications issues.
- provide a coherent framework by which the communications service can evaluate communications need across the council and both prioritise and focus resource in order to be more strategic, effective and efficient.
- enable the communications service to align its activity with key corporate measures (priorities, service plans, etc.) with the expectations of senior management, and with the news agenda as it develops and/or is set by external forces.

4. Communication channels

It is important that we use the most appropriate channels of communication for our identified audiences and for the messages that we want to communicate. Our various audiences have very differing requirements and needs and therefore require to be

treated in a variety of ways. Our main communication channels are outlined below.

External Communications

Printed Media

- **Press Statements, Media Releases and Features**
The communications service runs a press office function, producing responses to media enquiries and proactive releases to publicise council services, decisions and performance.
- **Link Magazine**
Link is the council's magazine that provides information and features about the council and its services, as well as details of council events in the district and issues on which specific council teams and members want to consult with the public. We are also able to accept paid advertising which provides a small amount of income. Each councillor will receive twelve copies of Link magazine to distribute in their ward.
- **Service Information**
The communications service should be consulted with regards to front facing documents to ensure they meet corporate branding guidelines. These include leaflets about council services and procedures, strategy and consultation documents, as well as newsletters targeted at specific groups or service users.
- **Third Party Outlets**
East Herts Council will look to communicate with the community through mediums already available such as parish magazines (as recommended by the Community and Public Engagement Task and Finish Group 2011).

Broadcast Media

- **Television and Radio Interviews**
These are arranged where the council feels it is appropriate in order to communicate a particular message or on request from the local media.

Electronic Media

- **Email**

Recent studies show that email is still one of the preferred channels of communication. It is proposed that email mailing lists are established for key audience groups, which will allow people to sign up for the information they want and need, directly to their inbox.

- **New Media**

Social and new media has changed the way millions of people communicate. It encompasses a wide range of networks, tools and mediums through which people can communicate in multiple ways and formats. People are able to share content, opinions, information and ideas through text, images, video and audio. The council has recently increased its usage of social media especially Twitter and this is starting to prove beneficial to the quality of communication exchanges. In addition it is proposed that the communications service will actively pursue engagement in online conversations with the messages identified in the action plan.

There are many benefits to ensuring we maximise the use of social media. These range from reduction in costs associated with face to face interaction, to harder to quantify qualitative reputational changes achieved through more sustainable conversations rather than confrontations.

The council primarily uses the following forms of social media:

Twitter – The council has an active Twitter account that is currently used solely by the communications service. Our strategy will be to extend the authority to Tweet to heads of service, senior managers, the executive and committee chairs. The authority to Tweet will only be activated on completion of appropriate training which will be arranged by the communications service. In addition councillors will be encouraged and supported to set up their own twitter accounts that will enable them to effectively engage with a wider cross section of their communities.

MySpace – East Herts Council currently has a MySpace page. However this has not been an effective tool for engaging with our audiences and with the re-introduction of Facebook it will be redundant. It is therefore proposed that the account is deleted.

Facebook – This will be reintroduced and be available to communicate time limited initiatives and special projects. The communications service will be responsible for the Facebook page, working alongside services to determine and create suitable content.

A set of online social media principles is included as an appendix to this strategy. The principles are intended to outline how East Herts Council's values should be upheld by authorised users in the online social media space when engaging as officers and members of the council.

- **Website**

Our website, www.eastherts.gov.uk, is an increasingly important forum for public communication and transactions. The communications team will continue to support the quality of content on the website, provide guidance and apply best practice to ensure good use of the site for communicating with residents. Our strategy aspires to develop intelligent links that add value to customers engaging with our website.

- **Network**

The e-bulletin sent out fortnightly to subscribers keeping them up to date with East Herts Council news. It is based on recent press releases.

Engagement and Partnerships

- **Councillor engagement**

Members are a unique and natural conduit for communication and engagement with our communities and stakeholders. They have the highest mandate to engage. Officers will support members with information, funding advice and access details where appropriate. The Task and Finish Group on Community and Public Engagement

(2011) recommended greater levels of member engagement in line with the Localism agenda.

- **Partnerships**

East Herts Council has a variety of established partnerships that promote our vision, and assist us in realising our ambitions. These include but are not limited to the Local Strategic Partnership and its sub partnerships. We will aim where possible to work with partnerships to deliver joint messages, for example, the low crime rate in East Herts and the repeated ranking as one of the best places in the UK to live.

- **Key influencers**

During 2012 the communications service will be tasked with identifying our key influencers. Influencers are vital to improving our communications. The extent and type of influence they have will be determined to assess their:

1. Expertise
2. Impact and frequency of impact
3. Connections
4. Trends
5. Market reach.

This will enable us to increase awareness of East Herts Council and the services it provides, with the aim of turning influencers into advocates. Key influencers will be identified from a range of business, community and voluntary interests.

Internal Communications

Electronic

- **Team Update**

We have an established monthly staff magazine. We will develop a volunteer staff editorial board to increase corporate ownership of this publication. The volunteer editorial board will be refreshed every four editions subject to volunteer buy in. The communications team will retain overall editorial control. Staff on the board will be acknowledged in Team Update each month.

- **Intranet**
The intranet includes the 'message of the day', other news and service specific content.
- **All-staff/group emails**
Emails should be used sparing to communicate corporate information for immediate release when no other suitable channel is available.
- **Members' information bulletin**
The effectiveness of the regular members' information bulletin will be reviewed as part of this strategy.

Face to Face

- **Team Brief**
The monthly corporate core brief that is delivered verbally to staff by their manager.
- **Staff Briefings**
Four sessions held quarterly. Staff will be able to nominate suitable subjects via Team Brief.
- **Open Door**
Regular monthly dates are made available for all staff to speak to the directors.
- **Staff Awards**
An annual event to thank all staff for their dedication, and to honour staff that have performed especially well during the year.

Following the 2011 Staff Survey results, internal communications activity will be reviewed during 2012 to establish effective tools for staff communication.

5. Corporate and Partnership Branding

Successful brands have a single external identity. All materials relating to East Herts Council services must carry the council's branding correctly used. In certain cases, individual initiatives can

be branded to give a sense of identity to those involved in and affected by the initiative, and produce quick results in encapsulating what the initiative is about. It can also raise awareness of a project; explain its function and how it is relevant. Partnership branding is currently primarily under the banner of Everyone Matters and this 'brand' will be reviewed and developed through the LSP and its sub partnerships. The correct level of branding will be considered for all corporate messages. A light touch review of the East Herts Council branding will be undertaken during 2012 to enhance it where necessary.

6. Evaluation

Working out what works is integral to our communications strategy. East Herts campaign research will inform everything we do. It will allow us to make incremental improvements that increase mail open rates, publications read and online media hits to improve the strength of our communications and act as an aid to enhancing our reputation.

There will be seven key measures that we will use to evaluate our communications:

<u>Measure</u>	<u>2011/12 Score</u>	<u>Target for 2012/13 or 2013/14 where the data is unavailable until the Residents Survey results are presented</u>	<u>National Benchmark</u>
Resident satisfaction rating	49%	65%	61%
Value for money rating	23%	50%	42%
Resident informed rating	63%	70%	54%
Staff informed rating	35%	50%	<u>N/A</u>
Media influence rating	<u>N/A</u>	<u>TBA</u>	<u>TBA</u>

*			
Online influence rating **	<u>N/A</u>	<u>TBA</u>	<u>TBA</u>
Call volume	<u>TBA</u>	<u>TBA</u>	<u>TBA</u>

* Media type/ circulation/ ACE value/ favourability

** Reach/ amplification/ network

7. Monitoring

The delivery of key messages and the content, quality and scope of those messages will be agreed and monitored on a six weekly basis by CMT using the communications action plan. An indicative action plan for 2012 is attached as appendix to this strategy.

On a monthly basis the communications service will review our media and online influence rating. On a bi-annual basis we will review our targets against the resident's survey.

An overall annual review of communications will be presented to Corporate Business Scrutiny Committee.

Indicative communications campaign action plan 2012 ((please note this is an indicative framework for delivery and monitoring purposes. The content, i.e. the messages, will be identified through the account management system outlined in the strategy).

No.	Message	Outcome	Corporate objective	Key activities	Audience	Channel and level of branding	Frequency	Type of Message	Evaluation
People: <u>East Herts is enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable</u>									
1	Sports awards	Nominations for appropriate categories by the deadline	Enhance our local community engagement by working together with our partners such as parish and town councils, for the benefit or our communities	Deadline for nominations	Specialist group (sports enthusiasts and participants)	Facebook	May – August 2012	Topical and event promotion	Nominations received on time
						Twitter	Twice (deadline announcement and reminder)		
					Residents	Mercury feature	4 editions		
		Positive message of awards promoted		Sports award ceremony – Thursday 19 July	Stakeholders and partners	Key influencers/community leaders (Herts Sports Partnership)	Once – Leaflet	Good news	Positive coverage of the event in the local media
						Mercury feature	4 editions		
					Residents	Twitter	Weekly update for a month		
						Press release	Post event follow up		
						Facebook	May – August 2012		
2	Jubilee Celebrations	Promotion of East Herts Council's contribution to the Jubilee celebration	Enhance our local community engagement by working together with our partners such as parish and town councils, for the benefit or our communities	Street parties	Regional Press	Media packs (release, area information and photos) sell in	once	Topical	Positive media coverage
					Residents	Facebook	May – August 2012		
						Twitter	Weekly		
					Local Press	Press release	Twice		

3	3music	Attendance at event	Enhance our local community engagement by working together with our partners such as parish and town councils, for the benefit of our communities	3music final showcase – Saturday 7 July	Specialist group (young people)	Facebook	Active 18 May to 31 July (weekly updates)	Good news Event promotion	Positive media coverage Community engagement in event
		Residents			Twitter	Fortnightly moving to weekly			
					Youtube	weekly			
		Local Press			Media pack	Once			
		Specialist press (arts)			Media pack – sell in	Once			
4	Olympics Celebrations	Promotion of East Herts Olympic torch relay and related events	Enhance our local community engagement by working together with our partners such as parish and town councils, for the benefit of our communities	Olympic torch relay	Regional press	Media packs	Once	Topical Good News	Positive media coverage Community engagement in event
					Residents	Twitter	weekly		
						Facebook	July - August		
					Local press	Media packs	Once		

Place : East Herts is ensuring that the standard of the built environment is maintained and our towns and villages are safe and clean.

5	We will be unable to water flower beds, so there is a risk people may see flowers dying	The East Herts community understand the restrictions facing the council	Sustain the percentage of residents who are satisfied with our parks and open spaces	N/A	Council tax payers	tbd depending on relevance	tbd depending on relevance	Topical	tbd depending on relevance
6	Vantorts refurbishment opening	Vantorts playground successfully re-launched	Sustain the percentage of residents who are satisfied with our parks and open spaces	Official opening to be w/c 4 June	Specialist group (families)	Mumsnet (local)	Once	Service message	Successful re-launch
					Specialist group (young people)	Facebook	25 May – 29 June		Positive media coverage

					Local press and community groups	Official press launch/ media packs	Once with follow up		
					Residents	twitter	Twice		
					Parish Councils	Press release	Once		
7	CSP	tbd	tbd	tbd	tbd	tbd	tbd	Reputation management	tbd
8	Get Park Active	People encouraged to enjoy their local park	Sustain the percentage of residents who are satisfied with our parks and open spaces	Meet the animals in Pishiobury Park (Love Parks Week)	Specialist group (families)	Mumsnet (local)	Once	Good news & service message	Community engagement with
					Specialist group (young people)	Facebook	July - August		
				Open morning at Southern Country Park (Love Parks Week)	Specialist group (families)	Mumsnet (local)	Once		
					Specialist group (young people)	Facebook	July - August		
9	Hertford Theatre	Promotion of Hertford Theatre as a premiere entertainment and arts venue	Ensure the sustainability of Hertford Theatre and explore possibilities for the theatre to be administered through a community trust	Courtyard Arts management of gallery - september	Residents	Facebook	Rolling Hertford Theatre Link	Reputation management event promotion good news and service message	Community engagement with Venue
						Twitter	Weekly		
						Link magazine	Once		
					Local Press	Press release	Once		
					Specialist group (arts)	Twitter	Weekly		
						Facebook	Rolling Hertford Theatre Link		
						Special interest press (arts)	Press release		
				Hertford Arts Society 60 th anniversary – Olympics theme	Residents	Facebook	Rolling Hertford Theatre Link		Positive media coverage and community engagement with venue
						Twitter	Weekly		
						Parish magazines	Once		
					Local Press	Press release	Once		
					Specialist	Twitter	Weekly		

					group (arts)	Facebook	Rolling Hertford Theatre Link		
						Special interest press (arts)	Press release		
Prosperity: <u>East Herts is safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</u>									
10	East Herts is contributing to vibrancy of town centres – i.e. markets	tbd	Increase the economic resilience of the market towns working with the local business community	Hertford Farmers Market takes place the 2 nd Saturday of every month	Residents	Twitter	Monthly	reputation management event promotion	Positive media coverage
						Link magazine	Once		
					Local press	Press release	Quarterly		Community shopping in market towns.
11	Parking – Safety is at the heart of what we do We are protected the economic wellbeing of East Herts Think local	tbd	Develop a practicable and pragmatic Parking and 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	Adoption of strategy	Local press	Press release	Once	Reputation management & service message	Residents knowledgeable of developments
				Bircherley Green MSCP refurbishment completed	Businesses	Network	Once		
					Residents and businesses	Twitter	Once		
					Local press	Hertford Online	Once		Positive media coverage
				Apton Road CP refurbishment completed	Residents and businesses	Twitter	Once		
						Bishop's Stortford Online			
					Local press	Press release	Once		
				Old London Road CP to be refurbished	Residents and businesses	Twitter	Once		
						Hertford Online			
					Local press	Press release	Once		
				Introduction of 'bodycams' for Civil Enforcement Officers (CEO)	Residents and businesses	Twitter	Once		
					Local press	Press release	Once		
					Trade press	Press release	Once		
12	East Herts Council is ensuring the economic resilience	tbd	Increase the economic resilience of the	Job centre plus/ hertford college – work	tbd	tbd	tbd	Good news	tbd

	of the district		market towns working with the local business community	preparation					
				RDO 600k	tbd	tbd	tbd		

Working together to improve the efficiency of the Council									
13	Data Protection	100% corporate awareness and understanding of data protection issues by end of June 2012	N/A	Compulsory quiz for all staff to complete	East Herts employees	Team Update	Four editions (Feb, Mar, April & May)	Service message	Percentage of staff to have completed the quiz by deadline to be xx%
						Core Brief	Four editions		
						Staff Briefings	April		
						Poster campaign	Four posters available		
						Drinks mats	Once		
						Intranet video	Once		
						Oops! Tickets	Once		
14	We are working together	To create a well informed and engaged workforce that delivers services to the highest standards	Maintain our core services to a good standard and ensure high satisfaction with the Council as measured through the biennial Residents Survey.	Investors in People	Council tax payers	Twitter	Once	Good news	Awareness raising and positive media coverage
					Local media	Media release	Once		
					Trade media	Media release	Once		
					East Herts councillors	MIB	Once		
					East Herts employees	1. Team Update 2. Core Brief	1. Once 2. Twice		
				Staff Awards	Businesses in the district	Network	Once	Good news and event promotion	Availability of sponsors for next event
				(the relay award for working together)		Local media	Once		
					Local media	Media release	Once		
					Key influencers	Twitter for promotion of sponsors	Once	Reputation management	Number of re-tweets
					East Herts councillors	MIB	Once	Good news	Increase in members awareness of

									staff
					East Herts employees	1. Team Update 2. Core Brief 3. Staff Briefings	1. twice 2. once 3. once	Good news	Increase in attendance
				Promotion of People, Place Prosperity	East Herts employees	1. Team Update 2. staff award ceremony	1. once 2. once	Service message	Staff understanding of the priorities and their part in delivering them
15	Value for money	Increase the percentage of residents who agree that East Herts Council provides value for money	N/A	Budget Consultation 2012	Residents	TBD – Subject to CMT agreement	TBD – Subject to CMT agreement	Reputation management	Percentage of residents who agree that East Herts Council provides value for money to increase by 27% in the 2013 residents survey
					Businesses	TBD – Subject to CMT agreement	TBD – Subject to CMT agreement		

Communications Team progression actions for 2012

1. Establish email lists for key messages in order to be able to utilise direct email marketing. This will be applied to the above campaigns when in place.
2. Undertake a review of internal staff communication.
3. Establish a social media training programme for officers and staff.
4. Assess the viability of individual facebook pages for specific projects.
5. Introduce an East Herts Council facebook page.
6. Identify key influencer/ advocate lists
7. Promote the use of twitter

Whats coming up:

Hydro scheme

Essential Reference Paper D

Social Media Principles

It is part of East Herts Council's Communication Strategy to effectively engage in social media. We have both an opportunity and a responsibility to manage and protect the council's reputation online and to selectively participate and engage in the online conversations that mention us on a daily basis.

Our Communication Strategy encourages officers and councillors to participate appropriately in social media and has created an official presence on many social media platforms. These principles have been developed to empower officers and councillors to participate in online communities.

8 Expectations for PROFESSIONAL online activities
Speaking 'on behalf of' East Herts Council

- **Attend training:** All employees who wish to represent East Herts Council online must complete the Social Media Certification Training prior to doing so.
- **Follow our performance, conduct and behaviour policies:** The Officers' Code of Conduct sets out the standards that all employees should maintain in the workplace, and this includes online work. Be respectful, how you act online affects the reputation of you, your colleagues and the Council.
- **Identify yourself as a representative of East Herts Council:** At the outset you must state your name and the service you are representing. It is never acceptable to use aliases.
- **Monitor your relevant social media channels:** Make sure that you know what is being discussed, so you can respond when needed.
- **Keep records:** Online conversations are often short-lived and instant and therefore it is vital that that we keep records of our interactions. Remember that online statements can be held to the same legal standards as traditional media communications.
- **If in doubt, do not post:** Online spokespeople must ensure that posts are accurate, not misleading and do not

contain non-public information concerning East Herts. When in doubt, do not post; instead contact the Communications Team for further guidance.

- **Respect copyrights:** Always gain approval from, and give credit to, the owners of any content you publish online. For example; images, video, text, music and trademarks
- **Protect data:** Always 'Th!nk Privacy'

4 Expectations for PERSONAL online activities Speaking 'about' East Herts Council

- **Keep an eye out for compliments and criticism:** You are a vital asset for monitoring social media platforms. If you come across positive/ negative comments online about East Herts Council, that you consider important, then forward them to the Communications Team.
- **You are responsible for your actions:** When conversing online follow the Officer's Code of Conduct. Any action online which could potentially damage the reputation of East Herts Council will ultimately be your responsibility. Do not disclose information that is not publicly available. Engage, but use common sense.
- **Be conscious about mixing your personal and business lives:** Online, personal and business lives cross paths. Internal and external corporate contacts, as well as the East Herts community may have access to what you post, even if this was not your intention. Speaking about them in a negative, demeaning or offensive way is not acceptable.
- **Remember data protection guidelines!!!**

Reputation Management

There are particular rules of engagement for crisis response situations that must be taken into consideration. For example, deleting a post or blocking a user may escalate the issue, rather than resolve it. If you become aware of a comment, post or content that is inappropriate or poses a risk to East Herts Council's reputation please bring it to the attention of the Communications Team. Social media is continuously evolving and therefore these principles will be updated alongside the annual review of the Communication Strategy.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 MAY 2012

REPORT BY LEADER OF THE COUNCIL

8. 2011/12 END OF YEAR SERVICE PLANNING REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- This report provides a summary of 2011/12 Service Plan actions that have been achieved and details those that require a revised completion date or have been deferred/suspended.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE</u> That:	
(A)	The revised completion dates against the 2011/12 Service Plan actions be received; and
(B)	The Executive be advised of any recommendations.

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. Corporate Business Scrutiny received a report detailing progress as at the end of September 2011 at its meeting on 29 November 2011. This report details progress as at the end of March 2012 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
- 1.2 The Corporate Management Team is pleased to commend the progress against service plans to Members. While there are some actions in the service plans which have required changes to their timetable, CMT congratulates Heads of Service and staff for delivering well, particularly in the context of the difficult times of 2011/12. C3W, shared services, staffing restructure, delivering efficiencies and severe recruitment constraints have made the operating environment extremely challenging for Heads of Service, managers and staff across the organisation.
- 1.3 Going forward this is the last time the monitoring of service plan actions will be presented in this format. For 2012/13 a different approach to reporting on service plan achievements will be adopted. However the report will always highlight revised completion dates and actions that have been deferred.
- 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:
- 75% (40) actions have been achieved
- 2% (1) on target
- 13% (7) actions have had their completion date revised (detailed in Essential Reference Paper “B”)
- 2% (1) action is off target (detailed in **Essential Reference Paper “B”**).
- 2% (1) action has not been updated, information to be reported at the meeting (detailed in **Essential Reference Paper “B”**).
- 6% (3) actions have been deferred/suspended (detailed in **Essential Reference Paper “B”**).
- 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.*

36 actions have been achieved.

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

3 actions have been deferred (detailed in **Essential Reference Paper “B”**).

Some of the key achievements were:

- East Herts joined the Public Law Partnership in order to deliver savings through economies of scale in terms of procurement of various services etc. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- A Corporate Car Share Scheme was developed to support the move of staff from Bishop’s Stortford to Wallfields. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- 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. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- A shared Internal Audit service was in place from June 2011 which has produced greater resilience and optimised use of resources. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- The insurance tender exercise was completed within the set timescales, producing substantial savings and enhanced cover in some areas. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- Hertford Customer Service Centre enhancements were completed, delivering a self service foyer and promoting

greater flexibility of staffing to assist with customer enquiries.
(Reported to Corporate Business Scrutiny on 29 November 2011)

- The Organisational Learning and Development Plan was implemented, including the Apprenticeships Scheme and currently piloting the Volunteering Scheme and Policy.
- A data cleanse exercise was carried out in order to comply with the Council's obligations under the Equalities Act 2011. Staff were asked to update all their personal information, including monitoring details for gender, marital status, nationality, ethnicity, religion, sexual orientation and disability, in accordance with the protected characteristics set out in the Equalities Act.
- The Disturbance Policy was updated and implemented, a Car Parking Policy was implemented and staff relocation / new ways of working policies completed in support of the C3W programme.
- The Parking Management and Enforcement Contract was tendered and awarded to a new contractor (NSL Ltd.) with a "go live" date of 17 January 2012.
- 85% of Freedom of Information (FOI) requests were responded to within 20 working days despite the Council receiving the largest volume of FOI requests to date in 2011/12.
- The development of shared support services has been progressing well. A detailed business case on Shared Services will go to the Executive on 19 June 2012, seeking a decision on whether to go ahead with the model. Work on the Shared Service agenda will continue in 2012/13.

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

1 action has been achieved

1 action is on target

1 action is off target (detailed in Essential Reference Paper "B")

1 action has not been updated, information to be reported at the meeting (detailed in Essential Reference Paper “B”)

The key achievement was:

- The Chantry Resident Permit Parking Scheme was implemented to help address persistent parking problems with commuters, shoppers and others who do not live or have businesses on these residential streets.

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.*

1 action has been achieved

The key achievement was:

- Claims and returns in respect to the Rural Development Project were made in line with project administration requirements.

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

2 actions have been achieved

The key achievements were:

- The Referendum was successfully held (in conjunction with scheduled District / Town / Parish Council elections) without legal challenge. *(Reported to Corporate Business Scrutiny on 29 November 2011)*
- A Member training and development programme for 2011/12 was identified, implemented and monitored. The training and development programme for 2012/13 is in the process of being finalised following individual consultation with all members. Member training and development needs were collated from the training and development needs analysis that each member completed.

- 2.3 **Essential Reference Paper B** details those 2011/12 Service Plan actions that have had their completion dates revised, have been deferred/suspended or have not provided an update. 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).
- 2.3 Corporate Business Scrutiny committee are requested to note the achievements against the 2011/12 service plan actions and agree the recommendation at the front of this report.
- 2.4 2011/12 actions that are still active will be reported as part of the 2012/13 service plan monitoring reports.
- 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 Corporate Business Scrutiny Committee on 15 February 2011.

2011/12 Service Plans summary of progress and exceptions report to Corporate Business Scrutiny on 29 November 2011.

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

<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>

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2011/12 End of Year Service Planning Report

Fit for purpose, fit for you

By 2013 - Answer 80 per cent of enquiries from the public at the first point of contact, which ever way they choose to contact us, with the same high-level of knowledge and expertise.

Action Code	Action Title	Action Description	Due Date	Notes
11-CSP06	To draft the Council's Service Strategy for approval in financial year 2012.	<p>Target: A draft Service Strategy to be produced by December 2012.</p> <p>Outcome: Focus on cost efficient service delivery and promoting a cost effective service design for the taxpayer whilst maintaining access for the needs of different customer groups.</p> <p>Critical Success Factors: That further additional project work arising from C3W is limited.</p> <p>Environmental Impacts: The strategy will address environmental impacts by designing services to be delivered through self-service and reduced reliance on travel to access services face to face or paper to apply for services in a traditional manner. The strategy will take account of shifting customers to more environmentally friendly ways of accessing services.</p>	31-Dec-12	<p>Revised Completion Date. Original due date 31 March 2012, now 31 December 2012 (to bring it in line with the end date of the project). Proposal for Self-Service programme for the Council being proposed to CMT in April. Subject to approval a programme blueprint and outline business case will follow. It is estimated that a draft version of the Service Strategy will be available by 31 July 2012. This is a key part of the Council Service Delivery Strategy 12-CSP05 service plan action for 2012/13</p>
11-CSP08	Implementation of enhanced self-service telephony systems.	<p>Target: Implementation of in-house controlled self-service telephony system (including automated payment system) by December 2011.</p> <p>Outcome: 90% success rate on automated payment calls, reduced revenue costs of operation, redeployment of staffing resources to handle customer enquiries instead of switchboard, peak period resilience through automated overflows.</p> <p>Critical Success Factors: Proven business cases for any investment, installation of improved telecoms infrastructure, IT capacity to support any changes.</p> <p>Environmental Impacts: Improved success of self-service system will decrease use of resources in multiple contacts for one call.</p>	31-May-12	<p>Revised Completion Date for Voice Recognition only. Original due date 31 March 2012, now 31 May 2012. Automated payment line capacity increased and live. Voice recognition system live for internal calls with 80% resolution of calls and rising. Trialled for external callers but changes required to the Council's main telephone system have delayed progress, completion anticipated end of May.</p>

Action Code	Action Title	Action Description	Due Date	Notes
11-CSP09	Customer Service Improvement programme for: Planning Services, Revenues and Benefits shared services, Environmental Services	<p>Target: To plan and begin delivery of Customer Service improvements for Planning Services, Revenues and Benefits and Environmental Services by 31st March 2012 with targeted benefits profiles.</p> <p>Outcome: Delivery of increased resolution of simple enquiries at the first point of contact, services designed in a cost effective way to best match customer needs. Improved customer satisfaction.</p> <p>Critical Success Factors: Capacity of services to manage and implement change, continued organisational support for first time enquiry resolution, IT resource to support IT developments identified, staff resource transfer to CSC where a business case is proven.</p> <p>Environmental Impacts: Increased take up of self-service reduces labour and paper based service delivery.</p>	31-Mar-13	<p>Revised Completion Date in relation to Self-Service and Service Delivery Strategy. Original due date 31 March 2012, now 31 March 2013.</p> <p>BPI report agreed at CMT with further actions to evaluate corporate mobile working and self-service. Corporate Mobile Working reviewed and presented to CMT, specific service based actions endorsed with a Corporate Wide solution only to be part of the Shared ICT Services Plans. Self-Service Programme report to go to CMT in April.</p>
By 2013 - Increase the percentage of residents who agree that the council provides value for money.				
11-BSF02	Set up new Corporate Resource Unit (CRU) at Wallfields, providing a wide range of copying and scanning facilities.	<p>Target: CRU established.</p> <p>Outcome: Increased productivity in the creation of hardcopy and digital images. A reduction in the number of multi-function machines and desktop printers to achieve significant costs savings.</p> <p>Critical Success Factors: Full support and co-operation from Services in the use of these centralised facilities.</p> <p>Environmental Impacts: Reduction in paper requirements.</p>	30-Sep-12	<p>Revised completion date from 31 March 2012 to 30 September 2012, new service structure launched on 1 April 2012. Changes to service, in terms of copying and scanning facilities to be implemented in 2012/13 as part of the Shared Services agenda.</p>
11-BSF03	Review and introduce new corporate procurement arrangements for the supply of paper.	<p>Target: Reduction in cost of purchasing paper.</p> <p>Outcome: Efficient procurement procedures to deliver significant cost reductions in paper supplies.</p> <p>Critical Success Factors: Corporate management support.</p> <p>Environmental Impacts: Use of environmentally sustainable products.</p>	30-Sep-12	<p>Revised completion date from 31 March 2012 to 30 September 2012, new service structure launched on 1 April 2012. Changes to service, in terms of review of corporate procurement arrangements for the supply of paper to be implemented in 2012/13 as part of the Shared Services agenda.</p>
11-BSI06	To identify and implement measures to enhance user ICT skills.	<p>Target: To develop users ICT skills and enhance their knowledge, via quarterly DMT meetings and standard ICT Training.</p> <p>Outcome: Improved Productivity.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: None.</p>	30-Sep-12	<p>Revised completion date from 31 March 2012 to 30 September 2012. It was agreed that IT support would be explored as part of the elearning package to be launched during 2012/13.</p>
By 2013 - Reduce the revenue burden to the taxpayer by completing our review of working arrangements and oversee the development of a single site for back office functions and service administration.				
11-BSI03	Continue to support colleagues and corporate working groups.	<p>Target: To develop an Information Communication Technology (ICT) Business Continuity Plan and implement business continuity arrangements. Support of Business Continuity Group.</p> <p>Outcome: Resilient business continuity arrangements.</p> <p>Critical Success Factors: Support from other services. Environmental Impacts: None.</p>	30-Sep-12	<p>Revised completion date from 31 March 2012 to 30 September 2012. Draft business continuity plan in place. Testing not completed. Scheduled for 2012/13.</p>

Action Code	Action Title	Action Description	Due Date	Notes
11-IA07	Undertake Electronic Document Management (EDM) processes for Internal Audit, Risk Assurance and Procurement in preparation for C3W implementation.	Target: Determine and implement EDM and home working arrangements. Outcome: Smooth transition to C3W. More efficient working and economical. Critical Success Factors: Availability of staff resources, commitment from team and corporate support processes. Environmental Impacts: Reduced carbon footprint and paper reduction.	31-Mar-12	Action has been suspended. This objective has been deferred to low priority for ICT and therefore not applicable. No target dates currently known and the activity will be subject to a future business case.
By 2013 - Restrain costs around staffing and employment, in addition to the steps being undertaken nationally.				
11-HR06	To integrate workforce planning with strategic, financial and service planning to inform decision making and help drive out costs.	Target: Produce a workforce plan 2011/12 as part of the budget and service planning cycle. Focus on career progression and succession planning. Deliver Learning and Development Plan 2011-2013. Support organisational change, service changes and provisions on impact of staff. Outcomes: Improved performance and customer services and value for money provided. Critical Success Factors: Support from other services. Environmental Impact: N/A.	31-Mar-12	Action has been suspended. This action is currently on hold due to exploration of shared support services. Services have been supported as part of restructures to ensure career progression and succession planning is taken into consideration when considering restructures and staff reductions.
By 2013 - Sustain customer satisfaction with the Council, as a result of improved customer services and website access.				
11-CSP01	To establish an open web based framework for access to Council Information.	Target: To satisfy 20% of Freedom of information requests through website content. Outcome: A self-service tool to allow customers to access information about the Council in a customer friendly way. Reduced administration time in managing information requests. Maintenance of information response times in the face of increased demand (30% year on year). Critical Success Factors: Web team resource to establish framework for council Information, IT resource to tie systems together appropriately, Use of resource to post information by services, Support from all service managers. Environmental Impacts: Positive, reduction in paper processes to promote electronic access to information.	31-Mar-13	Action deferred. Transferred to 2012/13 Service Plan (Reference 12-CSP03). Due to necessary prioritisation of FOI requests and handling vexatious request cases, little progress made. Data protection issues also identified requiring transfer of resource.
Pride in East Herts				
By 2013 - Sustain the percentage of residents satisfied with street and environmental cleanliness by increasing partnership working to maintain environmental standards.				
11-BSF05	To bid (successfully) for the Environment Agency's new watercourse maintenance contract.	Target: To secure the new watercourse and maintenance contract. 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. Critical Success Factors: Government's Comprehensive Spending Review may result in EA maintenance budgets being reduced. Maintenance work could be dealt with under a new regime (i.e. by EA or another agency). Unquantifiable work pressure arising from the implementation of the new Flood and Water Management Act. Environmental Impacts: None.	31-Mar-12	Update to be provided at the meeting.

Action Code	Action Title	Action Description	Due Date	Notes
11-BSF06	To implement 2011-12 Capital Programme schemes on time and within budget.	<p>Target: To implement all approved Capital Schemes for 2011/12.</p> <p>Outcome: Refurbishment and maintenance of current East Herts premises and assets, which in some instances will also ensure compliance with associated Building and Health and Safety Legislation.</p> <p>Critical Success Factors: Receiving bids that are within budget and obtaining timely approval from our clients to proceed as planned. proactive use of resources allocated to ensure delivery of priority work.</p> <p>Environmental Impacts: Secure reduction to C02 as per specific objectives of individual projects.</p>	31-Mar-12	<p>Action off target. Out of 39 capital scheme projects, 18 projects have been completed and 21 will be carried over into 2012/13 for completion as set out in the February – March 2012 Corporate Healthcheck Report being considered at Executive on 22 May 2012. As an action already exists for 2012/13 regarding the implementation of capital projects (Reference 12-ICT02), the monitoring against these incomplete projects will be incorporated there.</p>

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 MAY 2012

REPORT BY THE LEADER OF THE COUNCIL

9. 2011/12 PERFORMANCE OUTTURNS

Purpose/Summary of Report:

- This report sets out the performance indicators that the Council is required to monitor and publish annually in the Annual Report. The purpose of the report is to advise Members of the performance outturns for 2011/12 and any changes to targets.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE That:

(A)	The Outturns for 2011/12, as detailed in Essential Reference Paper B, be approved;
(B)	The 2013/14 target of 65% for EHPI 3, Overall satisfaction with the authority, be approved;
(C)	The revised target from 2013/14 onwards of 90.91% for EHPI 156, Buildings accessible to people with a disability, be approved;
(D)	The revised target from 2013/14 onwards of 80% for EHPI 2.15, Health and Safety Inspections, be approved;
(E)	The proposed deletion of EHPI 14, retirements, be approved;
(F)	The recommendations detailed in the report for improving data quality be approved; and
(G)	The budget variances and performance detailed in Essential Reference Paper C1 be scrutinised and the Executive be informed of any recommendations.

1.0 Background

- 1.1 East Herts Council's performance management framework has been reviewed and streamlined over the past few years. In light of recent central government changes to reduce bureaucracy and burdens, it was agreed that East Herts should retain a performance framework that is reflective of local priorities.
- 1.2 The 2011/12 performance indicator set is detailed in **Essential Reference Paper B**. Members are reminded that of the 85 indicators, 28 are unit cost indicators (please refer to paragraph 7.1 for more information regarding unit cost indicators).
- 1.3 The performance indicator set is separated into national performance indicators (NIs) which were previously statutory indicators determined by the Government, and local performance indicators (known as East Herts Performance Indicators - EHPI), which are determined by the individual local authority. Later in 2012/13 the Performance team will review the referencing of all indicators but for now the existing reference remains.



2.0 Outturns


- 2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the national and local performance indicators the Executive agreed to monitor on 6 March 2012 for 2011/12 onwards, and contains:

- The outturns for 2011/12, compared with the target and 2010/11 outturn.
- Targets for 2012/13, 2013/14 and 2014/15 as agreed by Executive on 6 March 2012.




3 INITIAL ANALYSIS

- 3.1 There are a total of **57** performance indicators, **55** performance indicators for which there is a target for 2011/12 which are listed in **Essential Reference Paper B**.

	TARGET	
47.37% (27)		Indicators are on or above target
12.28% (7)		Indicators are 1-5% off target

21.05% (12)		Indicators are 6% or more off target
7.02% (4)	N/A	Unable to analyse as no data or target for 2011/12 available
12.28% (7)	TBA	(To Be Announced) Unable to analyse PI until data becomes available at a later date

3.2 There are **47** performance indicators (including sub-parts) for which there is an outturn for 2011/12 which are listed in **Essential Reference Paper B.**

	IMPROVEMENT	
44.68% (21)		Indicators have improved
14.89% (7)		Indicators have stayed the same
36.17% (17)		Indicators have worsened
10.64% (5)	N/A	Unable to analyse as no 2010/11 or 2011/12 outturn available
14.89% (7)	TBA	(To Be Announced) Unable to analyse PI until data becomes available at a later date

3.3 A detailed breakdown of indicators that have not met the set target and showing a 'Red' performance are listed below.

Fit for purpose, services fit for you:

- EHPI 16a – Percentage of Staff with Disabilities
- EHPI 16b – Percentage of top 10% of earners with a disability
- EHPI 17 – Percentage of top 10% earners from BME
- EHPI 5.1 – % of complaints resolved in 14 days or less
- EHPI 6.8 – Turnaround of Pre NTO PCN challenges
- EHPI 3 - Overall satisfaction with the authority.

Leading the way, working together:

- EHPI 3b – Usage: number of swims (16 - 60)

Pride in East Herts

- NI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented

Shaping now, shaping the future:

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

3.4 A detailed breakdown of indicators that are just below target and showing an 'Amber' performance are listed below.

Fit for purpose, services fit for you:

- EHPI 8 – Percentage of invoices paid on time.
- EHPI 181 – Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

Leading the way, working together:

- EHPI 3c – Usage: number of swims (60 +)

Promoting prosperity and wellbeing:

- EHPI 129 – Response time to ASB complaints made to EHC

Pride in East Herts:

- NI 191 – Residual household waste per household
- NI 192 - Percentage of household waste sent for reuse, recycling and composting

Shaping now, shaping the future:

- NI 157c – Processing of planning applications: other applications.

4.0 Scrutiny of Performance Outturns

- 4.1 Below is a list of performance indicators that have shown a decline in performance from the previous year.

Fit for purpose, services fit for you:

- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 5.2b - % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- EHPI 8 - Percentage of invoices paid on time.
- EHPI 3 - Overall satisfaction with the authority.
- NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

Leading the way, working together:

- EHPI 3a - Usage: number of swims (under 16)
- EHPI 3b - Usage: number of swims (16 - 60)
- EHPI 3c - Usage: number of swims (60 +)

Promoting prosperity and wellbeing:

- EHPI 129 - Response time to ASB complaints made to EHC.

Pride in East Herts:

- NI 191 - Residual household waste per household
- NI 195a - Improved street and environmental cleanliness: Litter
- EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste
- EHPI 2.4 - Fly-tips: removal.

Shaping now, shaping the future:

- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications
- NI 157c - Processing of planning applications: other applications

5.0 Performance Indicators With Target Updates and Proposed

Deletions

5.1 Since the 2011/12 Estimates and Targets report, services have been able to set future targets for some outstanding indicators or have requested to revise some targets. Below is a list of the performance indicators where new/revised targets have been supplied:

- **EHPI 3 – Overall satisfaction with the authority** – The results of the 2011/12 Residents' Survey have since been reported and the outturn for this indicator is 51%. This performance shows a 10% reduction in satisfaction when comparison is made to the performance in 2009/10 when the last Resident's Survey was undertaken. Going forward the Council's objective is to ensure high satisfaction with the Council; therefore it is proposed that the target for 2013/14 be retained at 65%.
- **EHPI 2.15 – Health and safety inspections.** The service has revised the target to 80% for the next three years to reflect current resources in the service.
- **EHPI 156 - Buildings accessible to people with a disability.** The service has revised the target to 90.91% for the next three years to account for the closure of the Causeway building in November 2011.

5.2 For information the following indicators will need their targets approved by the relevant Community Scrutiny Committee 12 June 2012 and Environment Scrutiny Committee on 26 June 2012:

- **EHPI 90b – Satisfaction with waste recycling** – The outturn for this indicator is 77% following the completion of the 2011/12 Residents' Survey. This performance shows a 9% increase in satisfaction when comparison is made to the performance in 2009/10. Going forward the Council's objective is to ensure high satisfaction with the council; therefore it is proposed that the target for 2013/14 be retained at 75%.
- **EHPI 2 – Net cost/subsidy per visit (Swims and Gyms)** - The service has revised these targets to provide greater clarity and a value has now been provided for the next three years. The value has been calculated based on the usage for 2011/12 and the fact that the management fee is known for the next three years. Performance will fluctuate over the next three years due to a) planned changes in the management fee b) small variances due to RPIX and c) throughput. The revised targets are 0.02p for 2012/13, 0.16p for 2013/14 and 0.47p for 2014/15.
- **EHPI 3a to 3c – Usage: number of Swims and EHPI 4a to 4b**

– **Usage: Gyms** - The service has revised these targets to maintain the performance achieved in 2011/12 for the next three years rather than seek a 1% increase due to the current economic conditions. The revised targets are as follows:

Performance indicator code and description	Revised performance target for 2012/13, 2013/14 and 2014/15
EHPI 3a – Usage: number of swims (under 16)	46,900
EHPI 3b – Usage: number of swims (16 – 60)	101,000
EHPI 3c – Usage: number of swims (60+)	24,300
EHPI 4a – Usage: Gym (16 – 60)	187,500
EHPI 4b – Usage: Gym (60+)	16,800

5.3 The following performance indicator has been proposed for deletion going forward for 2012/13:

- **EHPI 14 – Retirements.** The statutory default retirement age was repealed on the 6th April 2011. The government removed the statutory retirement with effect from 1 October 2011. To reflect this change the Council ceased to operate a mandatory retirement age of 65 from 1 October 2011. Due to this change it is proposed that EHPI14 be removed as it is no longer possible to set a target for this PI. The data concerning those leaving the Council to retire will captured in the turnover outturns and targets.

6.0 Data Quality Spot Check

6.1 As mentioned in the 2011/12 Estimates and Targets report, a basket of 10 performance indicators have been selected for data quality spot checks to ensure that we maintain the highest level of data quality standards.

6.2 The performance indicators that have been spot checked are as follows:

EHPI 8: Percentage of Invoices paid on time
EHPI 218a - Abandoned vehicles - identified within 24 hours

NI181: Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events
EHPI 12c – Total number of sickness absence days per FTE staff in post
EHPI 2.15: Health and safety inspections.
EHPI 3a - Usage: number of swims (under 16)
EHPI 6.8 - Turnaround of Pre NTO PCN challenges
EHPI 4a - Usage: Gym (16 - 60)
NI157a: Processing of planning applications: major applications
EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste

6.3 The findings from the Data Quality Spot check that identified areas for improvement are detailed as follows:

- EHPI 4a – Usage: Gym (16-60).** Scrutiny of the 2010/11 outturns and 2011/12 target reported in February 2011 and the 2011/12 target reported in February 2012 highlighted a discrepancy. Following investigation it would appear that the 2011/12 target was revised once the outturn for 2010/11 was produced. The revision to the 2011/12 target was made because throughput exceeded the 2010/11 target due to the improvement in gym and changing room facilities and that the service expected these high levels of throughput to be maintained. However the revision was not reported in the 2010/11 Performance Indicator Outturn report in May 2011. The same issue occurred with EHPI 3b, EHPI 3c and EHPI4b. Therefore it is recommended that all revisions to targets that take place following the production of an outturn are reported in the Performance Indicator Outturn Report.
- EHPI 1a to 1f – Customer satisfaction with pools and gyms.** When the data quality issue regarding EHPI 4a was identified further checks were made against all other leisure performance indicators. This investigation highlighted discrepancies with the targets set for these indicators as well. Following discussions with the service it materialised that the target of 1% increase year on year had for all indicators apart from one, been based on the previous year's target and the remaining indicator on the previous year's outturn. Discussions with the service regarding the definition of the indicator confirmed that the 1% increase year on year is based on the previous year's outturn. Therefore it is recommended that no value is provided for future year

targets and that the following commentary is inserted '1% increase'. This will enable the target value to be generated only when the outturn is made available therefore reducing the risk of multiple targets.

- **All indicators** – that all services ensure that data and information updates are inputted through Covalent and not via email to improve the audit trail of data.

6.4 The following indicators listed below met the data quality standards set out by East Herts Council:

- NI157a: Processing of planning applications: major applications
- EHPI 218a - Abandoned vehicles - identified within 24 hours
- EHPI 8 – Percentage of invoices paid on time.
- EHPI 2.15 – Health and safety inspections.
- EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste.
- EHPI 3a - Usage: number of swims (under 16).
- EHPI 6.8 – Turnaround of Pre NTO PCN challenges.
- NI 181 - Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events.
- EHPI 12c – Total number of sickness absence days per FTE staff in post.

7.0 Unit Cost Indicators

7.1 Unit cost indicators have been excluded in the outturns list of performance indicators as the outturn for 2011/12 will not be available until the 2011/12 accounts are closed in July 2012. The purpose of the unit cost indicators are to provide trend information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In total there are **28** unit cost indicators, all unit cost outturns are reported to Members through the Corporate Healthcheck process, once the Council's budget has been finalised.

8.0 Conclusion

8.1 In conclusion Members are asked to:

- a) Note the performance indicator analysis contained in section three and section four of this report, in particular the indicators that have declined in performance.
- b) Agree the recommendations at the start of the report.

Background Papers

2011/12 Estimates and Future Targets report – Executive 6 March 2012.

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ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<p><i>People</i> This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p><i>Place</i> This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p><i>Prosperity</i> This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
Consultation:	Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no direct Human Resource implications.
Risk Management:	Performance monitoring is in itself one aspect of the councils approach to risk management.

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Code	Indicator	Past Performance	Current Performance					Future Performance			Lead Service
		2010/11	2011/12					2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Outturn	Performance		Notes	Target	Target	Target	
					Short term trend	Status					
FIT FOR PURPOSE, SERVICE FIT FOR YOU: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation											
EHPI 12a	Number of short-term sickness absence days per FTE staff in post	4.73 days	5.00 days	3.69 days	▲	😊	Performance within target. Short term absence for the year is 3.69 days which is within the target of 5 days.	5.00 days	5.00 days	5.00 days	People, ICT and Property services
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	2.07 days	2.50 days	1.81 days	▲	😊	Performance within target. Long term absence for the year is 1.81days which is within the target of 2.50 days.	2.50 days	2.50 days	2.50 days	People, ICT and Property services
EHPI 12c	Total number of sickness absence days per FTE staff in post	6.80 days	7.50 days	5.50 days	▲	😊	Performance within target. Total absence for the year is 5.50 days which is within the target of 7.50 days.	7.50 days	7.50 days	7.50 days	People, ICT and Property services
EHPI 14	Retirements	N/A	N/A	2.48%	N/A	N/A	The number of people taking retirement is 9. The statutory default retirement age was repealed on the 6th April 2011. The government removed the statutory retirement with effect from 1 October 2011. To reflect this change the Council ceased to operate a mandatory retirement age of 65 from 1 October 2011. Due to this change it is proposed that EHPI14 be removed as it is no longer possible to set a target for this PI. The data concerning those leaving the Council to retire will captured in the turnover outturns and targets. Officers had hoped to present the 2010/11 outturn to HR Committee on 13 July 2011, however this was not possible due to the uncertainty around the retirement age from central government at the time.	N/A	N/A	N/A	People, ICT and Property services
EHPI 15	Ill Health Retirements	N/A	3.23%	0.27%	N/A	😊	Performance within target. Officers had hoped to present the 2010/11 outturn to HR Committee on 13 July 2011, however this was not possible due to the uncertainty around the retirement age from central government at the time.	3.23%	3.23%	3.23%	People, ICT and Property services
EHPI 16a	Percentage of Staff with Disabilities	1.48%	5.21%	3.33%	▲	😞	The outturn for 2011/12 is 3.33%. The percentage is calculated using the average headcount for the year. The slight decrease may be because to the increase in headcount during 11/12 due to the new starters from Stevenage. Although the outturn is below target the Council continues to support disabled employees and to encourage new applications through the Jobcentre Plus Disability Symbol (Two Ticks) Scheme. This scheme guarantees interviews to disabled candidates meeting the minimum criteria for a role.	5.21%	5.21%	5.21%	People, ICT and Property services
EHPI 16b	Percentage of SMG with a Disability	5.55%	11.76%	8.33%	▲	😞	This is below target. However 6.25% represents 1 employee and the target is for 2 employees.	11.76%	11.76%	11.76%	People, ICT and Property services
EHPI 17	Percentage of SMG from BME	0.00%	5.88%	0.00%	▬	😞	This is below target. Outturn is based on the current SMG which has changed over the last year through restructures and leavers. Although this indicator is below target the sample size is very small and this can affect the outturn.	5.88%	5.88%	5.88%	People, ICT and Property services
EHPI 5.1	% of complaints resolved in 14 days or less	64.42%	70.00%	62.50%	▼	😞	This is below target.104 cases were investigated during 2011/12 compared with 150 last year. This is a decrease of 30%. 62.5% of complaints were resolved within 10 working days. A similar level to last year. 23 cases were escalated to Stage Two compared with 27 last year. Complaints at this stage sometimes take longer to investigate and therefore have a detrimental effect on performance.	70.00%	70.00%	70.00%	Customer Services and Parking
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	25.20%	25.00%	22.22%	▲	😊	Performance exceeding target. The number of Stage 1 complaints received during this year had decreased by a third (123 cases compared to 81). The number of complaints upheld is 31 (25.2%). This is on target for this year. The major reasons for complaints being upheld are due to failure to deliver service and attitude of staff. These problems have been addressed with the services concerned.	25.00%	25.00%	25.00%	Customer Services and Parking























Page 68 Council	Indicator	Past Performance	Current Performance					Future Performance			Lead Service
		2010/11	2011/12					2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Outturn	Performance Short term trend	Status	Notes	Target	Target	Target	
EHPI 5.2b	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	3.85%	25.00%	13.04%	▼	😊	Performance exceeding target. 23 cases were dealt with at Stage Two of the corporate procedure this year compared with 27 last year. Only 3 were upheld. Due to there being fewer cases dealt with at Stage 2 any slight change to the number of cases upheld has a substantial effect on the performance indicator.	25.00%	25.00%	25.00%	Customer Services and Parking
EHPI 5.4	% of complaints to the Local Government Ombudsmen that are upheld	0%	0%	0%	▬	😊	Performance exceeding target. Seventeen cases have been dealt with by the LGO during this year compared with 19 last year. None of the complaints have been upheld. The Annual Letter from the LGO will be received in June.	0%	0%	0%	Customer Services and Parking
EHPI 6.8	Turnaround of Pre NTO PCN challenges	22 days	14 days	20 days	⬆️	😞	This is below target. Due to a combination of: A) High volume of correspondence B) Staff seconded on to carpark stewarding duties in December 2011. C) Staff being trained on new IT systems linked to the new contract in January 2012. Overtime to help catch up on this predicted back log was agreed and undertaken during February 2012. A growth bid for 20 additional hours of notice processing resource is currently before members. However all statutory targets have been met.	14 days	14 days	14 days	Customer Services and Parking
EHPI 6.9	Turnaround of PCN Representations	22 days	28 days	21 days	⬆️	😊	Performance exceeding target.	28 days	28 days	28 days	Customer Services and Parking
EHPI 8	Percentage of invoices paid on time.	97.19%	98.00%	95.91%	▼	😐	Performance slightly off target. The year end % is below the revised target, due to poor performance within the fourth quarter. At the start of 2011/12 the target for this indicator was set at 98% but revised to 97.50% in January 2012 internally.	98.00%	99.00%	99.50%	Financial Services and Performance
EHPI 3	Overall satisfaction with the authority.	N/A	65%	51.00%	▼	😞	This is below target. Just over half of residents (51%) are generally satisfied with how the Council is running East Herts. 16% expressed dissatisfaction and a third (33%) were neither satisfied nor dissatisfied with how the Council runs East Herts. This performance shows a 10% reduction in satisfaction when comparison is made to the performance in 2009/10 when the last Resident's Survey was undertaken. Going forward the Council's objective is to ensure high satisfaction with the council, therefore it is proposed that the target for 2013/14 be retained at 65%.	N/A	65.00%	N/A	Financial Services and Performance
EHPI 156	Buildings accessible to people with a disability.	91.30%	90.91%	91.30%	▬	😊	Performance on target. Performance shows that Public Areas in 91.30% of buildings operated by East Herts Council are suitable for and accessible to Disabled Persons. The Causeway Offices have not been excluded from this years outturn as East Herts were still occupying the building between April 2011 till November 2012. The Causeway was duly closed in November 2012 and will be reflected in the 2012/13 outturn.	90.91%	90.91%	90.91%	People, ICT and Property services
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.0 days	10.0 days	10.3 days	▼	😐	Performance slightly off target.	10.0 days	10.0 days	10.0 days	Revenues and Benefits
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)	1.1%	1%	-0.2%	⬆️	😊	Performance within target. Performance shows that position at the year end including outstanding creditors, revised budget £405,500 regarding repairs and maintenance and annual maintenance contracts. After going through the usual end of year accounting routines regarding outstanding commitments it is anticipated that the Outturn will be behind target by some 5% of the original budget. This is due to unforeseen circumstances and increased input to the capital programme. Outturn 2012/13 estimate reduced to £390,500 owing to the closure of the Causeway.	+/-1%	+/-1%	+/-1%	People, ICT and Property services
LEADING THE WAY, WORKING TOGETHER: Deliver responsible community leadership that engages with our partners and the public											
EHPI 1a	% of customers satisfied with the service - All	70%	70%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services

Code	Indicator	Past Performance	Current Performance					Future Performance			Lead Service
		2010/11	2011/12					2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Outturn	Performance Short term trend	Status	Notes	Target	Target	Target	
EHPI 1b	% of customers satisfied with the service - Leventhorpe	68%	68%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services
EHPI 1c	% of customers satisfied with the service - Hartham	71%	70%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services
EHPI 1d	% of customers satisfied with the service - Fanshawe	75%	70%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services
EHPI 1e	% of customers satisfied with the service - Buntingford	59%	59%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services
EHPI 1f	% of customers satisfied with the service - Grange Paddocks	77%	77%	TBA	TBA	TBA	Performance data is not currently available as data is scheduled to be extracted from Govmetric database on June 2012. The data will be available to be presented in the Executive version of the Outturns report on 10 July 2012.	Plus 1%	Plus 1%	Plus 1%	Environmental Services
EHPI 2	Net cost/subsidy per visit	£0.91	£0.90	£0.23			Performance exceeding target. The service has revised future targets to provide greater clarity and a value has now been provided for the next three years. The value has been calculated based on the usage for 2011/12 and the fact that the management fee is known for the next three years. Performance will fluctuate over the next three years due to a) planned changes in the management fee b) small variances due to RPIX and c) throughput. The revised targets are 0.02p for 2012/13, 0.16p for 2013/14 and 0.47p for 2014/15.	£0.02	£0.16	£0.47	Environmental Services

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Coast

Indicator	Past Performance	Current Performance						Future Performance			Lead Service
	2010/11	2011/12						2012/13	2013/14	2014/15	
	Outturn	Target 2011/12	Outturn	Performance		Notes		Target	Target	Target	
				Short term trend	Status						
EHPI 3a	Usage: number of swims (under 16)	48,631	46,328	46,936			Performance exceeding target.However 2011/12 total throughput down on previous year. This may be due to the prevailing economic climate, the service will be monitoring any further declines that may suggest an emerging trend.	46,900	46,900	46,900	Environmental Services
EHPI 3b	Usage: number of swims (16 - 60)	111,501	112,616	101,033			This is below target. 2011/12 throughput down on previous year total, however, this may not be a true reflection due to highlighted concerns raised in Q1 2010/11 and the potential double counting of Direct Debit gym members/swimmers. The service will continue to monitor and expects throughput stabilise in subsequent years.	101,000	101,000	101,000	Environmental Services
EHPI 3c	Usage: number of swims (60 +)	25,356	25,610	24,315			Performance slightly off from target this may be due to the current economic climate, the service will continue to monitor for future trends.	24,300	24,300	24,300	Environmental Services
EHPI 4a	Usage: Gym (16 - 60)	173,309	175,042	187,535			Performance exceeding target. Throughput has performed well against previous year and target.	187,500	187,500	187,500	Environmental Services
EHPI 4b	Usage: Gym (60 +)	13,329	13,462	16,886			Performance exceeding target. Throughput has performed well against previous year and target.	16,800	16,800	16,800	Environmental Services
PROMOTING PROSPERITY AND WELL BEING; PROVIDING ACCESS AND OPPORTUNITIES: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable											
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	89%	85%	92%			Performance exceeding target.	85%	85%	85%	Community Safety and Health
EHPI 129	Response time to ASB complaints made to EHC.	100%	100%	97%			Performance slightly off target. Performance fell below 100% achievement on just two months of the year. This was caused by unexpected staff absence as a result of sickness and training.	100%	100%	100%	Community Safety and Health
EHPI 2.15	Health and safety inspections.	87%	85%	81%			Performance is off target due to staffing resources in the service. The target for the next 3 years have been reduced to 80% to take this into account.	80%	80%	80%	Community Safety and Health
PRIDE IN EAST HERTS: Improve standards of the neighbourhood and environmental management in our towns and villages.											
NI 191	Residual household waste per household	472	459	474			Performance slightly off target. Although the outturn is above expectations although this was a 53 week year. in a normal year the outturn would have been 465 kgs per household, some 6kgs or 1.3% above expectation. This is lower than waste growth nationally.	454	450	448	Environmental Services

Code	Indicator	Past Performance	Current Performance					Future Performance			Lead Service	
		2010/11	2011/12						2012/13	2013/14		2014/15
		Outturn	Target 2011/12	Outturn	Performance		Notes	Target	Target	Target		
					Short term trend	Status						
NI 192	Percentage of household waste sent for reuse, recycling and composting	48.29%	50.00%	48.35%			Whole year performance is below original expectation of 50%, although with increasing waste levels and reducing recycling levels, expectation was revised internally to 48%, with final outturn at 48.35. The trends follow the national pattern, but the increase in waste and decrease in recycling is less marked in East Herts, than nationally. Waste Services Team focus for 12/13 is to promote waste minimisation, increase recycling performance in areas where participation and capture rates are lowest and increase the level of food waste in the brown bins.	50.0%	51.0%	52.0%	Environmental Services	
NI 195a	Improved street and environmental cleanliness: Litter	1%	2%	2%			Performance on target. Performance fell in the winter partly due to the contractor not being granted permission by Herts Highways to litter pick the A10 under traffic management, allied to a number of marginal failures on other main roads, i.e. of the 15 failures 12 failed by only half a grade, probably due to being inspected close to the next scheduled litter pick.	2%	2%	2%	Environmental Services	
NI 195b	Improved street and environmental cleanliness: Detritus	10%	7%	7%			Performance on target. Performance has been achieved at the targetted level, despite higher than normal levels of detritus during the winter.	7%	7%	7%	Environmental Services	
NI 195c	Improved street and environmental cleanliness: Graffiti	1%	1%	0.67%			Performance betters target with only a 0.67% failure rate for graffiti.	1%	1%	1%	Environmental Services	
NI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	0%			Performance is better than targetted level due to low incidence of fly posting.	1%	1%	1%	Environmental Services	
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	27.40%	32.40%	27.40%			Performance is off target due to there being very little change from last years position as there have only been a few new sites added.	37.40%	42.40%	47.40%	Environmental Services	
EHPI 218a	Abandoned vehicles - identified within 24 hours	98.45%	85.00%	99.99%			Performance exceeding target. Apart from 1 car in July 2012 all 161 cars reported were inspected within 24 hours.	90.00%	91.00%	92.00%	Environmental Services	
EHPI 218b	Abandoned vehicles - removed in 24 hours	100.00%	95.00%	100.00%			Performance exceeding target. All cars requiring removal were taken from our streets within 24 hours of our being allowed to do so.	96.00%	96.00%	96.00%	Environmental Services	
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	34.56	50.00	36.80			Performance exceeding target. Performance under the new contract which commenced in May 2011 has exceeded expectations, leading to a outturn that is comfortably within the target level.	48	47	46	Environmental Services	
EHPI 2.4	Fly-tips: removal.	1.12 days	2 days	1.21 days			Performance exceeding target. Performance is better than target as the Environmental Inspectors continue to prioritise the removal of fly tipping.	2 days	2 days	2 days	Environmental Services	
EHPI 86	Cost of household waste collection	£61.21	£50.06	TBA	TBA	TBA	Outturn currently not available. Data will be reported to Members through the Corporate Healthcheck process, once the Council’s budget has been finalised.	£42.81	£43.88	£44.98	Financial/Environmental Services	
EHPI 90b	Satisfaction with waste recycling	N/A	75.00%	77.00%			Performance exceeding target. More than three quarters of residents (77%) expressed satisfaction with the service overall but 14% said that they are dissatisfied. All of these results are broadly in line with the findings from the 2009 survey.This performance shows a 9% increase in satisfaction when comparison is made to the performance in 2009/10. Going forward the Council's objective is to ensure high satisfaction with the council, therefore it is proposed that the target for 2013/14 be retained at 75%.	N/A	75.00%	N/A	Environmental Services	

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Core

Indicator	Past Performance	Current Performance						Future Performance			Lead Service
	2010/11	2011/12						2012/13	2013/14	2014/15	
	Outturn	Target 2011/12	Outturn	Performance		Notes	Target	Target	Target		
			Short term trend	Status							
SHAPING NOW, SHAPING THE FUTURE: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including effective development control and other measures											
NI 154	Net additional homes provided	200	466	378			This is below target.	401	507	691	Planning and Building Control
NI 155	Number of affordable homes delivered (gross)	64	200	132			This is a substantial increase on last year and furthermore there has been significant refurbishment schemes which are not accounted for in this indicator.	200	200	200	Housing Services
NI 157a	Processing of planning applications: major applications	65.00%	69.00%	48.00%			This is below target. Delays have been encountered during the year as a result of legal agreements, legislative requirements and the complex nature of proposals requiring extensive consultation. For the next (and forthcoming) years targets have been reduced but aligned with that expected nationally of 60%.	60.00%	60.00%	60.00%	Planning and Building Control
NI 157b	Processing of planning applications: minor applications	83.00%	80.00%	80.00%			Performance on target. Local target met and national target exceeded.	70.00%	70.00%	70.00%	Planning and Building Control
NI 157c	Processing of planning applications: other applications	94.00%	93.00%	92.00%			Performance slightly off target. Local target met and national target exceeded.	90.00%	90.00%	90.00%	Planning and Building Control
NI 159	Supply of ready to develop housing sites	N/A	N/A	TBA	TBA	TBA	Data analysis of housing delivery undertaken by Hertfordshire County Council at the end of year and details are usually available by June/July. Calculation of land supply not possible until data on supply which has been utilised (housing built) is available. Data will be included in the Councils Annual Monitoring Report due to be produced in December 2012. The Council's performance management system will be updated at the same time.	TBD	TBD	TBD	Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	New PI introduced in 2011/12	75.00%	Next outturn data available in 2012/13	N/A	N/A	There is no performance outturn available for 2011/12 as this is a new PI and the systems used to collect the data were put in place in January 2012 so there is not a full years worth of data to produce an annual outturn. The next available outturn will be for 2012/13 and will be reported in the 2012/13 outturn report.	75%	75%	75%	Planning and building control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	New PI introduced in 2011/12	50.00%	Next outturn data available in 2012/13	N/A	N/A	There is no performance outturn available for 2011/12 as this is a new PI and the systems used to collect the data were put in place in January 2012 so there is not a full years worth of data to produce an annual outturn. The next available outturn will be for 2012/13 and will be reported in the 2012/13 outturn report.	50%	50%	50%	Planning and building control
EHPI 2.23	Planning decisions delegated.	90%	90%	92%			Performance exceeding target.Outturn target met 149 out of 1875 decision decided by committee.	90%	90%	90%	Planning and building control
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	11			Performance on target. 11 dwellings have been returned to occupation, 5 of which were vacant for more than 6 years.	10	10	10	Community Safety and Health

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

Essential Reference Paper C-1

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 29 MAY 2012

MONTHLY CORPORATE HEALTHCHECK – FEBRUARY - MARCH 2012

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 that covers the period February to March 2012.

RECOMMENDATION FOR SCRUTINY:	
(A)	That the budget variances and performance are scrutinised, and Executive be informed of any recommendations.

1.0 Background

1.1 This is the monthly finance and performance monitoring report for the Council.

1.2 Each month the report will contain a breakdown of the following information by each corporate priority where remedial action is needed:

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

1.3 **Essential Reference Paper 'C-2'** shows the full set of performance indicators that are reported on a monthly/quarterly basis.

Essential Reference Paper 'C-3' shows detailed information on salaries.




Essential Reference Paper 'C-4' shows detailed information capital programme.




Essential Reference Paper 'C-5' and 'C-6' shows explanations of

Essential Reference Paper C-1

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 March 2012.

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
(1) Promoting prosperity and well being; providing access and opportunities						
Concessionary Fares	19	0	0	0	19	0
Taxi Licensing income	0	2	0	2	0	2
Hillcrest Rental income	49	0	4	0	49	0
Environmental Pollution	30	0	0	56	30	0
Housing Grants	0	9	0	0	0	9
Renovation Grants	20	0	0	0	20	0
Emergency Planning	0	16	2	0	0	16
Transport/ Bus Subsidy	14	0	0	0	14	0
Animal Control	6	0	0	0	6	0
Pest Control	7	0	0	0	7	0
Leisure Contract	0	5	108	0	0	5

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
(2) Fit for purpose						
Turnover	0	369	0	47	0	369
Print/Desktop Publishing	0	53	0	4	0	53
Hartham Land Sale	50	0	0	0	50	0
Office Moves	0	57	0	2	0	57
Investment Income	0	325	0	27	0	325
Insurance	80	0	0	0	80	0
Corporate Training	32	0	0	6	32	0
IT Licences	107	0	80	0	107	0
Legal Fees income	138	0	0	2	138	0
Cost of Change	0	29	0	0	0	29
Copyright Fees	17	0	0	0	17	0
Other Expenses- Consultancy	20	0	0	0	20	0
Admin Buildings etc	44	0	0	0	44	0
BPI contribution	50	0	0	0	50	0

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
(3) Pride in East Herts						
Parking Enforcement Cont	55	0	0	135	55	0
Pay and Display machines	0	16	0	0	0	16
Car Parks legal fees	0	2	1	0	0	2
Car Parks advertising	9	0	0	2	9	0
CCTV Contributions	0	2	31	0	0	2
Recycling Materials Handling	40	0	4	0	40	0
Waste Contract (various bud)	125	0	0	0	125	0
Hydro Electric plant	0	11	0	3	0	11
Bulky waste collection income	0	16	0	2	0	16
Waste Contract	200	0	0	0	200	0
Kerbside dry recycling income	0	155	84	0	0	155
Recycling banks maintenance	8	0	1	0	8	0
Textile Banks	0	3	3	0	0	3
Car Park ticket advertising	0	2	0	0	0	2
Elm Road car park income	0	6	0	1	0	6
Trade Waste	14	0	0	28	14	0
Grange Paddocks Security	0	1	0	0	0	1

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
Kerbside Dry Recycling Exp	0	31	0	11	0	31
Trade Waste sacks Income	0	5	0	1	0	5
Leaf Clearance	0	23	0	0	0	23
Street Cleansing	22	0	0	95	22	0
Recycling Misc Income	7	0	1	0	7	0
Dog Waste Bins	4	0	0	3	4	0
Clinical Waste	14	0	0	2	14	0
Domestic Refuse Collection	20	0	0	76	20	0
Refuse Transport subsidy	0	3	5	0	0	3
Penalty Charge Notices	20	0	35	0	20	0
Recycling contributions	104	0	0	0	104	0
Advertising Refuse	1	0	0	2	1	0
Other Recycling Banks	0	14	14	0	0	14

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
(4) Shaping now, shaping the future						
New Homes Bonus Grant	385	0	68	0	385	0
Discharge of Conditions	21	0	1	0	21	0
Development Control income	0	114	0	27	0	114
Dev Cont Pre App advice	22	0	1	0	22	0
Local Dev Framework	124	0	3	0	124	0
Planning Appeals	0	96	0	24	0	96
Building Control income	0	70	10	0	0	70
Dev Con advertising	29	0	0	0	29	0
Land Charges income	16	0	0	0	16	0

Essential Reference Paper C-1

	Position as at 31.03.12				Projected Position year end	
	Favour- able £000	Adverse £000	Favour- able Variance since last month £000	Adverse Variance since last month £000	Favour- able £000	Adverse £000
(5) Leading the way, working Together						
Member's Allowances	63	0	4	0	63	0
Audit Fees	42	0	0	52	42	0
Democratic Representation	22	0	0	0	22	0
Treasury Mgt Fees	13	0	0	0	13	0
TOTAL:	2,063	1,435	460	610	2,063	1,435
Net Projected Variance					628	
Supported by supplementary estimates						
Car Park Pay and Display Machines						17
Total Supplementary Estimates						17

Essential Reference Paper C-1

- 2.2 Subject to all other budgets being equal, this would result in an underspend of £628k. This compares with a forecast net underspend of £213k when the 2012/13 budget was set in February. The additional underspending permits early consideration of commitments to apply additional funding in 2012/13 as set out in this report.
- 2.3 Salary budgets are constantly monitored and **Essential Reference Paper 'C-3'** shows a projected overspend of £369k.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

Promoting Prosperity and well-being, providing access and opportunities

Financial analysis

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

Performance analysis

- 2.5 The following indicator was 'Green', meaning that the target was either met or exceeded for March 2012. It is:
- EHPI129 - Response time to anti social behaviour (ASB) complaints made to East Herts Council.

Please refer to **Essential Reference Paper 'C-2'** for full details.

Fit for purpose

Financial analysis

- 2.6 The Cost of Change budget is over spent by £29k as a result of additional restructuring costs.
- 2.7 Copyright fees paid to the Ordnance Survey (OS) for maps shows an underspend of £17k as the Government now funds OS totally.
- 2.8 There has been less demand on the Corporate Consultancy budget this year, thus saving £20k.
- 2.9 The total Property Maintenance Budget across services of £406k shows an underspend of £23k. In addition the Administrative buildings budgets (excluding Property Maintenance) show a net £21k

Essential Reference Paper C-1

under spend. It is proposed that the £44k underspend be applied to refurbish toilets in Wallfields as was recommended when the budget for the upgrade was agreed to the building.

- 2.10 £50k has been received from Improvement East as a contribution towards BPI. It is proposed that £9k be carried forward to 2012/13 to be applied to 3 business improvement projects (Self service, voice recognition and freedom of information).
- 2.11 In order to increase the resilience of the ICT network and systems plus the roll out of the new telephone system, it is proposed to use £50k of the underspend on ICT licences to supplement ICT resources in the first part of 2012/13.

Performance analysis

- 2.12 **EHPI 6.8 - Turnaround of pre NTO PCN challenges.** Performance was 'Red' for March 2012. The introduction of the Council's largest residents' permit parking scheme has resulted in high call volumes and additional administrative work. The new parking IT system has also taken a short time to settle down. As a result, team productivity was reduced but is now returning to previous levels of performance. The service has continued to meet statutory deadlines on formal representations. Performance in March 2012 is in line with the estimated performance for the end of the year. Going forward the target remains the same as performance is expected to return to previous levels.
- 2.13 **EHPI 8 – % of invoices paid on time.** Performance was 'Amber' for March 2012. Management have taken action to ensure that future invoices are paid on time.
- 2.14 The following indicators were 'Green', meaning that targets were either met or exceeded for March 2012. They are:
- EHPI 6.9 – Turnaround of NTO Representations.
 - EHPI 12c - Total number of sickness absence days per FTE staff in post. The performance with regard to sickness absence will be considered by the HR Committee. However, at 5.5 days per FTE, this is a welcome improvement on prior years.
 - NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.

Please refer to **Essential Reference Paper 'C-2'** for full details.

Pride in East Herts

Financial analysis

2.15 There are no new financial issues arising for this period.

Performance analysis

2.16 **NI 191 – Residual household waste per household.** Waste arisings in March 2012, a 5 week month, were the highest monthly amount this year.

2.17 **NI 192 - Percentage of household waste sent for reuse, recycling and composting.** Performance dipped slightly in March, primarily due to the highest monthly level of waste disposed of this year.

2.18 The following indicator was 'Green', meaning that the target was either met or exceeded for March 2012:

- EHPI 2.4 – Fly-tips: Removal

Please refer to **Essential Reference Paper 'C-2'** for full details.

Shaping now, shaping the future

Financial analysis

2.19 Spend on advertising in Development Control shows a £29k saving due to less demand, as reflected in the income streams.

2.20 Land Charges income is £16k better than budgeted for.

Performance analysis

2.21 **NI 157c - Processing of planning applications: Other applications.** Performance was 'Amber' for March 2012. Target not achieved, although performance had improved compared to February 2012 when it was 'Red'. In March 2012, 15 decisions were made beyond the target timescale, but of these 7 were reported to the Development Control committee either because of referral requests or because they were proposals that were contrary to policy. Of the remaining 8 decisions the reasons for delay were varying, but included the need for amended proposals to be supplied and be consulted upon and, in two cases, for legal advice to be sought. Estimated performance for the end of the year indicates that the

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annual target will be met, exceeding the national target. Going forward the target has been reduced slightly but still remains above the national target.

2.22 The following indicators were 'Green', meaning that targets were either met or exceeded for March 2012. They are:

- NI 157a - Processing of planning applications: Major applications.
- NI 157b - Processing of planning applications: Minor applications.
- EHPI 2.2(45) – Number of collections missed per 100,000 collections of household waste.

Please refer to **Essential Reference Paper 'C-2'** for full details.

Leading the way, working together

Financial analysis

2.23 There is an under spend of £22k on a number of Democratic Representation budgets.

2.24 As a consequence of invest funds being brought back in house the Treasury Management budget is under spent by £13k.

2.25 Part of the 2012/13 New Homes Bonus Grant, £68k, has been received in 2011/12 and has to be accounted for in 2011/12. This part of the 2012/13 Grant will be incorporated into the sums passed to Town and Parish Councils in 2012/13.

Performance analysis

2.26 **EHPI 3a - Usage: number of swims (under 16)** Performance was 'Red' for March 2012. Figures for 2011/12 Quarter 4 shows that there has been a decline in throughput for the same period last year. This may be due to the prevailing economic climate; The estimate performance for the end of the year indicates the annual target will not be met, the service will be monitoring any further declines that may suggest an emerging trend.

2.27 The following indicators were 'Green', meaning that targets were either met or exceeded for March 2012. They are:

- EHPI 3b – Usage: number of swims (16 – under 60 year olds)
- EHPI 3c – Usage: number of swims (60 year old +)

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

Please refer to **Essential Reference Paper ‘C-2’** for full details.

CAPITAL FINANCIAL SUMMARY

2.28 The table below sets out expenditure (including capital creditors) to 31 March 2012 against the Capital Programme. Expenditure is £747k less than the approved budget for 2011/12 of which it is proposed to carry forward as slippage £523k leaving a net saving of £224k. This report seeks approval to add slippage from the 2011/12 to the 2012/13 budget. The slippage is summarised in the table below and the details by scheme are set out in **Essential Reference Paper ‘D’**. The saving of £224k will reduce the Council’s previously approved commitment of capital resources.

SUMMARY	2011/12 Original Estimate	2011/12 Revised Estimate	2011/12 Actual Commit to date	Variance Col 4 - Col 2	Slippage
	£	£	£	£	£
Promoting Prosperity	2,091,340	2,704,360	2,442,811	(261,549)	59,130
Fit for Purpose	1,385,550	2,124,610	2,058,262	(66,348)	78,570
Pride in East Herts	2,379,800	1,213,240	964,388	(248,852)	(215,340)
Shaping now	380,500	231,900	61,271	(170,629)	170,390
Re-profiling potential Slippage	(750,000)				
TOTAL	<u>5,487,190</u>	<u>6,274,110</u>	<u>5,526,732</u>	<u>(747,378)</u>	<u>523,380</u>

3.0 **Implications/Consultation**

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

Background Papers:

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

Contact Officer:

In terms of performance issues

Essential Reference Paper C-1

Karl Chui – Performance Monitoring Officer, Extn: 2243.

karl.chui@eastherts.gov.uk

In terms of financial issues

Mick O'Connor – Principal Accountant, Extn: 2054

mick.oconnor@eastherts.gov.uk

Essential Reference Papers

Essential Reference Paper C-2 – Performance Indicator set relating to Executive.

Essential Reference Paper C-3 – Detailed information on salaries

Essential Reference Paper C-4 – Detailed information on capital

Essential Reference Paper C-5 and C-6 – Explanations of variances on the Revenue Budget reported in previous months.



March/Quarter 4 Corporate business Scruinty Healthcheck 2011/12




Traffic Light Red

Description Fit for purpose, services fit for you; Prosperity




Parking Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHP16.8	Turnaround of Pre NTO PCN challenges (10 working days)		25 days	14 days		The introduction of the Council's largest residents' permit parking scheme has resulted in high call volumes and additional administrative work. The new parking IT system has also taken a short time to settle down. As a result, team productivity was reduced but is now returning to previous levels of performance. The service has continued to meet statutory deadlines on formal representations.	<p>March 2012 result</p>	None




Traffic Light Red**Description** Leading the way, working together; People**Community and Cultural Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHP13a	Usage: number of swims (under 16)		9,401	11,840		Figures for 2011/12 Quarter 4 shows that there has been a decline in throughput for the same period last year. This may be due to the prevailing economic climate; The estimate performance for the end of the year indicates the annual target will not be met, the service will be monitoring any further declines that may suggest an emerging trend.	<p>Q4 2011/12 result</p>  <p>11,129.6 11,721.6 0 9,401 20,000</p>	None




Traffic Light Amber**Description** Fit for purpose, services fit for you; Working together to improve the efficiency of the Council**Financial Support Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHP18	% of invoices paid on time		95.85%	98.00%		Number of invoices paid on time has slightly improved over previous month but still below target.	<p>March 2012 result</p>  <p>92.12% 97.02% 110.00% .00% 95.85%</p>	None

Traffic Light Amber**Description** Shaping now, shaping the future; Place**Planning and Building Control**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 157c (BV109c)	Processing of planning applications: Other applications		90.00%	93.00%		Target not achieved. 15 decisions were made beyond the target timescale, but of these 7 were reported to the DC committee either because of referral requests or because they were proposals that were contrary to policy. Of the remaining 8 decisions the reasons for delay were varying, but included the need for amended proposals to be supplied and be consulted upon and, in two cases, for legal advice to be sought.	<p>March 2012 result</p>  <p>0.00% 90.00% 87.42% 92.07% 100.00%</p>	None

Traffic Light Green**Description** Fit for purpose, services fit for you; People**Revenues and Benefits Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		4.5 days	10.0 days		The period 13 February 2012 to 12 March 2012 was 4.53 days, giving an outturn for the year of 10.28.days	<p>March 2012 result</p> 	None

Traffic Light Green

Description Fit for purpose, services fit for you; Prosperity




Parking Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI6.9	Turnaround of NTO Representations	✓	25 days	28 days	↓	The introduction of the Council's largest residents' permit parking scheme has resulted in high call volumes and additional administrative work. The new parking IT system has also taken a short time to settle down. As a result, team productivity was reduced but is now returning to previous levels of performance. The service has continued to meet statutory deadlines on formal representations.	<p>March 2012 result</p> <p>0 days 25 days 30 days 50 days</p>	None




People Services and Organisational Development


PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI12c	Total number of sickness absence days per FTE staff in post	✓	0.21 days	0.70 days	↑	Total absence for the year so far = 5.50 (target = 7.50)	<p>March 2012 result</p> <p>0.00 days 0.21 days 0.71 days 0.74 days 5.00 days</p>	None


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

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI4a	Usage: Gym (16 – under 60 year olds)		58,877	47,146		Performance for this quarter is exceeding the target.	<p>Q4 2011/12 result</p>  <p>44,317.24 46,674.54 0 58,877 70,000</p>	None

Community and Cultural Services


PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI4b	Usage: Gym (60 + year olds)		4,890	4,338		Performance for this quarter is exceeding the target.	<p>Q4 2011/12 result</p>  <p>4,077.72 4,294.62 0 4,890 5,000</p>	None

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHP13b	Usage: number of swims (16 – under 60 year olds)	✓	26,509	20,641	↑	Performance for this quarter is exceeding the target.	<p>Q4 2011/12 result</p>  <p>20,434.59 19,402.54 0 26,509 50,000</p>	None


Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHP13c	Usage: number of swims (60 year old +)	✓	7,239	5,429	↑	Performance for this quarter is exceeding the target.	<p>Q4 2011/12 result</p>  <p>5,374.71 5,103.26 0 7,239 20,000</p>	None

Traffic Light Green
Description Pride in East Herts; Place




Environmental Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI2.4 (47)	Fly-tips: removal	✓	0.98	2	↑	Although the number of fly tips that had to be removed rose this month the performance was better than most months.	<p>March 2012 result</p> 	None




Environment Services


PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	✓	37.64	50	↓	Performance was not as good in March as in previous months due to rescheduling of some rounds to form a separate trade/communal/weekly collections round. Nonetheless the performance continues to be much better than targeted.	<p>March 2012 result</p> 	None

Traffic Light Green**Description** Promoting prosperity and well being providing access and opportunities; People**Licensing and Community Safety**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
EHPI129	Response time to ASB complaints made to EHC.		100.00 %	100.00 %		There were nine complaints made to the ASB Officer at EHC, all of which were responded to within two working days.	<p>March 2012 result</p> 	None

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

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 157a (BV109a)	Processing of planning applications: Major applications		100.00%	69.00%			<p>March 2012 result</p> 	None












Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 157b (BV109b)	Processing of planning applications: Minor applications	✓	80.00%	80.00%	↓	Performance is on target.	<p>March 2012 result</p>  <p>75.20% 79.20% 100.00% 80.00%</p>	None

Traffic Light Unknown

Description Pride in East Herts; Place

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 191	Residual household waste per household	?	474		↓	Waste arisings in March, a 5 week month, were the highest monthly amount this year.	N/A	None

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2012
NI 192	Percentage of household waste sent for reuse, recycling and composting	?	48.35%		↓	Performance dipped slightly in March, primarily due to the highest monthly level of waste disposed of this year.	N/A	None

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

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Essential Reference Paper 'C-3'

SALARIES/AGENCY/APPOINTMENT OF STAFF/RELOCATION

	Estimate	Profile to 31.03.12	Actual to 31.03.12	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Executive / Corp Support	458,430	458,430	461,743	3,313	461,740	3,310
Internal Services	4,091,350	4,091,350	4,321,135	229,785	4,323,010	231,660
Neighbourhood Services	3,708,010	3,708,010	3,714,903	6,893	3,714,870	6,860
Customer & Community	2,586,850	2,586,850	2,741,897	155,047	2,742,560	155,710
Summary	10,844,640	10,844,640	11,239,678	395,038	11,242,180	397,540
Strain Costs (funded)	87,709	0	0	0	87,709	0
Employer's Pension Cost (not charged to services)	456,550	456,550	428,000	-28,550	428,000	-28,550
TOTAL	11,388,899	11,301,190	11,667,678	366,488	11,757,889	368,990

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CAPITAL EXPENDITURE MONITORING 2011/12

Exp. To 31/03/12									
SUMMARY	2011/12 Original Estimate	Slippage from 2010/11	2011/12 Any other amendments	2011/12 Approved Estimate as @ Feb '12	2011/12 Actual to 31.03.12	2011/12 Capital Creditor	2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate	Slippage into 2012/13
	£	£	£	£	£	£	£	£	£
1. Enhance the quality of life, health and wellbeing of individuals, Refuse Collection and Recycling	2,091,340	653,620	(40,600)	2,704,360	1,975,081.90	467,729.12	2,442,811.02	(261,548.98)	59,130
2. Energy Efficiency and Carbon Reduction Measures (Note 1) a well managed and publicly accountable organisation	1,385,550	538,420	200,640	2,124,610	1,997,261.68	61,000.73	2,058,262.41	(66,347.59)	78,520
3. Network, Servers and Storage Upgrade	2,379,800	(410,410)	(756,150)	1,213,240	906,902.56	57,485.30	964,387.86	(248,852.14)	215,340
4. Improve standards of the neighbourhood and environmental Home and Mobile Working									
4. River and Watercourse Structures	380,500	132,100	(280,700)	231,900	29,050.44	32,220.00	61,270.44	(170,629.56)	170,390
Gascoyne Way MSCP - Major Refurb. and Repairs opportunities including the continuation of effective development control and other measures									
Asset Improvement Items - Infrastructure (North Drive reconstruct road and drainage)									
TOTAL	6,237,190	913,730	(876,810)	6,274,110	4,908,296.58	618,435.15	5,526,731.73	(747,378.27)	523,380
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(750,000)		750,000	0					0
	5,487,190	913,730	(126,810)	6,274,110	4,908,296.58	618,435.15	5,526,731.73	(747,378.27)	523,380

Supplementary estimate agreed at 5.7 Exec and 6.7 Council for sub-station work.

Revenues and Benefits System

Project to slip due to delays in working with other local authorities and lack of IT resources.

New Stall Covers for Hertford and Ware Markets

Social Housing Schemes-Calton House and Birch Green, Hertford

Fully funded from Town Centre Enhancement budget (£25k) and PRG £75k).
Fully funded from Town Centre Enhancement budget (£25k), S106 (£51,300), British Waterways (£20k) and PRG £60k).

Scheme approved by Members (NKD report July 2011). Spend £80,000, £40,000 funded by EHC and £40,000 funded by Sawbridgeworth T.C.

Replacement of Chairs and Desks

Stevenage BC Shared Service, Furniture and Equipment

Automated Telling Machines (ATM's) at Hertford and B/S

CAPITAL MONITORING 2011/12

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

Exp. To 31/03/12												COMMENTS
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 @ Feb '12	2011/12 Actual to 31.03.12	2011/12 Capital Creditor	2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate	Slippage into 2012/13	
			£	£	£	£	£	£	£	£	£	
Various	Grange Paddocks Pool	S. Whinnett	40,000	5,600	1,400	47,000	40,827.00		40,827.00	(6,173.00)	0	
72328	Refuse Collection and Recycling	S. Whinnett		10,800		10,800	4,168.00		4,168.00	(6,632.00)	6,630	Remedial works outstanding (contractual issues)
Various	Hartham Swimming Pool	S. Whinnett		35,000		35,000	23,275.00	11,500.00	34,775.00	(225.00)	0	Completed
Various	Leventhorpe Swimming Pool	S. Whinnett										
Various	Network, Servers and Storage Upgrade	S. Whinnett										
Various	Fanshawe Pool:	S. Whinnett	30,000	4,900	15,000	49,900	18,070.40	24,297.92	42,368.32	(7,531.68)	4,300	
	Home and Mobile Working											
72337	Replacement Gym Equipment - Fanshawe	W. O'Neill	0	0	84,000	84,000	2,222.96		2,222.96	(81,777.04)	81,780	Still waiting for the invoice from SLM to be passed onto us. We need to slip the full £81,777.04 for this capital project
	River and Watercourse Structures											
72332	Gascoyne Way MSCP - Major Refurb. and Repairs	S. Whinnett	68,740		(19,000)	49,740	45,590.45		45,590.45	(4,149.55)	0	Completed.
72571	Leisure Development Project	W. O'Neill	0		77,500	77,500	75,487.14		75,487.14	(2,012.86)	0	Supplementary estimate agreed at 5.7 Exec and 6.7 Council for sub-station work.
	Asset Improvement Items - Infrastructure (North Drive reconstruct road and drainage)											
Various	Hertford Theatre	W. O'Neill/S. Whinnett	211,200	1,270	(80,000)	132,470	52,274.30	4,726.68	57,000.98	(75,469.02)	76,750	
72578	Drill Hall (Note 1)	W. O'Neill	0	200,000	(100,000)	100,000			0.00	(100,000.00)	100,000	Tenders for work returned Dec 2012
72545	Presdales - Replace Pavilion	W. O'Neill	0	59,100		59,100	49,703.60		49,703.60	(9,396.40)	9,400	Need to slip this as will be used to carry out car parking works for the site.
72582	LSP Capital Grants	W. O'Neill	0	76,800		76,800	23,130.00		23,130.00	(53,670.00)	53,670	£10,000 committed to health partnership.
Various	Capital Grants 2009/10 - 2011/12	C. Pullen	83,000	45,950		128,950	78,549.77		78,549.77	(50,400.23)	42,330	
72683	Village Hall Community Challenge	C. Pullen	11,000	11,400		22,400	7,481.60		7,481.60	(14,918.40)	14,000	
72512	Partnership Investment Fund	C. Pullen	26,000	43,600		69,600	41,473.87		41,473.87	(28,126.13)	25,500	
72530	Revenues and Benefits System	W. O'Neill	20,000	19,700		39,700	18,024.21		18,024.21	(21,675.79)	16,770	
	Community Planning Grants											Project to slip due to delays in working with other local authorities and lack of IT resources.
Various	New Stall Covers for Hertford and Ware Markets	S. Winterburn	740,000	89,500		829,500	658,092.84		658,092.84	(171,407.16)	0	
72685	Social Housing Schemes-Calton House and Birch Green, Hertford	S. Drinkwater	700,000			700,000	661,000.00	421,000.00	1,082,000.00	382,000.00	(382,000)	2011/12 spending includes sums brought forward from 2012/13 in agreement with housing associations
71201	Capital Salaries	S. Chancellor	25,400			25,400	25,400.00		25,400.00	0.00	0	
72504	Provision of Play Equipment	C. Cardoza	50,000			50,000	50,000.00		50,000.00	0.00	0	
72580	Fully funded from Town Centre Enhancement budget (£25k) and PRG £75k).	C. Cardoza	0	50,000	30,000	80,000	76,250.00	3,750.00	80,000.00	0.00	0	Scheme approved by Members (NKD report July 2011). Spend £80,000, £40,000 funded by EHC and £40,000 funded by Sawbridgeworth T.C.
72583	Fully funded from Town Centre Enhancement budget (£25k), S106 (£51,300), British Waterways (£20k) and PRG £60k). Improvements to Works at Southern Country Park (Note 2)	C. Cardoza	36,000		(9,500)	26,500	24,060.76	2,454.52	26,515.28	15.28	0	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 3)	C. Cardoza	10,000			10,000	0.00		0.00	(10,000.00)	10,000	Awaiting completion of housing on site by developer.
72585	The Bourne, Ware - Play Area Development Programme	C. Cardoza	40,000		(40,000)	0	0.00		0.00	0.00	0	External funding bid for an additional £40k through partners Hertfordshire Groundwork Trust was unsuccessful. Currently looking at alternative funding sources to supplement Council's contribution. Scheme currently being reviewed and has slipped to 2012/13.
71266	Replacement of Chairs and Desks	S. Chancellor	0			0	0.00		0.00	0.00	0	
	Capital Salaries											
	Stevenage BC Shared Service, Furniture and Equipment											
TOTAL			2,091,340	653,620	(40,600)	2,704,360	1,975,081.90	467,729.12	2,442,811.02	(261,548.98)	59,130	
Automated Telling Machines (ATM's) at Hertford and B/S												

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

CAPITAL MONITORING 2011/12												
Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation												
Exp. To 31/03/12												
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 @ Feb '12	2011/12 Actual to 31.03.12	2011/12 Capital Creditor	2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate	Slippage into 2012/13	COMMENTS
			£	£	£	£	£	£	£	£	£	
71342	Refuse Collection and Recycling	D. Frewin	0			0	(205.00)		(205.00)	(205.00)	0	
71370	Energy Efficiency and Carbon Reduction Measure	P. Bowler	0	4,500		4,500	0.00		0.00	(4,500.00)	4,500	
71374	Network, Servers and Storage Upgrade	D. Frewin	30,000	(400)	2,200	31,800	14,111.00	17,657.00	31,768.00	(32.00)	0	
71376	Home and Mobile Working	D. Frewin	0	750		750	0.00		0.00	(750.00)	750	Slip to code 71414
71377	River and Watercourse Structures	P. Bowler	0	2,500		2,500	0.00		0.00	(2,500.00)	2,500	
71378	Gascoyne Way MSCP - Major Refurb. and Repairs Business Continuity	D. Frewin	30,000		27,500	57,500	46,399.00		46,399.00	(11,101.00)	11,100	Slip to code 71414 Supplementary estimate agreed at 5.7 Exec and 6.7 Council for sub-station work.
71379	Asset Improvement Items - Infrastructure (North D.P. Bowler		31,000		(31,000)	0	0.00		0.00	0.00	0	
71388	GIS	P. Bowler	0	5,470		5,470	0.00		0.00	(5,470.00)	5,470	To be used for Map Info on Citrix
71389	Small Systems	P. Bowler	0		(2,400)	(2,400)	(2,400.00)	2,550.00	150.00	2,550.00	(2,550)	Overspend - negative slippage applied to 71415
71395	EDM - Corporate	P. Bowler	52,700	2,870	(45,500)	10,070	0.00		0.00	(10,070.00)	10,070	
71396	Enhancement of Telephony System	P. Bowler	0	3,400		3,400	0.00		0.00	(3,400.00)	0	See overspend on code 71413.
71402	Council Chamber Enhancements	E. Freeman	0			0	(458.01)		(458.01)	(458.01)	0	
71405	Financial Management System	S. Chancellor	0		30,000	30,000	30,000.00		30,000.00	0.00	0	
71408	Revenues and Benefits System	S. Tarran	43,000			43,000	45,648.00		45,648.00	2,648.00	0	
71409	Locata	P. Bowler	37,700			37,700	11,000.00	12,416.66	23,416.66	(14,283.34)	14,280	Project to slip due to delays in working with other local authorities and lack of IT resources.
71412	Renewal of Cabling - Wallfields	D. Frewin	0	65,480	10,000	75,480	0.00		0.00	(75,480.00)	0	Costs are now included in the Asset Improvement Items - Council Offices.
71413	New Stall Covers for Hertford and Ware Markets											
71413	New Telephone System	P. Bowler	100,000	(14,700)	178,640	263,940	270,070.25	600.00	270,670.25	6,730.25	0	See saving on code 71396
71417	Social Housing Schemes-Calton House and Birch Green, Hertford											
71417	Voice Recognition Equipment	N. Sloper	0		38,900	38,900	38,925.00		38,925.00	25.00	0	
71414	Hardware Funding	D. Frewin	120,650	2,750	10,000	133,400	130,009.91	18,057.42	148,067.33	14,667.33	(14,670)	See underspend on 71415.
71415	Applications	D. Frewin	72,000	5,700	(30,000)	47,700	12,990.00	8,296.85	21,286.85	(26,413.15)	26,400	See overspend on 71414. Also negative slippage on small systems
71415	Fully funded from Town Centre Enhancement budget (£25k) and PRG £75k).											Scheme approved by Members (NKD report July 2011). Spend £80,000, £40,000
71416	Fully funded from Town Centre Enhancement bud	B. Simmonds	15,000			15,000			0.00	(15,000.00)	15,000	funded by EHC and £40,000 funded by Sawbridgeworth T.C.
71416												Original contract on Lalpac contract still running, therefore, project to slip into
71416												2012/13 as will purchase new software then.
71362	Capital Salaries	P. Bowler	107,000			107,000	107,000.00		107,000.00	0.00	0	
Various	Asset Improvement Items - Council Offices	S. Whinnett/M. Shrosbree	722,500	461,100	25,100	1,208,700	1,284,871.10		1,284,871.10	76,171.10	0	Actual costs include Renewal of Cabling - see separate budget 71412.
71203	Replacement of Chairs and Desks	R. Crow	10,000	200		10,200	3,393.33	1,132.80	4,526.13	(5,673.87)	5,670	Unfortunately, replacement programme has been delayed by other work commitments so it is important that we retain this money for future use.
71268	Stevenage BC Shared Service, Furniture and Equipment		0			0	5,907.10	290.00	6,197.10	6,197.10	0	To be financed by contribution from Stevenage B.C.
71251	Automated Telling Machines (ATM's) at Hertford and Ware	N. Sloper	14,000	(1,200)	(12,800)	0	0.00		0.00	0.00	0	
TOTAL			1,385,550	538,420	200,640	2,124,610	1,997,261.68	61,000.73	2,058,262.41	(66,347.59)	78,520	

CAPITAL MONITORING 2011/12

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

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		Exp. To 31/03/12										Slippage into 2012/13	COMMENTS
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 @ Feb '12	2011/12 Actual to 31.03.12	2011/12 Capital Creditor	2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate			
			£	£	£	£	£	£	£	£			
Various	Refuse Collection and Recycling	C. Cardoza	286,000	11,960	(150,800)	147,160	134,964.74	3,521.66	138,486.40	(8,673.60)	3,450		
75168	Energy Efficiency and Carbon Reduction Measures (Note 1)	C. Cardoza	45,000		(45,000)	0	0.00		0.00	0.00	0	This project relates to a number of projects to introduce energy efficiency measures to EHC buildings including 'smart metering' with the objective of reducing the revenue costs of energy and carbon footprint. Work is being carried in consultation with Facilities Services and has been delayed due to other work priorities associated with C3W.	
72593	Network, Servers and Storage Upgrade	C. Cardoza	19,000		(100)	18,900	18,923.66		18,923.66	23.66	0	Project complete.	
Various	Home and Mobile Working Bircherley Green MSCP (budget incl. £26,800 capital salaries)	S. Whinnett	651,800	2,900	(382,900)	271,800	194,618.17	2,125.46	196,743.63	(75,056.37)	72,900		
75241	River and Watercourse Structures Gascoyne Way MSCP - Major Refurb. and Repairs	S. Whinnett		24,500	65,000	89,500	35,473.00	49,447.08	84,920.08	(4,579.92)	4,580	Remaining fees to be paid. Further works required to lifts to comply with recent insurance inspection. See comments on 75240 (Bircherley Green).	
Various	Other Car Parks (budget incl. £26,800 capital salaries)	S. Whinnett	254,300	51,900	18,180	324,380	264,585.95	1,140.00	265,725.95	(58,654.05)	56,680	Supplementary estimate agreed at 5.7 Exec and 6.7 Council for sub-station work.	
75259	Asset Improvement Items - Infrastructure (North Drive reconstruct road and drainage) Grange Paddocks New Pedestrian Bridge	S. Whinnett	50,000		19,000	69,000	67,659.67		67,659.67	(1,340.33)	1,340	Retention still to be paid.	
71267	Upgrade Pedestrian Route Grange Paddocks to Causeway	S. Whinnett	100,000			100,000	78,210.95		78,210.95	(21,789.05)	21,800	90% completed. Retention still to be paid.	
Various	Other Car Parks	N. Sloper	784,000	(697,150)	(86,850)	0	0.00		0.00	0.00	0		
72590	Vantorts Open Space - Resurface Footpaths	S. Whinnett	10,000			10,000	7,770.00		7,770.00	(2,230.00)	2,230	90% Completed. Further works still to be carried out.	
74102	Historic Building Grants	K. Steptoe	56,200	(4,400)	(16,800)	35,000	33,237.28	906.10	34,143.38	(856.62)	860	Fewer applications are being received for Historic Building Grants and no Buildings at Risk grants have been confirmed during the current year.	
72604	Energy Grants	S. Winterburn	20,000			20,000	0.00		0.00	(20,000.00)	0	No slippage necessary. HEEP scheme ending therefore this budget may be required in 12-13 for works for priority groups.	
72572	What's On' signage in Bishop's Stortford	W. O'Neill	0	15,000	(9,000)	6,000	2,189.20		2,189.20	(3,810.80)	0	Saving achieved.	
74106	Revenues and Benefits System Heart of B/S - Market Improvement Scheme (Note 2)	W. O'Neill	0	50,300		50,300	3,655.97	345.00	4,000.97	(46,299.03)	46,300	Projects complete, within budget. Final account to be reconciled.	
74107	Heart of B/S - Riverside Improvement Scheme (Note 3)	W. O'Neill	0	68,380	(34,580)	33,800	33,826.59		33,826.59	26.59	0	Project to slip due to delays in working with other local authorities and lack of IT resource All costs of this project have been funded from either external contributions or from TCE budget.	
72592	New Stall Covers for Hertford and Ware Markets	T. Andrews	3,500			3,500	1,295.50		1,295.50	(2,204.50)	2,200	Stall covers ordered, not yet received, invoices to be paid in 12-13.	
74105	Social Housing Schemes-Calton House and Birch Green, H/P. Pullin		100,000	66,200	(132,300)	33,900	30,491.88		30,491.88	(3,408.12)	3,000	Still have £3,000 to spend on a project in Ware - Mosaics by the riverside which has already been agreed by the Executive. Project needs planning permission, not expected to be completed until October 2012.	
TOTAL			2,379,800	(410,410)	(756,150)	1,213,240	906,902.56	57,485.30	964,387.86	(248,852.14)	215,340		

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

Note 2. Fully funded from Town Centre Enhancement budget (£25k) and PRG £75k).

Note 3. Fully funded from Town Centre Enhancement budget (£25k), S106 (£51,300), British Waterways (£20k) and PRG £60k).

Scheme approved by Members (NKD report July 2011). Spend £80,000, £40,000 fund

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 31/03/12

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 @ Feb '12	2011/12 Actual to 31.03.12	2011/12 Capital Creditor	2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate	Slippage into 2012/13	COMMENTS
	Refuse Collection and Recycling		£	£	£	£	£	£	£	£	£	
	Energy Efficiency and Carbon Reduction Measures (Note 1)											
71262	Network, Servers and Storage Upgrade	S. Whinnett		15,000		15,000	7,776.85		7,776.85	(7,223.15)	7,200	Works commenced
75166	Home and Mobile Working	S. Whinnett	150,000			150,000	3,830.00	5,750.00	9,580.00	(140,420.00)	140,200	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. Balance will slip as works likely to be programmed August 2012.
75160	River and Watercourse Structures	G. Field	65,500	(7,500)		58,000	13,143.59	25,270.00	38,413.59	(19,586.41)	19,590	A programme of bridge and asset repairs / remedial works are ongoing and where relevant are under discussion with other officers and the EA. A Feasibility Study/Surface Water Management Plan (SWMP) for an area prone to flooding in Ware has also commenced. All works will now be completed in 12/13 therefore balance will slip.
75157	Gascoyne Way MSCP - Major Refurb. and Repairs Footbridge Over River Stort	M. Shrosbree		107,100	(99,200)	7,900	4,300.00	1,200.00	5,500.00	(2,400.00)	2,400	The sum needed to complete the construction phase could be from £40k to £100k depending on the outcome of contractual disputes with Birse. Works around the bridge site to be undertaken this year, any major works will be completed in 12/13, therefore, balance has slipped. Supplementary estimate agreed at 5.7 Exec and 6.7 Council for sub-station work.
72568	Asset Improvement Items - Infrastructure (North Drive reconstruct road and drainage)	M. Shrosbree		17,500	(16,500)	1,000			0.00	(1,000.00)	1,000	Work on pot holes to be completed this year, remaining works to be completed in 12/13.
72591	Castle Weir Micro Hydro Scheme	C. Cardoza	165,000		(165,000)	0			0.00	0.00	0	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 has slipped to 2012/13.
TOTAL			380,500	132,100	(280,700)	231,900	29,050.44	32,220.00	61,270.44	(170,629.56)	170,390	

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**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
	September	25 Adverse
	October	248 Adverse
	November	88 Adverse
	December	85 Adverse
	January	182 Favourable
	February	234 Favourable

ITEM (in order of Corporate Priority)		MONTH(S) REPORTED
Promoting prosperity and well being		
1.2	LOCAL SUPPORT SERVICES GRANT The Department for Communities and Local Government announced on 22 March 2011 that East Herts Council is being awarded a Local Services Support Grant of £50k.	April
1.3	CONCESSIONARY FARES The costs associated with Concessionary Fares for 2010/11 are lower by £19k than anticipated when the accounts were closed and this will result in a favourable position in 2011/12.	May
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	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>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 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>1.6 LOCAL SUPPORT SERVICES GRANT</p> <p>The Local Services Support grant of £50k was identified in April as a windfall sum. In fact this had been budgeted for under a different income heading shown as a contribution towards rent deposits to alleviate homelessness.</p>	September
<p>1.7 HOSTEL RENT</p> <p>The occupancy rate at Hillcrest Hostel is now consistently higher generating circa £40k more rental income.</p>	September
<p>1.8 BUS SUBSIDY</p> <p>There is an anticipated underspend of £9k on the Bus Subsidy budget as the County contract with Arriva has terminated earlier than expected.</p>	December
<p>1.9 ANIMAL CONTROL</p> <p>An under spend of £3k is anticipated within the Animal Control budget as stray dogs are re-homed more quickly this year thus saving on kennelling services.</p>	December
<p>1.10 PEST CONTROL</p> <p>There has been less need to use an external contractor in the Pest Control Service to cover peak workloads and staff absence thereby saving £3k.</p>	December
<p>1.11 HOSTELS</p> <p>The Hostel is usually full therefore generating £50k of extra income.</p>	January
<p>1.12 LEISURE CONTRACT</p> <p>The Leisure Contract shows a £5k adverse variance due to actual inflation indexation varying to that forecast.</p>	February

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
Fit for purpose	
1.13 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £607k. This is predicted to be a worse case scenario and should reduce as more budgeted savings begin to be delivered.	April
1.14 EFFICIENCY SAVINGS Efficiency savings planned to be made in 2011/12 within the Printing and Desk Top Publishing services have yet to be resolved and total £53k.	April
1.15 TURNOVER 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.	May
1.16 TURNOVER 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.	June
1.17 TURNOVER 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.	July
1.18 HARTHAM The sale of land associated with the supermarket development at Hartham will generate a windfall sum of £50k.	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.19 OFFICE MOVES</p> <p>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.</p>	July
<p>1.20 INVESTMENT INCOME</p> <p>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.</p>	July
<p>1.21 TURNOVER</p> <p>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.</p>	August
<p>1.22 INVESTMENT INCOME</p> <p>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.</p>	August
<p>1.23 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected over spend of £542k.</p>	September
<p>1.24 INSURANCE</p> <p>The re-tendering of the Insurance contract has resulted in a saving of £80k.</p>	September
<p>1.25 CORPORATE TRAINING</p> <p>There will be a saving of £25k on the Corporate Training budget.</p>	September
<p>1.26 IT LICENCES</p> <p>A review of the IT Licences budget has identified savings of £105k.</p>	September
<p>1.27 ASSET RECOVERY</p>	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
The Council is due circa £100k as a result of illegal asset recovery action regarding airport car parking.	
1.28 TURNOVER Salary budgets are constantly monitored and Essential Reference Paper 'C' shows a projected overspend of £468k.	October
1.29 ENVIRONMENTAL POLLUTION Various savings totalling £10k have been identified across supplies and services due to changing circumstances within the Environmental Pollution cost centre.	October
1.30 HOUSING GRANTS The Housing Grants budget will overspend by £9k as only half a year's funding was provided in the original budget.	October
1.31 RENOVATION GRANTS Windfall sums of £20k have been received as a consequence of repayments of Renovation Grants previously awarded.	October
1.32 EMERGENCY PLANNING Costs associated with dealing with Travellers such as Bailiffs and Hertfordshire Constabulary fees are expected to over spend the Emergency Planning budget by £20k.	October
1.33 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £443k.	November
1.34 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
£456k.	
1.35 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £403k.	January
1.36 ICT LICENCES The saving of £105k in ICT licenses fees has been approved previously (September 2011). It is proposed to apply up to £50k of this saving (a) to accelerate the pace of which services are configured in support of the business continuity plan and (b) to accelerate the pace of implementation of the new telephone system and of the reconfiguration of applications and printing across the network to address issues of compatibility with Citrix which provides for remote and home workers.	February
1.37 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £389k.	February
Pride in East Herts	
1.38 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
1.39 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
1.40 CAR PARKS ADVERTISING 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.	May

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.41 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>1.42 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>1.43 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>1.44 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>1.45 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
<p>1.46 WASTE CONTRACT – TRANSITION COST</p> <p>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.</p>	July
<p>1.47 KERBSIDE DRY RECYCLING INCOME</p> <p>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</p>	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
economic downturn.	
1.48 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
1.49 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
1.50 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
1.51 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
1.52 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
1.53 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 of set by £10k less income again as a result of the economic climate.	August
1.54 TRAVELLER INCURSION Unplanned expenditure of £1k for security costs at grange Paddocks to prevent Traveller incursion has	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
been incurred.	
1.55 PARKING ENFORCEMENT There will be a saving of circa £30k on the Parking Enforcement contract as a result of a re-tendering process.	September
1.56 KERBSIDE DRY RECYCLING The Kerbside Dry Recycling expenditure budget is anticipated to overspend by £15k due to increased transport costs for mixed cans and plastics.	September
1.57 TRADE WASTE SACKS Income from the sale of Trade Waste sacks is expected to be £3k less due to reduced business.	September
1.58 LEAF CLEARANCE 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 the 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.	September
1.59 STREET CLEANSING There is currently an under spend on Street Cleansing due to shared services savings and lower costs of transition. However, there is also a possible under spend of £13k due to less ad-hoc work needed this year. This subject to weather conditions for the remainder of the year.	October
1.60 RECYCLING	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
Additional Recycling miscellaneous income of £8k is expected, largely from the sale of broken bins and equipment for recycling/scrap.	
1.61 DOG WASTE BINS There will be a small underspend of £5k on the Dog Waste Bins budget.	December
1.62 CLINICAL WASTE Within certain budgets of the clinical Waste Service there will be a small net underspend of £5k.	December
1.63 DOMESTIC REFUSE COLLECTION There will be a further £15k underspend on the Domestic Refuse Collection contract in addition to the shared savings detailed previously. This is due in part to fewer paid collections.	January
1.64 TRANSPORT SUBSIDY The Transport subsidy for the Refuse Collection service will show an adverse £8k variance.	January
1.65 CAR PARK PENALTY CHARGE NOTICES Income from car park penalty charge notices is anticipated to be £10k more than the estimate.	January
1.66 ALTERNATIVE FINANCIAL MODEL The latest estimate of income from Herts County Council for the Alternative Financial Model and Transport is showing a favourable £101k over the original estimate.	January
1.67 TRADE AND DOMESTIC REFUSE ADVERTISING There will be a small underspend on Trade and Domestic Refuse advertising costs of £2k.	January
1.68 RECYCLING BANKS Budgets relating to the glass, cans, newspaper and plastic bring scheme banks show a net £8k adverse variance, primarily due to the economic downturn.	January
1.69 ALTERNATIVE FINANCIAL MODEL There is a possible reduction of £28k to last months favourable figure of £101k on the Alternative Financial	February

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>Model and Transport regarding recycling due to the cost associated with disposing of contaminated waste.</p> <p>Shaping now, shaping the future</p>	
<p>1.70 NEW HOMES BONUS GRANT</p> <p>The DCLG announced the New Homes Bonus scheme. A sum of £415k has been awarded to East Herts Council. As yet, the MTFP makes no provision either for income from this source or how that income might be applied. The Local Development Panel will make proposals on the application of this funding for consideration by the Executive with recommendations to Council at its meeting on the 26 September 2011.</p>	April
<p>1.71 PLANNING DISCHARGE OF CONDITIONS</p> <p>Income from Planning Discharge of Conditions is predicted to be £12k favourable due to a greater level of developer activity than anticipated.</p>	June
<p>1.72 DEVELOPMENT CONTROL INCOME</p> <p>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.</p>	August
<p>1.73 DEVELOPMENT CONTROL</p> <p>Development Control income is falling and a shortfall of £75k is anticipated. The volume of work is being maintained, but only low value activity.</p>	October
<p>1.74 PRE-APPLICATION INCOME</p> <p>Applicants are seeking advice for planning in greater numbers and as a consequence will generate an additional £8k of pre application income.</p>	October
<p>1.75 LOCAL DEVELOPMENT FRAMEWORK</p> <p>There will be an under spend on the Local Development Framework budget of £60k as the next major stage in the LDF preparation process will be in 2012/13. This sum will slip and be added to Reserves. Therefore, there will be a neutral effect on the outturn at year end.</p>	October

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.76 PLANNING APPEALS Additional costs associated with the Bishop's Stortford schools planning appeal coupled with further Planning issues will add a further £81k to the expected expenditure.	October
1.77 BUILDING CONTROL Building Control income is expected to be £30k less as the number of applications has drastically fallen since November.	December
1.78 NEW HOMES BONUS GRANT No payments against the proportion of the New Homes Bonus Grant allocated for spending against Council Priorities are anticipated before 31 March 2012. Allowing for the payments now made to Parish and Town Council's a favourable variance of £317k is projected for the year.	January
1.79 DEVELOPMENT CONTROL INCOME Development Control income is expected to be £80k adverse as the number of applications continues to be lower than expected.	January
1.80 BUILDING CONTROL INCOME Building Control income is expected to be £50k less than forecast as the number of applications has fallen in December and January.	January
1.81 LOCAL DEVELOPMENT FRAMEWORK Spend on the Local Development Framework is now expected to reflect a £118k favourable variance due to projects not being in place to commit expenditure.	February
LEADING THE WAY, WORKING TOGETHER	
1.82 MEMBERS ALLOWANCE A review of the budget for Members Allowance has been identified an under spend of circa £65k.	July
1.83 MEMBERS IT EXPENSES	August

ITEM (in order of Corporate Priority)**MONTH(S)
REPORTED**

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.

1.84 AUDIT FEES**October**

External Audit fees are likely to be £25k less due to no longer having to pay the Audit Commission coupled with a rebate from them. Plus the standard audit fee from Grant Thornton is less than budgeted for.

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Health check reconciliation (all figures £000's)

ESSENTIAL REFERENCE PAPER 'C-6'

	Year to date			Year end projection		
	Favourable	Adverse	Net	Favourable	Adverse	Net
At 29 February 2012	1,815	-1,488	327	1,603	-1,369	234

Changes in respect of previously reported items

In month favourable variances (y t d)

Hillcrest rental income	4	0	4	-1	0	-1
Environmental Pollution	-56	0	-56	18	0	18
Housing Grants	0	0	0	0	0	0
Emergency Planning	0	2	2	0	4	4
Transport/ Bus Subsidy	0	0	0	5	0	5
Animal Control	0	0	0	3	0	3
Pest Control	0	0	0	4	0	4
Corporate Training	-6	0	-6	7	0	7
IT Licences	80	0	80	2	0	2
Legal Fees	-2	0	-2	2	0	2
Copyright Fees	17	0	17	17	0	17
Consultancy Other Expenses	20	0	20	20	0	20
Admin Buildings	44	0	44	44	0	44
BPI Contribution	50	0	50	50	0	50
Parking Enforcement Contract	-135	0	-135	55	0	55
Car Parks legal fees	0	1	1	0	4	4
Car Parks advertising	-2	0	-2	-3	0	-3
Recycling Materials Handling	4	0	4	0	0	0
Recycling Banks Maintenance	1	0	1	0	0	0
Trade Waste	-28	0	-28	9	0	9
Street Cleansing	-95	0	-95	0	0	0
Recycling Misc Income	1	0	1	0	0	0
Dog Waste Bins	-3	0	-3	-1	0	-1
Clinical Waste	-2	0	-2	2	0	2
Domestic refuse collection	-76	0	-76	0	0	0
Penalty charge notices	20	15	35	10	0	10
Recycling Contributions	0	0	0	31	0	31

Advertising Refuse	-2	0	-2	-1	0	-1
New Homes Bonus Grant	68	0	68	68	0	68
Discharge of conditions	1	0	1	1	0	1
Dev Cont Pre App advice	1	0	1	2	0	2
Local Dev Framework	3	0	3	6	0	6
Dev Con Advertising	29	0	29	29	0	29
Land Charges Income	16	0	16	16	0	16
Members Allowances	4	0	4	18	0	18
Audit Fees	-52	0	-52	12	0	12
Insurance	80	0	80			
Waste Contract (various budgets)	125	0	125			
Recycling Contributions	104	0	104			

In month adverse variances (y t d)

Taxi Licensing	0	-2	-2	0	6	6
Leisure Contract	0	108	108	0	0	0
Turnover	0	-47	-47	0	20	20
Print/Desktop Top Publishing	0	-4	-4	0	0	0
Office Moves	0	-2	-2	0	-2	-2
Investment Income	0	-27	-27	0	0	0
CCTV Contributions	0	31	31	0	7	7
Hydro Electric Plant	0	-3	-3	0	0	0
Bulky Waste collection income	0	-2	-2	0	-1	-1
Kerbside Dry Recycling income	0	84	84	0	-5	-5
Textile Banks	0	3	3	0	4	4
Elm Road Car Park	0	-1	-1	0	-1	-1
Trade waste sacks income	0	-1	-1	0	0	0
Refuse Transport Subsidy	0	5	5	0	5	5
Other recycling banks	0	14	14	0	-4	-4
Cost of Change	0	-29	-29	0	-29	-29
Pay and Display Machines	0	-16	-16	0	0	0
Kerbside Dry Recycling expenditure	0	-11	-11	0	-5	-5
Grange Paddocks Security	0	-1	-1			
Leaf Clearance	0	-23	-23			

Newly reported items/items no longer reported

Previously unreported variances 29 February

Democratic Representation Budgets	22	0	22	22	0	22
Treasury Mgt Fees	13	0	13	13	0	13
Development Control Income	0	-27	-27	0	-34	-34
Planning Appeals	0	-24	-24	0	-15	-15
Building Control income	0	10	10	0	-20	-20

Previously reported items no longer having out turn variance

0

At 31 March 2012	2,063	-1,435	628	2,063	-1,435	628
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Month on month change	248	53	-301	460	-66	394
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less previously unreported variances

Democratic Representation Budgets	22	0	22
Treasury Mgt Fees	13	0	13
Development Control Income	0	-27	-27
Planning Appeals	0	-24	-24
Building Control income	0	10	10
Insurance	80	0	80
Waste Contract (various budgets)	125	0	125
Recycling Contributions	104	0	104
Planning Appeals	0	-1	-1
Building Control income	0	-23	-23

Environmental Pollution (negative adjustment)	-56	56	0
Emergency Planning (negative adjustment)	-2	2	0
Leisure contract (negative adjustment)	-108	108	0
Corporate Training(negative adjustment)	-6	6	0
Legal Fees income (negative adjustment)	-2	2	0
Parking Enforcement (negative adjustment)	-135	135	0
Car Park Legal Fees (negative adjustment)	-1	1	0
Car Parks advertising (negative adjustment)	-2	2	0
CCTV Contributions (negative adjustment)	-31	31	0
Bulky Waste collection income (negative adjustment)	-2	2	0
incomeexpenditure (negative adjustment)	-84	84	0
Textile Banks (negative adjustment)	-3	3	0
Trade Waste (negative adjustment)	-28	28	0
Street Cleansing (negative adjustment)	-95	95	0
Dog Waste bins (negative adjustment)	-3	3	0
Clinical Waste (negative adjustment)	-2	2	0
Domestic Waste (negative adjustment)	-76	76	0
Refuse Transport Subsidy (negative adjustment)	-5	5	0
Penalty Charge Notices (negative adjustment)	-35	35	0
Advertising Refuse (negative adjustment)	-2	2	0
Other Recycling Banks (negative adjustment)	-14	14	0
Building Control (negative adjustment)	-10	10	0
Balance (negative adjustment)	198	-26	0
Audit Fees (negative adjustment)	-52	52	0
In month variation	460	-610	-22

March

Fav	Adv Fav	Adv		Fav	Adv
19	2	4	2	19	2
49	9	2	56	49	9
30	16	108	47	30	16
20	5	80	4	20	5
14	369	1	2	14	369
6	53	31	27	6	53
7	57	4	6	7	57
50	325	84	2	50	325
80	29	1	135	80	29
32	16	3	2	32	16
107	2	1	3	107	2
138	2	5	2	138	2
17	11	35	1	17	11
20	16	14	28	20	16
44	155	68	11	44	155
50	3	1	1	50	3
	2	1	95	55	2
55	6	3	3	9	6
9	1	10	2	40	1
40	31	4	76	125	31
125	5		2	200	5
200	23		27	8	23
8	3		24	14	3
14	14		52	22	14
22	114			7	114
7	96			4	96
4	70			14	70
14				20	
20				20	
20				104	
104				1	
1				385	
385				21	
21				22	
22				124	
124				29	
29				16	
16				63	
63				42	
42				22	
22				13	
13					
2,063	1,435	460	610	2,063	1,435 Report
2,063	1,435	460	610		Rec

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 MAY 2012

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

10. SCRUTINY WORK PROGRAMME – 2012/13

WARD(S) AFFECTED: All.

Purpose/Summary of Report

- To review and determine Corporate Business Scrutiny Committee's future work programme.

<u>RECOMMENDATION FOR DECISION:</u> That	
(A)	The work programme detailed in this report be agreed.

1.0 Background

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

2.0 Report

- 2.1 An article explaining the role of scrutiny and inviting suggestions from residents was published in the spring 2012 'council tax' edition of LINK magazine. No new topics for scrutiny have been received from the public to date.
- 2.2 New suggestions for Corporate Business Scrutiny Committee arising from the Members' scrutiny planning workshop and from the feedback/consultation paperwork are listed below. Members of the Committee are invited to consider the topics and indicate whether they wish to confirm them as part of the 2012/13 work programme and suggest a preferred date (subject to availability of any relevant officer/resources).
- 2.3 Table of topics (relevant to the Committee):

Topics raised at planning session		
Member interest in: What benefits do we get from East Herts 'representation on outside bodies'	Evaluate use of time and resources against the positive outcomes for residents (and the council)	This refers to bodies outside any formal 'partnership' arrangement which are already covered in the Partnership risk register
Member interest in: A fundamental review of how IT benefits operations of the council and the customers – both internal and external	Want to offer easier, simpler, quicker access for residents Eg self-service	Possibly not a formal scrutiny topic, but would benefit from Member input at a working group
Member interest in: Review of member communications – change presentation of MIB and member web pages and also look at post/courier	Want to get the systems to really work for Members to improve efficiency and encourage better engagement and knowledge	Not seen as a scrutiny topic – but proposed as Member/Officer working group

3.0 Implications/Consultations

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

Background Papers

None.

Contact Member: Councillor D Andrews – Chairman of Corporate Business Scrutiny Committee.
david.andrews@eastherts.gov.uk

Contact Officer: Jeff Hughes – Head of Democratic and Legal Support Services, Extn 2170.
jeff.hughes@eastherts.gov.uk

Report Author: Marian Langley – Scrutiny Officer, Extn: 1612.
marian.langley@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives:</p>
Consultation:	Potential topics for scrutiny are always invited from members of the public, the Executive and all Members.
Legal:	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.
Financial:	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.
Human Resource:	none
Risk Management:	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.

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Scrutiny Work Programme Essential Reference Paper B

Corporate Business Scrutiny Committee Work Programme (Provisional) 2012/13

meeting	date	topic	Contact officer/lead	Next Exec
2012/13 CIVIC	YEAR			
2 in 12/13	17 July 2012 Report deadline 4 July	<ul style="list-style-type: none"> Annual Governance Statement 2012/13 TBC TBC Work programme 	<ul style="list-style-type: none"> Director of Neighbourhood Services X X 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 2011/12 Freedom of Information requests 2011/12: analysis and costs 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 Head of Customer Services and Fol Lead Officer Lead Officer – Corporate Planning Director of Internal Services Lead Officer - Performance Scrutiny Officer 	4 Sept 2012 9 Oct 2012
4 in 12/13	02 Oct 2012 Report deadline 19 Sept	<ul style="list-style-type: none"> Review of Community and Public Engagement action plan: focus on A5 LINK and use of social media (inc use by Hertford Theatre) Work programme 	<ul style="list-style-type: none"> Community Engagement manager/Communications Team Leader/Director C&CS Scrutiny Officer 	6 Nov 2012 4 Dec 2012
5 in 12/13	27 Nov 2012 Report deadline	<ul style="list-style-type: none"> Partnership register – risk monitoring Service Plan April 2012 – Sept 2012 monitoring Healthcheck through to Sept 2012 	<ul style="list-style-type: none"> Lead Officer Corporate Risk Lead Officer – Corporate Planning Lead Officer - Performance 	

Scrutiny Work Programme Essential Reference Paper B

	14 Nov	<ul style="list-style-type: none"> • Work programme 	<ul style="list-style-type: none"> • Scrutiny Officer 	
Member Consultation	Probably on-line again	2013/14 Proposed Service Options covering all committee remits		
6 in 12/13 JOINT	XX Jan 2013 Report deadline XX Jan	BUDGET <ul style="list-style-type: none"> • Capital Programme 2012/13 (Revised) to 2015/16 • Fees and Charges 2013/14 • Service Estimates - Revenue Budget Probable 2012/13 – Estimates 2013/14 • Consolidated Budget Report: Revenue Budget 2013/14: Medium Term Financial Plan 2013/14 to 2016/17 		
7 in 12/13 JOINT	XX Feb 2013 Report deadline XX Feb	<ul style="list-style-type: none"> • 2013/14 Service Plans • 2012/13 Estimates and targets 		
8 in 12/13	XX Mar 2013 Report deadline XX Mar	<ul style="list-style-type: none"> • TBC: Follow-up review of progress on Community and Public Engagement? • Healthcheck through to Jan 2013 • Work programme 2013/14 	<ul style="list-style-type: none"> • Community Engagement manager • Lead Officer - Performance • Scrutiny Officer 	

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 (e.g. 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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