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Jeff Hughes
*Head of Democratic and Legal
Support Services*

MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 22 MAY 2012
TIME : 7.00 PM

MEMBERS OF THE EXECUTIVE

To be confirmed at Annual Council on 16 May 2012

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PERSONAL AND PREJUDICIAL INTERESTS

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

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

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
 - the matter does not fall within one of the exempt categories of decisions
 - the matter affects your financial interests or relates to a licensing or regulatory matter
 - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

7. Exempt categories of decisions are:
 - setting council tax
 - any ceremonial honour given to Members
 - an allowance, payment or indemnity for Members
 - statutory sick pay
 - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
 - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.

8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.

9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 5 - 16)

To approve the Minutes of the meetings held on 6 March and 4 April 2012.

3. Leader's Announcements

To receive any announcements.

4. Declarations of Interest

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

5. Parking and Transport Strategy (Pages 17 - 96)

6. Monthly Corporate Healthcheck - February and March 2012 (Pages 97 - 152)

7. 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.

MINUTES OF A MEETING OF THE
EXECUTIVE HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 6 MARCH 2012, AT 7.00 PM

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

ALSO PRESENT:

Councillors D Andrews, S Bull,
Mrs R Cheswright, M McMullen, M Newman,
P Phillips, N Poulton, P Ruffles, N Symonds,
M Wood and C Woodward.

OFFICERS IN ATTENDANCE:

Simon Drinkwater	- Director of Neighbourhood Services
Martin Ibrahim	- Democratic Services Team Leader
Alan Madin	- Director of Internal Services
George A Robertson	- Director of Customer and Community Services

667 APOLOGIES

An apology for absence was submitted on behalf of Councillor
L Haysey.

668 MINUTES

RESOLVED – that the Minutes of the Executive meeting held on 7 February 2012, be approved and signed by the Leader as a correct record.

669 ISSUES ARISING FROM SCRUTINY

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

RESOLVED – that the report be received.

670 SERVICE PLANS 2012/13

The Leader of the Council submitted a report setting out planned service activity for 2012/13. He referred to the comments submitted by the joint meeting of Scrutiny Committees held on 14 February 2012, and stated that the Executive accepted these. He referred to the need for more measurable outcomes to be identified and encouraged Officers to look at a more focussed approach.

Councillor M Wood referred to previous comments he had made at other meetings in respect of leaf clearance and the impact this had on the elderly. He reiterated his request that greater priority be given by Officers to addressing the issues he had raised.

The Leader reminded Members that the District Council did not have primary responsibility for this issue and that Officers should be encouraged to work with partners. He suggested that, if there were particular problem locations, these should be referred to the relevant Executive Member. The Leader stated that resources were targeted at problem locations.

In response to a question by Councillor N Poulton, the Leader commented that Officers could look at how leaf collection was dealt with in rural locations.

In response to a question by Councillor N Symonds relating to the establishment of Friends of Waytemore Castle, Councillor C Woodward stated that this had been a County Council initiative and that he would make further enquiries.

The Executive approved the recommendations as now detailed.

RESOLVED – that (A) the comments of the joint meeting of Scrutiny Committees, as now submitted, be received and accepted; and

(B) the service plan activity for 2012/13, as now submitted, be approved.

671 RESIDENTS SURVEY 2010 ANALYSIS AND ACTION PLAN

The Leader of the Council submitted a report detailing the results of the 2011 Residents Survey. He summarised the main findings and suggested that more detailed analysis should be undertaken, in order that a better understanding could be achieved. To this end, he proposed that a small informal Member working group be established to develop an action plan around the priorities identified for further investigation.

The Leader also referred to the comments submitted by the joint meeting of Scrutiny Committees held on 14 February 2012, which in the main, the Executive supported. Councillor D Andrews, as the Chairman of that meeting, highlighted the enthusiasm of Members for further investigation into the choice based lettings scheme and giving greater emphasis on the awarding of points on a more local basis than the District level.

Some Members commented that the findings showed a generally high satisfaction rating with the Council. It was agreed to record Members' thanks and appreciation for the hard work of staff in achieving such successful results.

The Executive Member for Finance commented on the methodology used in the Survey and suggested that the working group could also look at options for future surveys. This was supported by the Executive.

The Executive approved the recommendations as now detailed.

RESOLVED – that (A) the ORS Residents Survey and the comments of the joint meeting of Scrutiny Committees be received;

(B) a small number (possibly 4 or 5) priority areas for further investigation / action by Officers be identified; and

(C) the Leader be authorised to convene an informal working group of Members (to include an Opposition Member) to develop an action plan and to consider the best methodology for future Residents Surveys, the outcome to be reported back to the Executive.

672 2011/12 ESTIMATES AND 2012/13 FUTURE TARGETS

The Leader of the Council submitted a report setting out the performance indicators the Council was required to publish in its Annual Report. He advised the Executive of estimated performance for 2011/12 and the proposed targets for the next three years.

The Executive approved the recommendations as now detailed.

RESOLVED – that (A) the estimates for 2011/12 and the comments of the joint meeting of Scrutiny Committees, be noted;

(B) the targets, as set out in paragraph 5.1 – 5.3 of the report submitted, to either improve, reduce or retain performance, be approved;

(C) the data quality spot checks that are currently being undertaken, as detailed at paragraph 6.3 of the report submitted, be noted; and

(D) the non inclusion of Unit Cost indicators in the list of PI estimates and targets, as detailed at paragraph 7.1 of the report submitted, be noted.

673 MONTHLY CORPORATE HEALTHCHECK - JANUARY 2012

The Leader of the Council submitted an exception report on finance, performance and risk monitoring for January 2012.

The Executive approved the proposals now detailed.

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

(B) £317,900 of the Bircherley Green multi storey car park capital budget be re-profiled from 2011/12 into 2012/13;

(C) £50,000 of the Hertford Theatre Renew Roof Covering capital budget be re-profiled from 2011/12 into 2012/13;

(D) £92,100 of the Footbridge over the River Stort capital budget be re-profiled from 2011/12 into 2012/13;

(E) £16,500 of the North Drive (reconstruct road and drainage) capital budget be re-profiled from 2011/12 into 2012/13;

(F) £45,000 of the Energy Efficiency and Carbon Reduction Measures capital budget be re-profiled from 2011/12 into 2012/13; and

(G) action taken to control strategic risks during the period October 2011 to January 2012, be noted.

The meeting closed at 7.58 pm

Chairman
Date

MINUTES OF AN INQUORATE MEETING
OF THE EXECUTIVE HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 4 APRIL
2012, AT 6.00 PM

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

ALSO PRESENT:

Councillors D Andrews, W Ashley, P Ballam,
P Gray, Mrs D Hone, M McMullen, P Phillips,
N Poulton, J Ranger, P Ruffles, S Rutland-
Barsby, N Symonds and C Woodward.

OFFICERS IN ATTENDANCE:

Simon Drinkwater	- Director of Neighbourhood Services
Jeff Hughes	- Head of Democratic and Legal Support Services
Martin Ibrahim	- Democratic Services Team Leader
Alan Madin	- Director of Internal Services
George A Robertson	- Director of Customer and Community Services
Claire Sime	- Team Leader Planning Policy
Bryan Thomsett	- Planning Policy Manager

736 APOLOGIES

Apologies for absence were submitted on behalf of Councillors M Alexander and M Tindale.

737 LEADER'S ANNOUNCEMENTS

The Leader advised that, as the meeting was inquorate, no decisions could be taken. Recommendations arising from the Local Development Framework Executive Panel meeting (see Minutes 739 – 742 below) would be referred onto Council for decision and the remaining business would be deferred until the next Executive meeting.

738 DECLARATIONS OF INTEREST

In respect of the matters referred to at Minutes 739 – 742 below, Councillor M Carver declared a personal and prejudicial interest by virtue of his position as Chairman of the Board of Governors at Hertford Regional College. He stated that he would leave the chamber, in the event of there being any substantial discussion related to the College.

739 LOCAL DEVELOPMENT SCHEME (LDS) VERSION 3 - MAY 2012

The Executive considered and supported the recommendations of the Local Development Framework Executive Panel made at its meeting held on 29 March 2012, in respect of the Local Development Scheme (LDS) Version 3 – May 2012.

RECOMMENDED – that (A) the Local Development Scheme (LDS) version 3 – May 2012, as detailed at Essential Reference Paper ‘B’ of the report now submitted, be agreed and take effect from 1 May 2012;

(B) the Head of Planning and Building Control, in consultation with the Executive Member for

Planning Policy and Economic Development, be given authority to make any consequential amendments to the Local Development Scheme (LDS) Version 3 following final publication of the Town and Country Planning (Local Planning) (England) Regulations, as appropriate;

(C) the Local Development Framework (LDF) and associated terminology be replaced with District Plan; and

(D) the Local Development Framework Executive Panel be renamed as the District Planning Executive Panel to reflect the change in terminology.

**740 LOCAL DEVELOPMENT FRAMEWORK CORE STRATEGY:
APPROACH, TECHNICAL WORK AND NEXT STEPS**

The Executive considered and supported the recommendations of the Local Development Framework Executive Panel made at its meeting held on 29 March 2012, in respect of the Local Development Framework Core Strategy: Approach, Technical Work and Next Steps.

RECOMMENDED – that (A) the planning process, strategic planning tools, and approach to preparing the LDF Core Strategy, as set out in Essential Reference Papers ‘B’ and ‘C’ of the report now submitted, be agreed;

(B) the draft technical work contained within Essential Reference Paper ‘D’ of the report now submitted, be agreed for the purposes of preparing the Preferred Strategy for consultation;

(C) Planning Officers be authorised to undertake such duties as necessary to demonstrate soundness at Examination in Public, including, for example, the collection of further information from landowners and developers, and conducting joint

technical work with neighbouring Local Planning Authorities; and

(D) the Head of Planning and Building Control, in consultation with the Executive Member for Planning Policy and Economic Development, be authorised to update the draft technical work contained within Essential Reference Paper 'D' of the report now submitted, as necessary.

741 POPULATION AND HOUSEHOLD FORECASTS AND THE EAST HERTS HOUSING REQUIREMENT

The Executive considered and supported the recommendations of the Local Development Framework Executive Panel made at its meeting held on 29 March 2012, in respect of the Population and Household Forecasts and the East Herts Housing Requirement.

RECOMMENDED – that (A) the Population and Household Forecasts - Topic Paper, detailed at Essential Reference Paper 'C' of the report submitted, be agreed as the basis for considering a district housing target to 2031, and for inclusion as part of the evidence base for the Local Development Framework (District Plan); and

(B) on the basis of the key conclusions from the Topic Paper referred to in (A) above, a range of 500 - 850 dwellings per annum be subject to further investigation, to test the feasibility and implications of such a district housing requirement, against national planning policy requirements and the physical and environmental capacity of the district.

742 STRATEGIC LAND AVAILABILITY ASSESSMENT (SLAA) PROGRESS

The Executive considered and supported the recommendations of the Local Development Framework Executive Panel made at its meeting held on 29 March

2012, in respect of the Strategic Land Availability Assessment (SLAA) progress.

RECOMMENDED – that (A) the SLAA sites being assessed under the initial Officer assessment, as detailed at Essential Reference Paper ‘B’ of the report submitted, be noted; and

(B) the SLAA Next Steps, be amended to omit ‘Stage 2: LDF Executive Panel Ratification’, as detailed at Essential Reference Paper ‘C’ of the report submitted, and stakeholders be engaged directly following completion of the initial Officer assessment.

743 LOCAL DEVELOPMENT FRAMEWORK EXECUTIVE PANEL - MINUTES: 29 MARCH 2012

RESOLVED – that the Minutes of the Local Development Framework Executive Panel meeting held on 29 March 2012, be received.

(see also Minutes 739 – 742 above)

744 MINUTES

RESOLVED – that the Minutes of the Executive meeting held on 6 March 2012 be deferred to the next meeting.

The meeting closed at 6.20 pm

Chairman
Date

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EAST HERTS COUNCIL

EXECUTIVE – 22 MAY 2012

REPORT BY THE EXECUTIVE MEMBER FOR PLANNING POLICY AND ECONOMIC DEVELOPMENT

EAST HERTS PARKING AND TRANSPORT STRATEGY

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To advise the Executive of key stages in the development of a Parking and Transport Strategy for East Herts.
- To submit the Parking and Transport Strategy for adoption by East Herts Council.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u> That:	
(A)	the work undertaken on the development of East Herts Council's first Parking and Transport Strategy be noted,
<u>RECOMMENDATION FOR COUNCIL:</u> That:	
(B)	the Strategy as presented be supported for formal adoption.

1.0 Background

1.1 Elements of a parking and transport strategy have existed for some time. It is on these elements that East Herts Council has based its policy and operational decisions in the past. The Council recognises that it would be beneficial to bring these elements together in a single document. This is of particular importance given the growing impact the twin issues parking and transport are having on our communities.

2.0 Report

2.1 Throughout the development of this Strategy the Council was anxious to ensure that the views of its entire community were heard and represented in the final document. To this end, individual households, town and parish councils, representatives of the business community and voluntary sector organisations were just some of those consulted (and occasionally re-consulted) during the Strategy's development.

2.2 A Member Task and Finish Group was established in August 2011. Membership of the Group was as follows:

Member	Town
Cllr G McAndrew (Chairman)	Bishop's Stortford
Cllr P Ballam	Ware
Cllr S Bull	Buntingford
Cllr R Cheswright	Rural
Cllr E Buckmaster	Sawbridgeworth
Cllr P Gray	Bishop's Stortford
Cllr P Phillips	Hertford

2.3 As the Executive will note, the makeup of the Group ensured representation from the main towns and villages in East Herts as well as our rural communities. Thus, the task and finish process further ensured that the Strategy reflects the individual wants and needs of our communities, based on their unique characteristics.

2.4 An interim version of the Strategy was debated by the Council's Environment Scrutiny Committee on 15 November 2011, with a late draft considered by the same Committee on 13 March 2012. On both occasions valuable contributions were received which were built into the development process. At the latter meeting the Environment Scrutiny Committee commended the draft Strategy to the East Herts Executive for adoption.

2.5 The Strategy does not seek to be an in-depth technical manual for several reasons:

- Definitive or more authoritative work may already exist. For example, Hertfordshire County Council is the Highway Authority for the district and has a statutory duty to develop and deliver a county-wide Local Transport Plan and subsidiary documents such as local Urban Transport Plans. Although

such documents are referenced in the East Herts strategy, there is little point in reproducing them wholesale. Furthermore, there is little point in making policy or strategy recommendations that conflict with the findings of such authoritative documents.

- The Strategy is intended to be read by an interested and informed lay person, rather than someone with direct experience and/or a qualification in a related field such as transport planning or highways engineering.

2.6 The Strategy recognises that there is rarely a single, correct answer when it comes to parking and transport management. Accordingly, for the most part it promotes a set of guiding principles that should inform decision making in these areas.

2.7 Where the Strategy makes firm recommendations, it will be for the Council to develop further policies, identify funding and implement procedures to manage their adoption and implementation.

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

Interim Report of the East Herts Task and Finish Group to the Environment Scrutiny Committee - 15 November 2011.

Report of the East Herts Task and Finish Group to the Environment Scrutiny Committee – 13 March 2012.

Contact Member: Cllr M C Carver
Executive Member for Planning Policy and
Economic Development
Mike.carver@eastherts.gov.uk

Contact Officer: George A Robertson – Chief Executive and Director
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Report Author: Andrew Pulham – Parking Manager
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	<i>People</i> <i>Place</i> <i>Prosperity</i>
Consultation:	The Strategy has been formulated following extensive consultation with, (among others): <ul style="list-style-type: none">• Residents of East Herts• Town and parish councils in East Herts• Hertfordshire County Council• Chambers of Commerce• Voluntary Sector representatives• East Herts Councillors
Legal:	N/A
Financial:	Adoption of the Strategy itself does not have capital or revenue implications for the Council. Implementation of some of the individual strategies recommended in the document may have capital and/or revenue implications, which would be a matter for a separate report at the appropriate time.
Human Resource:	N/A
Risk Management:	N/A

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EAST HERTS COUNCIL
PARKING AND TRANSPORT
STRATEGY

2012/22

**EAST HERTS COUNCIL
PARKING AND TRANSPORT STRATEGY 2012/22**

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CHAPTER ONE

ISSUES AND COMPLEXITIES

This Chapter outlines the overarching parking and transport challenges facing East Herts and proposes a number of strategy ambitions in relation to each.

EXECUTIVE SUMMARY

FOREWORD

When developed and managed effectively, parking and transport have considerable potential for good - for example through their roles in promoting the economic wellbeing of our towns and villages and improving access for many in our communities. At the same time our reliance on the private motor vehicle in particular is causing significant problems. The importance of developing the positive aspects of parking and transport whilst minimising their negative aspects is growing. This is a significant challenge facing the communities of East Herts.

UNDERSTAND THE BIGGER PICTURE

The involvement of a number of agencies, often with overlapping roles and responsibilities, means that addressing the twin challenges of parking and transport is a complicated and difficult affair. East Herts Council must identify areas where it can act, where it can work in partnership with others, where it can only seek to exercise its influence and where it has no power to do even this. Such an understanding is particularly important in a period of significant financial austerity.

Individual outcomes that may appear desirable have the potential to conflict with others. Difficult choices have to be made and for the needs of some to be preferred it is sometimes the case that the freedoms of others must be curtailed.

Often there appear to be no clear answers to the challenges that the management of parking and transport present, but this does not mean we should not constantly try to find them.

UNDERSTAND THE CHALLENGES

Unless the different challenges that face our communities are understood, it is difficult (and probably unwise) to attempt too many interventions. Each of our towns and villages has unique characteristics and our approach to their parking and transport needs must be tailored to these needs where possible. One size does not necessarily fit all when it comes to addressing the parking and transport needs of a rural district such as East Herts.

Our communities are well placed to understand and articulate the parking and transport challenges they face and to suggest solutions. All agencies involved in service delivery across these areas must ensure they listen to the views of our communities when devising policy and putting it into practice. The localism agenda has considerable relevance in these areas.

DISPEL THE MYTHS

A number of myths surround parking and transport management. Some of these are in danger of being accepted unquestioningly, as fact. For example, listening to some strident voices among us might lead us to believe that parking management is all about price and that if the price issue was resolved all would be well.

A range of studies and, more importantly the stated views of our own communities, suggest this is not the case. Accessibility and convenience are regarded as of greater importance than price alone and this should be borne in mind when key decisions in the areas of parking and transport are made. However attractive or low priced a car park, we are unlikely to park there if our journey is difficult and/or the retail and leisure offer of the destination town poor.

Parking and transport management and the economic wellbeing of our towns and villages are intrinsically linked and we must act decisively on both fronts to have the best chance of delivering beneficial outcomes.

WORK IN PARTNERSHIP

As historic models of service funding and delivery come under strain increased effort should be put into collaborating with other agencies and interested parties to secure additional funding and secure a partnership approach to the development and delivery of these key services. At the same time, existing agencies should work more closely, for example by exploiting the potential of Section 106 agreements to ensure that such valuable sources of external funding are deployed to maximum benefit. It is just as imperative that departments *within* the Council whose actions are likely to have an impact on the twin areas of parking and transport coordinate their activities.

DARE TO EXPERIMENT

A combination of last century working practices, the local government decision making process and the legislative “red tape” that entangles many aspects of parking and transport management can make it difficult for councils to be fleet of foot when reacting to the changing external environment. It can be even harder to for councils to experiment and innovate in such a highly charged environment where entrenched views are held and stridently communicated.

East Herts should work with partners in the community to identify innovative solutions to the growing challenges posed by parking and transport in the district and should not be afraid to trial solutions where these have potential to improve the lives of our communities.

GLOSSARY OF TERMS

Term	Description
ANPR - Automatic Number Plate Recognition	<p>The recording by automated means of a vehicle's registration plate (and by extension the possible identification of the registered keeper of a vehicle).</p> <p>A mechanism used increasingly for the management of car parks and the enforcement of alleged on-street and off-street parking contraventions.</p>
CPE - Civil Parking Enforcement	Decriminalised enforcement of parking restrictions undertaken by local authorities using Traffic Management Act 2004 powers.
Community Transport	Community based transport services, often owned and operated by independent charitable companies limited by guarantee and in partnership with a local authority.
Highway Authority	<p>The authority responsible for the provision and maintenance of most highways (excluding, for example, trunk roads).</p> <p>For the purpose of this Strategy, Hertfordshire County Council is the Highway Authority in East Herts.</p>
Link Magazine	East Herts Council's quarterly residents' magazine, delivered to every household.
LTP - Local Transport Plan	A statutory document setting out the Highway Authority's vision and strategy for the long term development of transport in the county. Hertfordshire County Council published its third such document in 2011 – hence it is termed LTP3.

Term	Description
Modal Shift	<p>Modal shift occurs when one mode of transport has a comparative advantage in a similar market over another. Comparative advantages can take various forms, such as costs, capacity, time, flexibility or reliability.</p> <p>Depending on what is being transported, the importance of each of these factors vary. For some, time is of the essence and a modal shift will occur only if the new mode offers time improvements, while for others it is mostly a matter of costs.</p> <p>The outcome is a series of decision made by firms (for freight) or individuals (for passengers) to shift to a more convenient mode if comparative advantages are significant enough.</p>
NPPF - National Planning Policy Framework	Government's streamlined planning framework which superseded PPG13 in March 2012.
Pay by Phone	A mechanism whereby the motorist may pay their car park charge by credit/debit card over the telephone. The pay by phone system currently in use in East Herts is the "RingGo" system.
PPG13 - Planning Policy Guidance 13	Planning Policy Guidance on transport first issued by the Department for Communities and Local Government in March 2001. Superseded in March 2012 by the National Planning Policy Framework.
Public Transport	A timetabled public transport service.

Term	Description
Rural Transport Strategy	<p>A subsidiary document to the LTP that promotes a strategy for the medium term development of transport in rural areas within the county.</p> <p>A rural transport strategy for Hertfordshire is out to consultation in April/May 2012 and should be published later that year.</p>
Section 106 Agreement	<p>A levy placed upon a developer by a local authority linked to the increased value that will accrue as a result of a piece of land receiving planning permission for development.</p> <p>This provision is set out in Section 106 of the Town and Country Planning Act 1996.</p>
TMA 2004 – Traffic Management Act 2004	<p>The Act of Parliament under which the Council enforces parking controls.</p>
TRO - Traffic Regulation Order	<p>A bylaw promoted by the Highway or Parking Authority and a prerequisite for the creation and enforcement of most restricted and permitted parking controls on-street and in car parks.</p>
UTP - Urban Transport Plan	<p>A subsidiary document to the LTP that promotes a strategy for the medium term development of transport in a defined sub-area within the county.</p> <p>A UTP for Hertford and Ware was published in 2010. A UTP for Bishop's Stortford and Sawbridgeworth should be published in 2012.</p>

INTRODUCTION

Scope

This ten year Strategy outlines the main parking and transport issues across East Herts and suggests a number of ambitions in respect of the development and delivery of both.

The Strategy recognises that there are tensions between the economic, social and environmental aspects of parking and transport management.

In particular the Council must balance;

- Its promotion of the economic wellbeing of its communities
- Its use of parking and transport management as an effective demand management tool
- Its obligation to encourage the use of more environmentally friendly modes of transport.

Additionally, the Council must increase mobility and access to services, particularly for the rural based and more vulnerable members of our communities.

The Strategy acknowledges that there are significant areas of parking and transport management - in particular the latter - where East Herts has little or no statutory authority or control and must therefore seek to negotiate and influence the responsible bodies to secure its objectives.

The Strategy draws heavily on the views of residents, businesses, town councils and other stakeholders, gathered during a number of consultation exercises. In addition, it seeks to apply national, regional and county wide policy to the local level, whilst recognising the varied and unique nature of our towns, villages and rural communities.

Strategy Objectives

The overarching objective of the Strategy is to provide a framework for Member, officer and community decision making by ensuring conflicting demands are balanced in order to deliver the best possible outcomes.

This must be achieved whilst at the same time recognising that one size does not necessarily fit all when considering the parking and transport needs of our individual communities.

**EAST HERTS COUNCIL
STRATEGIC AIMS**

East Herts Council’s current Corporate Vision is **‘to improve the quality of people’s lives and preserve all that’s best in East Herts’**. The Council has identified three strategic aims to guide its delivery of this vision, which underpin the themes of this Strategy:

East Herts Strategic Aim	Linked Parking and Transport Strategy Themes	Comments
<ul style="list-style-type: none"> • People - <i>enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i> 	<ul style="list-style-type: none"> • Access to Services • Sustainability 	<p>The transport and parking needs of those in rural communities are likely to be different and more pronounced than those of people living in urban areas.</p>
<ul style="list-style-type: none"> • Place – <i>securing the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</i> 	<ul style="list-style-type: none"> • Care for the Environment • Enforcement Priorities 	<p>Parking and transport policy is an integral part of planning policy and therefore of individual planning decisions.</p> <p>An effective and integrated parking and transport service, including on and off-street controls and enforcement is an important contributor to road safety in our towns and villages.</p>

East Herts Strategic Aim	Linked Parking and Transport Strategy Themes	Comments
<ul style="list-style-type: none"> • Prosperity - <i>safeguarding and enhancing our unique mix of rural and urban communities; promoting sustainable, economic and social opportunities.</i> 	<ul style="list-style-type: none"> • Sustainability • Economic Wellbeing • Congestion • Access to Services 	<p>Our residents, town councils and businesses identify the economic wellbeing of their communities as of paramount importance to them when their parking and transport needs are being considered.</p> <p>Parking and Transport policy is an integral part of planning policy and therefore of individual planning decisions.</p> <p>The parking and transport needs of those in rural communities are likely to be different and more pronounced than those of people living in urban areas.</p>

STRATEGIC CONTEXT

East Herts Council manages approximately 3,400 off-street parking spaces across its towns and villages and is the Parking Authority for the district. (See Appendix F).

Since 2005 the Council has enforced most on-street parking restrictions on behalf of Hertfordshire County Council (the Highway Authority).

East Herts Council is the planning authority for the district. Parking and transport policy are integral elements of planning policy.

Hertfordshire County Council has a statutory responsibility to develop and support the provision of passenger transport across the county.

The promotion of new on-street parking restrictions and on-street permitted parking is primarily the responsibility of the County Council. East Herts also possesses these powers, but tends to lead only on the implementation of on-street resident permit parking schemes.

Parking serves a vital economic and social function, with approximately two million visits made annually to our pay and display car parks. Income from paid for parking helps maintain the wider parking service and makes an important contribution to the delivery of other Council services.

Parking enforcement alone does not generate a surplus for the Council – the cost of enforcement exceeds the revenue received from the issue of Penalty Charge Notices.

Accessible transport and parking are pre-requisites for the support of a healthy retail and business sector. Public transport in particular is a key enabler of access to services for a significant number of people, many of whom might be considered vulnerable or disadvantaged.

STRATEGIC AIMS

Although they have many positive aspects, parking and transport have their downsides. Our historic town centres were planned and built before the invention of the motor vehicle and our roads are becoming increasingly clogged with vehicles. Air quality in some areas has declined and the attractiveness of our urban and rural environment is frequently blighted by parked vehicles and traffic congestion.

In other words, parking and transport must be properly managed if their negative aspects are to be minimised and their potential for good fully exploited. This is not a once and for all exercise. These are dynamic issues. The tensions around them are fluid and boundaries necessarily flexible. At the same time, many of us tend to hold entrenched views on these issues.

For the needs of one user or group of users to be favoured, the freedoms of others may have to be curbed. There is no right answer and sometimes no answer at all to the challenges that the twin issues of parking and transport create.

The economic climate into which this Strategy is being delivered is challenging. Financial resources are extremely limited. This makes the setting of priorities particularly important. It will also be recognised that priorities will change over time; therefore, whilst promoting the aims and objectives of the Council, the Strategy must allow flexibility to accommodate a constantly changing environment.

Summary of Strategic Aims

- To identify a range of measures which, if implemented, will promote the economic wellbeing of East Herts and its communities.
- To identify a range of measures by which parking and transport management can act as an effective demand management tool.
- To identify a range of measures by which the Council might promote use of more sustainable (i.e. environmentally friendly) modes of transport.

Roles and Responsibilities – Key Agencies

Issue	Function of East Herts Council	Function of Hertfordshire County Council	Function of Police
Provision of short stay parking	Provision of off-street car parks	N/A	N/A
	Provision of on-street permitted parking	Joint powers with East Herts Council	N/A
Provision of long stay parking	Provision of off-street car parks	N/A	N/A
Maintenance of off-street car parks.	Responsible	N/A	N/A
Maintenance of on-street parking related signs and lines.	Responsible under an Agency Agreement for maintenance of signs and lines after expiry of two year warranty period.	Promotion and implementation of new on-street restrictions.	N/A
Off-street enforcement	Enforcement of off-street car parks under TMA 2004 powers.	N/A	N/A
On-street enforcement	Enforcement of on-street restrictions under TMA 2004 powers on behalf of the County Council.	Enforcement Authority for on-street parking (delegated to districts under an Agency Agreement).	Enforcement of dangerous and obstructive parking including parking on footways and at junctions.
Support of transport infrastructure	N/A	Responsible except for Highways Agency roads	N/A
Promotion of access to services	Responsible	Responsible	N/A
Provision of concessionary bus passes.	Funded by way of reduction in grant from central government	Administrates the scheme	N/A

POLICY PRINCIPLES

There is rarely a single correct answer when it comes to addressing parking and transport challenges. Conflicting needs and views abound and the resolution of a problem in one area can often create problems in others. There is the potential for a great many 'wicked issues' in the areas of parking and transport.

East Herts Council believes there are a number of existing principles that must underpin the development of this Strategy and guide Members and officers in their development of all its parking and transport policies.

- *Any subsidy from council tax payers should be a deliberate choice.*
- *Discretionary fees and charges (such as car park pay and display charges) should generate income to help deliver improvements in priority services (including transport and parking).*
- *Discretionary fees and charges should support the delivery of the Council's Medium Term Financial Plan.*
- *The Council should aim to secure a return on its assets.*

Additionally, the Parking and Transport Strategy should:

- *Seek to be consistent with national, regional and local planning policies.*
- *Seek to balance the competing demands of residents, workers and visitors.*
- *Recognise that local conditions may warrant local approaches.*
- *Recognise the role of transport and parking management as a demand management tool, using considerations such as pricing and car park designation (i.e. long/short stay) to influence behaviours and better balance the comparative costs of private and public transport.*
- *Seek to support the transport and parking needs of the vulnerable and disadvantaged and those in our rural communities.*

BACKGROUND

A survey was published in East Herts Council's "Link" magazine in Autumn 2010 and delivered to all households in East Herts. This generated approximately 700 responses.

Together with a number of other consultation exercises, this process identified a number of parking and transport related objectives which were then combined into a "long list", confirmed by our communities as particularly important for the district as a whole. These priorities are listed below in no order of priority.

Our Communities' Priorities (unranked)

- *Sufficient short term parking for shoppers*
- *Parking for residents*
- *Sufficient long term parking for workers*
- *Traffic free town centres*
- *Improved parking for blue badge holders*
- *Improved access to services for those in rural areas*
- *Pay on exit parking*
- *Improved public transport accessibility*
- *Improved road safety*
- *Environmental protection*
- *Economic wellbeing of our towns and villages*
- *Reduced congestion in our town centres*
- *A service that helps fund other services*
- *A service that places no burden on Council Tax payers*

At a round of focus group meetings in Autumn 2011, representatives from our individual towns and villages were asked to identify and rank a maximum of five of the above objectives they regarded as *particularly* important for their own community. These local concerns are developed in Chapter Two.

COMMON ISSUES, OPPORTUNITIES AND CONSTRAINTS

A number of parking and transport issues are of common concern across East Herts. We know this because County Council studies, our residents, the business community and others tell us. These issues can be considered under a number of headings.

1. Sustainability

With minor exceptions the County Council's Local Transport Plan 2011–2031 (LTP3) identifies improvements to *existing* passenger transport services, primarily buses, as a key tool for promoting modal shift. It does not however suggest a significant expansion of these services. Proposed improvements are likely to be limited to initiatives such as the provision of Real Time Passenger Information (RTPI) and bus priority schemes.

Subsidiary Urban Transport Plans (UTP) being developed for our main towns and villages together with the emerging Rural Transport Strategy indicate that our communities regard buses and cycling as being the transport modes most likely to reduce their car use within the district. For example, more than two thirds of stakeholder participants in the development of the Hertford and Ware UTP 2010 make this observation.

In the 2010 East Herts "Link" magazine survey, 65% of respondents suggest they would consider changing from use of a private motor vehicle to use of public transport (modal shift); however in the same survey a large number of respondents identify public transport in Hertfordshire as insufficient, unreliable and expensive. This is seen by many as an impediment to modal shift.

Typical comments from "Link" survey:

"Currently, even taking into account wear and tear and depreciation, it costs me roughly 50% of the cost of public transport to drive to work. It also takes twice as long to travel by public transport and the train is massively overcrowded."

"Only more frequent and extensive public transport would really change my behaviour."¹

It may be that a significant proportion of the 65% who suggest they would consider modal shift would not be likely to do so in practice however much public transport alternatives were improved; however the inference to be drawn from comments such as these is that unless and until public transport options improve in terms of quantity, quality and price, significant numbers of motorists are unlikely to abandon their private cars in favour of more sustainable alternatives.

¹ East Herts Council "Link" Magazine survey 2010

Strategy Ambitions

- i) That East Herts works with the County Council and public transport providers for the preservation and development of sustainable alternatives to the use of the private motor vehicle.
- ii) That the Council works with partners to explore new models of scheduled and community transport that better meet the needs and wants of our communities, redirecting funding as appropriate.
- iii) That the Council continues to contribute to and seeks additional subsidy for scheduled and community transport initiatives.
- iv) That the Council works with partners and where possible stimulates directly the provision of cycle facilities, including cycle lanes and secure storage, to encourage cycle use.
- v) That the Council takes account of the imperative of reducing greenhouse gas emissions by directing people to public transport alternatives when making decisions concerning on and off street parking provision (i.e. location, designation, number of spaces and cost).
- vi) That the Council has due regard for the sustainable transport aspects of the forthcoming National Planning Policy Framework (NPPF) when developing and discharging planning policy.

2. Care for the Environment

a) Care for our Streets

Parking on footways and grassed verges is at best anti-social and at worst dangerous. Most pavements are not capable of withstanding the weight of motor vehicles, which can lead to broken kerb stones, subsidence and damage to underground services. Parked vehicles can reduce grassed verges to mud in no time at all.

It is a criminal offence to park wholly or partly across a footway where this *also* causes an obstruction; however most footway and grassed verge parking is not of this magnitude and therefore is not a matter for police intervention.

Should East Herts Council wish to take action against this form of parking, considerable funding will be needed. For example, it will be necessary to survey the district to locate areas where footway parking should be permitted (but managed) and where it should be banned. It will be then necessary to adopt the powers by means of a Traffic Regulation Order (TRO). Finally, the permitted parking and banned areas must be marked out by means of signs and lines.

In February 2011 the Local Transport Minister Norman Baker announced that local authorities will be able to promote TROs to ban the parking of cars wholly or fully on the footway on a designated length of highway or over a wider area, and to use signage to indicate the ban, without them having to seek specific government authorisation. This would be of assistance to East Herts should it elect to proceed with a targeted ban.

The 2010 “Link” survey suggests that 57% of East Herts residents wish to see the implementation of a targeted footway and grassed verge parking ban. (34% would not and 9% have no view).

There are some locations in the district where footway parking might be permitted on traffic management grounds, as to do otherwise would result in obstruction to the highway. At such locations footway parking must be managed. In the majority of locations footway and grassed verge parking is not necessary or appropriate.

Strategy Ambitions

- i) That East Herts implements a policy in respect of footway and grassed verge parking in line with the wishes of the majority of its residents.
- ii) That the Council formulates an appropriate means of prioritising locations for implementation and commits to the funding, over time, of a targeted footway and grassed verge parking ban.

b) Care for the Built Environment

In January 2011, Secretary of State for Communities and Local Government Eric Pickles and former Secretary of State for Transport Philip Hammond announced amendments to Planning Policy Guidance 13 (PPG13), billed as “a key step in ending the war on the motorist”.

These amendments:

- Weaken references to the role of parking availability in determining travel mode choice.
- Remove nationally-set limits on the provision of parking spaces in non-residential developments, leaving these to local discretion.
- Remove guidance that “*car park charges should... be used to encourage the use of other modes*” and stress only that local authorities should set charges “*which do not undermine the vitality of town centres*”.
- Change a reference to “*adequate*” parking enforcement to “*proportionate*”.
- Remove reference in the parking sections to regional planning policy, which was abolished by the Localism Act 2011 and which could set out residential parking standards for a region.

The government also announced its intention to ensure that electric vehicle charging points can be installed as “*permitted development*” without the need for full planning permission.

In August 2011, shortly after publication of the government’s draft National Planning Policy Framework which is due to come into effect in March 2012, Mr Pickles confirmed that the Framework, unlike PPG13 and regional planning policy, would make no provision for national limits on parking spaces in town centres, citing this policy change as “*standing up for local high streets*”. In practice, this means that East Herts now has considerable discretion over the level of town centre parking provision it provides.

Strategy Ambitions

- i) That East Herts recognises the extension of local discretion in the area of parking provision provided by the National Planning Policy Framework.
- ii) That the Council acknowledges that the tensions between the roles of transport and parking provision in promoting sustainable transport alternatives and promoting economic wellbeing are likely to become more pronounced as a result of these central government imposed policy changes.
- iii) That the Council commits to addressing these tensions when developing and implementing its planning and parking policies.
- iv) That the Council emphasises its commitment to using parking provision, designation and charging as a demand management tool, as part of a strategy towards encouraging the use of more sustainable forms of transport.

3. Enforcement Priorities

A clear majority of respondents to the “Link” magazine survey support an emphasis on the traffic management purposes of Civil Parking Enforcement (CPE), for example by using it as a tool to promote:

- i) **Safety around schools**
(69% made this their highest or second highest priority)
- ii) **Safer parking in general**
(67% made this their highest or second highest priority)
- iii) **Keeping traffic moving**
(34% made this their highest or second highest priority)

These priorities echo the purpose of CPE as set out in Statutory Guidance issued under the Traffic Management Act 2004 and summarised below:

Enforcement authorities should design their parking policies with particular regard to:

- *managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under the TMA Network Management Duty 4*
- *improving road safety*
- *improving the local environment*
- *improving the quality and accessibility of public transport*
- *meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car*
- *managing and reconciling the competing demands for kerb space.²*

Strategy Ambition

- i) That East Herts subscribes publicly to the traffic management objectives of CPE set out above and commits to operating its parking management and enforcement service in ways that deliver against these objectives.
- ii) That East Herts implements additional enforcement powers, including the targeted use of camera based ANPR enforcement and the limited use of vehicle removals, where these support the statutory objectives of CPE and our communities' stated priorities, as set out earlier.

² Statutory Guidance issued under the Traffic Management Act 2004.

4. Economic Wellbeing

Parking and transport play a pivotal role in supporting the economic wellbeing of our towns and rural communities. This is underlined by our residents' response to a question in the "Link" Magazine survey, reproduced below.

Q. One of the challenges of providing and managing parking is trying to balance the needs and wants of the community as a whole. What is most important to you from the list of aims below? (1 = highest priority, 3 = lowest priority)

Objective	1st priority	2nd priority	3rd priority
A healthy town centre (e.g. encouraging shoppers into town centres)	75%	19%	5%
Plenty of all day parking for commuters/traders	14%	38%	48%
Reducing congestion (and pollution) and improving the environment	15%	41%	44%

Seldom are the tensions between different aspects of parking and transport management as clearly exposed. For example, whilst town centre workers would doubtless wish to be able to park as close and as cheaply as possible to their place of employment, this would be of no benefit if as a result the customers on whom their business depends could not park and went elsewhere. Similarly, the congestion that would be caused by uncontrolled parking in our town centres would, over time, act as a significant dampener on economic activity. A correct balance has to be struck and aspects of this balance are addressed under 'Pricing and Designation Strategies' below.

In 2007, 'Yorkshire Forward', the Regional Development Agency for Yorkshire and Humberside commissioned a study into the role of parking management in the economic wellbeing of its rural market towns. An executive summary of that study's findings is attached as Appendix B.

Their study of a largely rural area dotted with market towns has obvious parallels with East Herts and confirms an important finding that has been demonstrated elsewhere – not least in East Herts' own surveys. It is not the price of parking that is of paramount importance to motorists when they make key decisions about where to shop and spend their leisure time.

*"Above all else, customers value the certainty of being able to park when and where they want it. Convenience is a quality which most are prepared to pay for."*³

³ Yorkshire Forward (2007)

The Yorkshire First study goes on to identify the principal factor that can promote the economic wellbeing of a market town as the draw of the facilities on offer. This aspect will become increasingly important as internet shopping continues to expand its reach in the UK.

“...the primary factor affecting a town’s competitiveness is the town’s offer. Therefore, a town with a good retail offer will continue to attract customers despite poor parking facilities. Meanwhile, a town with very good parking facilities but a limited retail offer will struggle to attract customers.”⁴

One size does not always fit all. The findings of the 'Yorkshire Forward' study may have more relevance to our main market towns, Bishop's Stortford and Hertford, than to our smaller towns and villages. That said, its findings and recommendations are commended as ones that East Herts Council should consider when making parking and transport policy decisions that have implications for the economic wellbeing of our communities.

Linked to the same agenda is the management system used across the district's car parks. The 'pay and display' system is regarded by some as damaging to the economic wellbeing of our towns and there are calls for the adoption of an alternative management system such as pay on exit, whereby the motorist bears no risk of being penalised for overstaying and pays only for the parking time used.

Their design and scattered location means that many car parks in East Herts are not suited to the introduction of a barrier controlled pay on exit management system. When the current pay and display machines were procured and installed in 2004 there were few, if any, alternatives other than barrier controlled systems on the market.

The existing 'pay and display' machines have a useful lifespan of approximately twelve years; therefore the Council will be replacing them during the lifetime of this Strategy. The development since 2004 of new car park management systems, some linked to automatic number plate recognition (ANPR) has opened up new opportunities to move towards a cost effective 'pay on exit' approach to car park management. Such options must be properly evaluated and exploited at the appropriate time.

Strategy Ambitions

- i) That East Herts recognises our communities' view that the economic wellbeing of our towns and villages is paramount and takes this into account when setting parking and transport policy.

⁴ Yorkshire Forward (2007)

- ii) That the Council recognises that parking and transport are elements of a wider range of measures that may contribute to the economic wellbeing of our communities and progresses policy development with this in mind.
- iii) That as the existing “pay and display” machines in East Herts car parks near the end of their working life, the Council reviews all options for their replacement and makes the promotion of the economic wellbeing of our towns and villages a central plank of its procurement decisions.
- iv) That until the ambition in (iii) has been realised, the Council continues to offer a ‘pay by phone’ service in its car parks, which offers motorists many of the benefits of a ‘pay on exit’ system, whilst making best use of the existing ‘pay and display’ machines.

5. Congestion

Congestion imposes direct costs on businesses as well as discouraging visits to our towns by shoppers. It is identified in the County Council’s LTP3 and other policy papers as one of the three major long term issues affecting transport in the county, the others being ‘emissions and climate change’ and ‘accessibility and quality of life’.

*“The demands for travel from the million residents plus that from people travelling into and through the county are greater than the capacity of the road and rail network”.*⁵

*“Hertfordshire is well connected, but traffic flows are 34% higher than the national average. Congestion is seen by local people as one of the biggest issues facing Hertfordshire and something that is worsening. Indeed the volume of traffic on our roads is predicted to increase even further between now and 2021”.*⁶

The 2010 “Link” magazine survey of East Herts residents suggests that a significant majority of would like to see our historic town centres operate as largely traffic-free zones (see below).

Q. *Would you like to see our historic town centres operate as largely traffic free zones?*

Yes	58%
No	36%
No View	6%

⁵ LTP3 (2011)

⁶ Hertfordshire County Council Sustainable Community Strategy 2010.

Strategy Ambitions

- i) That East Herts works with the County Council and others to promote the development and use of sustainable alternatives to the private motor vehicle, such as scheduled and community bus services, rail, cycling and walking.
- ii) That East Herts develops and deploys its parking service (i.e. car park location, designation, pricing and enforcement policies) and works with the County Council on initiatives to reduce levels of congestion in the centres of our towns.
- iii) That for reasons linked primarily to congestion East Herts does not provide additional on-street parking in our town centres and considers the introduction of charges for existing bays, reflecting their premium status and to improve turnover.
- iv) That East Herts works with the County Council and other partners towards the pedestrianisation of appropriate areas of our historic town centres.

6. Pricing and Designation Strategies

The Government-sponsored Portas Review on the future of high streets published in the lead up to Christmas 2011 contains 28 Policy Ambitions, of which only one relates directly to the issue of parking; however this is the one that the media, politicians and some members of the business community have tended to focus on, possibly to the exclusion of others.

The dominant assumption in debates such as this appears to be that expensive or insufficient parking in town centres drives shoppers to out of town shopping centres where parking is ostensibly free. This is to fundamentally misunderstand the issue.

In its 2011 paper "*A Manifesto for Town Centres and High Streets*", launched partially in response to the Portas Review, the Association of Town Centre Management tackles apparent inconsistencies between how town centre and out of town parking operates. The relevant section of this document is reproduced in Appendix C.

Building on the above, it must be appreciated that stores and shopping centres that provide "free" parking do not do so out of altruism, but because it is a key element of their business model. The capital cost of acquisition, the opportunity cost, the cost of maintenance and management of the parking are all factored into their business model and therefore into the pricing of their goods and services. In other words, the user pays for their car parking one way or another – whether "up front" or through the cost of the goods or services they buy.

The Department for Transport estimates the direct cost of providing a single, basic car parking space at between £400 and £1,000 a year, with the cost of a multi-storey space put at between £9,000 and £17,000. (A proposal to recommend a levy on the provision of out of town parking spaces to promote a level playing field between town centres and out of town shopping centres was dropped from the Portas Review when supermarkets made it clear they would simply pass these costs on to their customers).

As identified earlier, a number of studies into car parking and its links with the economic wellbeing of communities suggest that price is *not* the most important factor we take into account when visiting a town centre. Other considerations such as accessibility, safety and cleanliness are frequently deemed to be even more important.

This important point is supported in East Herts' "Link" magazine survey as demonstrated below:

*Q.What is most important to you when choosing when to park?
(1 = highest priority and 5 = lowest priority)*

Factor	1	2	3	4	5	Total
Quality of Facility	5%	10%	20%	60%	5%	100%
Cost	31%	30%	21%	15%	3%	100%
Convenience	53%	31%	10%	5%	1%	100%
Safety/Security	14%	27%	45%	12%	2%	100%
Other	14%	5%	3%	8%	70%	100%

(The 70% of respondents who identified "other" as their lowest priority were invited to offer free text comments to clarify their choice. There is no clear theme to these responses and no significant issue that cannot be incorporated within one of the other four themes in the table).

The most recent of the biennial East Herts Residents' Surveys, published in December 2011, further underlines this point. When asked what influences residents' decisions about where to shop, 86% of respondents identified choice and range of shops as the key determining factor. Second at 65% was the availability of parking and only third, at 46% was the cost of parking.

This further underlines the vital importance of not focussing on price alone when key parking policy decisions are made. Accessibility in the widest sense of the term is far more important. That said, from a policy perspective, parking charges and car park designation play a central role in shaping parking demand and are therefore vital traffic management tools.

Our towns and villages have historic cores that developed long before the invention of the motor vehicle. Congestion is a regular occurrence and there is little reserve capacity should something go wrong. For example, something as apparently remote as an accident on the M11 can be sufficient to cause

gridlock in central Bishop's Stortford. Similar problems can arise in Hertford, albeit on a more infrequent basis, when the M25 is blocked.

A commonly used model in respect of parking designation and pricing is based very loosely on inner and outer zones. In this model, on-street town centre parking bays, adjacent to premium shopping and entertainment destinations are designated as short stay and are often charged for in recognition of their premium status. Town centre off-street car parks are also predominantly short stay to cater for the visitors on which many of our businesses depend. Together these form an inner zone of premium parking.

An outer zone will contain car parks catering mainly for longer term parking (which may include park and ride). These will be predominantly used by town workers and commuters using our towns as a travel hub. In this model such car parks tend to be situated just outside the town centre, on major vehicular access points. They are typically charged at a lower rate per hour to incentivise their use and in recognition of the fact that the motorist is likely to have to finish their journey on foot.

The inner and outer zone concept has some validity for Hertford and Bishop's Stortford, as will be demonstrated later. It has less validity in Ware, but will not be relevant to smaller communities set out on a more linear basis, such as Sawbridgeworth, Buntingford and Stanstead Abbots.

Strategy Ambitions

- i) That East Herts recognises the complex link between economically vibrant towns and villages and parking provision and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- iii) That the Council adopts a form of the inner and outer zone model of parking designation and charging for its main towns and has regard to this model when making decisions in relation to car park designation and charging in these towns.
- iv) That the Council reviews existing charging structures and models alternatives which take better account of the nature of the economy of each of our towns, whilst adhering to the 'first principles' set out earlier in this document.
- v) That the Council engages more fully with its community in terms of debating the complex financial considerations that underpin a parking service and their relationship to the funding of other services.

7. Access to Services

a) Public and Community Transport

For many in East Herts, a shift towards the use of more sustainable transport might be a positive choice; however for a significant minority non-private transport is their only means of accessing services and of enjoying mobility in general. The County Council's LTP3 confirms that across Hertfordshire 10% of households do not own or have access to a vehicle. This percentage can be higher within individual towns and villages. Whilst no village in the district is more than five miles from a medium sized town, there are large rural areas where travel other than by car is difficult.

As many of our smaller towns and villages do not offer easy access to a railway station, for these one in ten households the bus network is a key means of accessing services. This presents difficulties for commercial bus operators. The average passenger journey in Hertfordshire is for less than three miles and many buses have to cover large rural areas, making longer distance journeys slow and uneconomic. County and district council subsidies for such routes have reduced and continue to experience severe pressure. These and other considerations have been important factors in foreseeing a developing role for the voluntary and community sector in providing transport aimed specifically at those unable or unwilling, for whatever reason, to use public, scheduled bus and rail services:

"The county council aims to ensure passenger transport services can provide accessibility for all and that where they cannot, such as in some rural areas, other special services, including those provided by the voluntary sector, can maybe fill the gap. The provision of information and support for sustainable modes should also contribute to improving some peoples' accessibility, but support for 'special arrangement' transport remains essential for the minority of disadvantage residents, including the elderly and disabled".⁷

For one town in East Herts faced with the challenge of reduced passenger transport provision, especially to its more remote communities, the answer was the creation of a community bus scheme. (See Sawbridgeworth case study in Appendix D). As timetabled services struggle to survive, innovative, risk sharing community services such as this should be seen a model for the provision of services to our rural communities in particular and of course as a lifeline for those without access to private motor transport.

At the time of this Strategy's publication, Bishop's Stortford is about to pilot its own community transport initiative, "Stortbus" serving the more remote areas of the town and making easier access to the Herts and Essex Hospital a focus for its routes.

⁷ LTP3 (2011)

Strategy Ambition

- i) That East Herts Council liaises with Sawbridgeworth and Bishop's Stortford Town Councils to learn from their evaluation of their community transport initiatives.
- ii) That East Herts uses its position as a community leader to identify and promote further, innovative ways of delivering public and community transport for the benefit of those in rural areas and particularly for those without access to a private motor vehicle.

b) Blue Badge Holders

The Blue Badge scheme provides a range of parking concessions for people with severe mobility problems who have difficulty using public transport. The badge enables holders to park close to where they need to go. In simple terms, blue badge holders may park on single and double yellow lines for a maximum of three hours. Holders may also park in limited waiting bays on-street, typically without time limit and may also enjoy price or time concessions in off-street car parks. The extent of the latter concession is at the discretion of the local authority.

East Herts tends towards the more generous end of the spectrum in terms of the blue badge concessions it grants; however the needs of blue badge holders must be balanced with those of the wider community. Poorly managed blue badge parking can cause congestion and unrestricted time limits can result in poor turnover of spaces to the detriment of other users, including other blue badge holders. It is also important to emphasise that possession of a blue badge is about access, not the holder's ability to pay a parking charge.

Strategy Ambitions

- i) That East Herts reviews its provision of blue badge parking and commits to maintaining or even expanding the number and location of spaces available.
- ii) That the Council recognises that access to blue badge spaces must be managed to the benefit of all users and that blue badge holders should be required, under certain circumstances to contribute towards the costs of the provision of the parking facility.
- iii) That over time the Council moves towards a model of blue badge parking concessions as proposed in the table below.

Proposed Revision of Blue Badge Parking Concessions in East Herts

Current Position	Recommended Position
Parking permitted free of charge for a maximum of three hours on single or double yellow lines	No change
Parking permitted in on-street blue badge bays free of charge and without time limit	Parking restricted to a maximum of three hours in town centre blue badge bays, with no return within a specified period
Parking permitted in on-street limited waiting bays free of charge and without time limit	Parking restricted to the maximum time permitted in the relevant bay
Parking permitted in blue badge bays in EHC car parks free of charge and without time limit	First three hours free, charged thereafter
Parking permitted in all other bays in EHC car parks free of charge and without time limit	First three hours free. Motorist required to pay and display for stays of more than three hours

c) The 'Ageing Well' Agenda

The Office for National Statistics estimates that 24,600 residents of East Herts will be aged 65 or over by 2015. This is 17.5% of the projected population of the district in that year.

Public transport that fully met the needs of these older people would enable them to go shopping and undertake other leisure activities, to meet friends and relatives and look after their own health and wellbeing.

The national concessionary travel scheme for older and some disabled people has enabled many to enjoy access to local services and amenities; however possession of a bus pass is of little use if services do not exist or are inaccessible. This problem is particularly acute in rural areas.

In the current climate of economic austerity, reducing subsidies for transport may seem an attractive option; however it must be recognised that lack of transport can have a profound impact on people's lives. Without accessible transport, older people experience greater social isolation, which is likely to result in an increased demand on adult social care services. In contrast, access to public transport helps older people stay socially connected and active.

'Ageing Well' is a national programme working with local authorities across the country and delivered by the Local Government Association on behalf of the Department for Work and Pensions. It has been designed to support services to work together more effectively to provide a better offer to older

people in the context of increasing number of older people with higher levels of need and reducing public expenditure.

At the time of writing a trial of the 'Ageing Well' initiative is being undertaken on the Hornsmill Estate in Hertford. When interviewed as part of this trial, older members of the Hornsmill community identified transport provision as one of the key impediments to their current quality of life:

"...for those who are less mobile and active, transport is a big issue – in particular people suggested that buses are often unreliable, do not run on weekends or bank holidays and do not go all the way to the top of the estate. For those less mobile people with no access to a car, the lack of services, support and activities on the estate is particularly problematic, as poor transport links are preventing them from getting engaged in activities elsewhere. Those who are less active/housebound tend to be fairly reliant on their family and/or friends for support".⁸

Similar challenges will be found across the district and are likely to be particularly acute in our more rural communities.

Strategy Ambitions

- i) That East Herts makes access to services (and in particular the public transport needs of older people) a central plank of its response to the new "Ageing Well" agenda for older people.
- ii) That East Herts uses its role as community leader and works in partnership with other agencies and the voluntary sector to identify and deliver the parking and transport needs of older people.

⁸ Ageing Well Hertfordshire – Final Report (2012)

CHAPTER TWO

LOCAL PERSPECTIVES AND PRIORITIES

This Chapter contains an assessment of the parking and transport challenges of our individual towns, with particular emphasis placed those areas where they differ from the overarching challenges addressed in Chapter One

HERTFORD

Main Transport and Parking Challenges in Hertford

1) Findings of Hertford and Ware Urban Transport Plan (2010)

- 88% of commuters into Hertford travel by car.
- 83% of Hertford residents own a car.
- There is peak time congestion on key roads – e.g. A119, Old Cross/Bengeo and A414.
- Existing bus services are poorly used for commuting.
- The public favours schemes to alleviate problems/deliver transport improvements that deliver sustainability, over merely creating more road capacity.
- Traffic is brought into conflict with pedestrians in the main shopping streets.

2) Comments from East Herts Council Resident Survey (2010)

The survey of residents in the Council's Autumn 2010 "Link" magazine was conducted at a time when Hertford's principal car park, Gascoyne Way, was closed for refurbishment. Many residents' comments must be read in this context.

The primary concerns of residents in respect of parking and transport in Hertford can be summarised as follows:

- Too few, free on-street limited waiting bays in the town centre.
- Parking difficult – especially on Saturdays.
- Pay and display system of car park management not liked.
- Parking charges too expensive.
- Condition of car parks poor.

3) Priorities Identified by Stakeholder Focus Groups (2011)

In meetings with representatives of local businesses and Hertford Town Council the need to promote the economic wellbeing of the town is identified as their overarching objective. This manifests itself in the identification of a number of subsidiary objectives:

- Introduce alternative car park management system.
- Extend on-street free bay provision
- Improve parking for workers (i.e. cost, availability and location)
- Improve signage to car parks.
- Use on-street permitted parking more flexibly.

1. Sustainability

As identified in the County Council's 2010 Urban Transport Plan, Hertford faces the twin challenges of peak time road congestion and a lack of public transport alternatives to the private motor vehicle. Encouragingly, the UTP also confirms that the public favour schemes to alleviate problems and deliver transport improvements that deliver sustainability, over merely creating more road capacity.

The UTP identifies a number of short term (1-2 years), medium term (3-5 years) and longer term (5+ years) proposals for the development of sustainable alternatives to use of the private motor vehicle.

Chief among the County Council's short term proposals is the provision of cycle storage at key locations throughout Hertford and the linking of existing cycle and pedestrian routes to create a more attractive environment for cycling and walking. Among the medium term proposals are improvements to the prioritisation of bus services and the possible closure to motorised traffic of the town centre. Longer term proposals include the possible implementation of a park and ride facility serving both Hertford and Ware.

2. Care for the Environment

a) Care for our Streets

There are a number of residential streets in Hertford where footway parking might be at least tolerated if those streets are not to become impassable to motor vehicles. An example is the Folly Island area with its streets of Victorian terraced houses. At present residents in these areas tend to self-manage their parking and the East Herts rarely receives complaints that footways are obstructed. That said, unmanaged parking on footways and grassed verges can cause obstruction and can damage the surface and the services that run beneath them. Accordingly, as identified in Chapter One, East Herts should adopt a policy in favour of a targeted footway and grassed verge parking ban. Once funding and an appropriate method for prioritisation have been agreed Hertford should be surveyed and a priority list for the implementation of a footway and grassed verge parking ban created.

3. Enforcement Priorities

A clear majority of "Link" magazine respondents support an emphasis on the traffic management purposes of Civil Parking Enforcement (CPE) by using it as a tool to promote;

- i) safety around schools
- ii) safer parking in general
- iii) keeping traffic moving

These priorities echo the statutory purpose of CPE as set out in Statutory Guidance issued in parallel to the Traffic Management Act 2004, and summarised earlier in this Strategy.

Strategy Ambition

- i) That East Herts subscribes publicly to the traffic management objectives of CPE as set out in Statutory Guidance and commits to operating its enforcement regime in Hertford in ways that can demonstrate delivery against these objectives, including the targeted use of ANPR enforcement where appropriate.

4. Economic Wellbeing

As identified earlier, our residents, town councils and business communities identify the promotion of the economic wellbeing of our towns and villages as of primary concern, although this objective is not always couched in such clear terms.

In the case of Hertford, consultation with residents, the Town Council and the business community identified a number of objectives aimed at promoting the economic wellbeing of the town.

Chief among these is the management system of the town's car parks. The 'pay and display' system is regarded by the business community in Hertford in particular as damaging to the economic wellbeing of the town and there is a call for the adoption of an alternative management system such as pay on exit, whereby the motorist bears no risk of being penalised for overstaying and pays only for the parking time used.

Many car parks in Hertford are not suited to the introduction of a barrier controlled pay on exit management system. When the current pay and display machines were procured and installed in 2004 there were few, if any, alternatives, other than barrier controlled systems, on the market.

The current 'pay and display' machines have a useful lifespan of approximately twelve years; therefore the Council will be replacing them during the lifetime of this Strategy. The development since 2004 of new car park management systems, some linked to automatic number plate recognition (ANPR) will open up new opportunities that must be properly evaluated and exploited at the appropriate time.

Strategy Ambitions

- i) That East Herts publicly endorses our communities' view that the economic wellbeing of Hertford is of paramount concern and takes this into account when implementing its transport and parking strategy in the town.

- ii) That the Council recognises that parking and transport are elements of a wider range of measures that will contribute to the economic wellbeing of Hertford and that the Council implements its transport and parking strategy with this in mind.
- iii) That as the existing 'pay and display' machines in Hertford's car parks come to the end of their working life, the Council reviews all options for their replacement and makes the promotion of the economic wellbeing of the town the central plank of its procurement decisions.
- iv) That until the ambition in (iii) has been realised, the Council continues to offer a 'pay by phone' service in its Hertford car parks, which offers motorists many of the benefits of a 'pay on exit' system, whilst making the best economic use of the existing 'pay and display' machines.

5. Congestion

The congested nature of the historic town centre in Hertford is remarked upon by "Link" magazine respondents and the Hertford and Ware UTP (2010), identifies a number of locations in the town where congestion is a problem;

- i) A414
- ii) Old Cross
- iii) Railway Street/Fore Street

The UTP does not anticipate a Hertford bypass being built during its lifetime, but identifies a number of short and medium term objectives aimed at alleviating congestion problems in the town.

Strategy Ambition

- i) That East Herts continues to support and lobby the County Council for the implementation of short, medium and longer term measures designed to alleviate problems of congestion in Hertford town centre.

6. Pricing and Designation Strategies

A common concern of our residents and businesses in Hertford is a perceived lack of free, on-street limited waiting bays.

There is a certain incongruity in the fact that what might be regarded as a premium parking facility, usually located right outside the shopper's destination, should be supplied free of charge. On the basis of free market principles these parking spaces should attract a premium charge. The financial model on which Civil Parking Enforcement in East Herts was founded anticipated the introduction of on-street charging; however this option was not progressed. Given their central location, motorists seeking out free parking bays can exacerbate congestion problems in Hertford town centre.

Such bays, typically allowing thirty minutes or one hour of free parking are regarded by our traders as a vital support for their businesses and by our residents as particularly convenient for shorter shopping trips. Accordingly they should be retained, although for reasons linked to problems of congestion their number should not be added to.

As identified earlier, the view of respondents to the 2010 "Link" magazine survey supports the findings of studies undertaken elsewhere in that cost of parking ranks below convenience when they make decisions about where to shop. There are approximately 1,000 off-street parking places in Hertford under East Herts control. Occasional space counts and customer feedback suggest that capacity is sufficient under normal circumstances, with around 70% occupancy, although provision can come under strain at weekends and at key times such as Christmas and the New Year. A further 232 short stay parking spaces will become available on the opening of a new J Sainsbury store in the Hartham area in 2012.

An unwelcome side effect of creating more and more parking in our town centres is that it stimulates additional demand and does nothing to encourage a shift to more sustainable modes of transport such as buses, bicycles and walking. It is also not realistic to cater for the occasional days when demand might exceed supply.

The Council's car parks play an important role in supporting the vibrant evening economy in Hertford; however users of the service at these times make little or no contribution towards their provision. With the policy principles on page fifteen in mind, the Council should consider the adoption of a modest charge for use of its car parks in the evening, particularly if this could have a beneficial effect in terms of holding down daytime charges and/or enable the granting of concessions to other users (e.g. town centre workers).

The designation of car parks in Hertford is of particular importance. Using the inner and outer zone model described earlier, long stay parking in particular should be deflected to the edge of the town. In Hertford this is largely the case, with long stay and mixed use car parks located at Old London Road, Gascoyne Way (part) and the Harthams. Short stay parking is concentrated more centrally in Bircherley Green, St Andrew Street and Gascoyne Way (part).

In the longer term the County Council's 2010 Urban Transport Plan for Hertford and Ware envisages the creation of a park and ride facility serving the two towns, possibly starting from the A10 at Wadesmill. The financial viability of such a proposal is doubtful at this time; however should this be developed the designation and pricing of town centre car parks should be revisited to discourage private motor vehicles and encourage the use of the park and ride. In the interim it is not recommended that additional off-street parking be provided.

Strategy Ambitions

- i) That East Herts recognises the complex link between economically vibrant towns and villages and parking provision and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- ii) That the Council adopts the inner and outer zone model of parking designation and charging as broadly appropriate for Hertford and has regard to this model when making decisions in relation to car park designation and charging in Hertford.
- iii) That the Council reviews existing charging structures and models alternatives which take better account of the nature of the economy of Hertford, including its evening economy whilst adhering to the 'first principles' set out earlier in this document.

7. Access to Services

Issues relating to access to services in Hertford are addressed in the relevant section in Chapter One.

BISHOPS STORTFORD

Main Transport and Parking Challenges in Bishop's Stortford

1. Eastern Herts Transport Plan 2007 and Steer Davies Gleave study (2006)

- There is considerable peak hour congestion at key junctions throughout the town, due to over-dependence on private car use.
- The Little Hadham junction on the A120 is a known bottleneck on the approach from the west.
- On-street parking in residential areas by commuters and town workers is perceived as a problem.
- Public transport is seen as inadequate and bus use is significantly lower than the county and national averages.
- There is concern that the possible absorption of the town's housing requirements on the Areas of Special Restraint to the north of the town will exacerbate existing congestion problems.

2. Comments from East Herts Council Resident Survey (2010)

The primary concerns of residents in respect of parking and transport in Bishop's Stortford can be summarised as follows:

- Difficulty in finding off-street parking at weekends.
- Off-street parking places too small for modern cars.
- Introduce alternative car park management system.
- Congestion problems in and around town centre.

3. Priorities Identified by Stakeholder Focus Groups (2011)

In meetings with representatives of local businesses (and to an extent with the Town Council) the need to promote the economic wellbeing of the town was identified as their overarching objective. This manifests itself in the identification of a number of subsidiary objectives:

- Improve availability and accessibility of parking.
- Review car park pricing structures.
- Address congestion in town centre.
- Improve public transport options.
- Reform blue badge parking provision.
- Harmonise parking and transport and planning policy objectives.

1. Sustainability

As identified in the County Council's Eastern Herts Transport Plan (2007) and the Steer Davies Gleave study (2006) Bishop's Stortford also faces the twin challenges of road congestion, especially at peak times, and a lack of public transport alternatives to the private motor vehicle. These challenges are likely to grow as Bishop's Stortford experiences considerable additional development during the lifetime of this Strategy.

The forthcoming Urban Transport Plan for Bishop's Stortford and Sawbridgworth will set out a range of proposals aimed at promoting sustainability; however the issues and Strategy Ambitions set out in Chapter One of this document should be regarded as applying in their entirety to Bishop's Stortford,

2. Care for the Environment

a) Care for our Streets

There are a number of residential streets in Bishop's Stortford where footway parking must be at least tolerated if those streets are not to become impassable to motor vehicles. Examples of these include the Victorian terraced houses in the central, "Newtown" area. At present residents in these areas tend to self-manage their parking and the Council rarely receives complaints that footways are obstructed. That said, unmanaged parking on footways and grassed verges can cause obstruction and can damage the footways and the services that run beneath them.

Strategy Ambition

- i) As identified in Chapter One, East Herts should adopt a policy in favour of a targeted footway and grassed verge parking ban. Once funding and an appropriate method for prioritisation have been agreed Bishop's Stortford should be surveyed and a priority list for the implementation of a footway and grassed verge parking ban created.

3. Enforcement Priorities

A clear majority of "Link" magazine respondents support an emphasis on the traffic management purposes of Civil Parking Enforcement (CPE) by using it as a tool to promote;

1. safety around schools
2. safer parking in general
3. keeping traffic moving

These priorities echo the statutory purpose of CPE as set out in Statutory Guidance as summarised earlier.

Strategy Ambition

- i) That East Herts publicly subscribes to the traffic management objectives of CPE as set out in Statutory Guidance and commits to operating its enforcement regime in Bishop's Stortford in ways that can demonstrate delivery against these objectives.

4. Economic Wellbeing

It is apparent from the views of residents, the Town Council and businesses in Bishop's Stortford that accessibility in its widest sense is seen as a significant impediment to the economic wellbeing of the town. Whatever the management system operating in a car park, this is of little interest to motorists if they are unable to enjoy a reasonable journey to that car park or find a space when they get there.

The proposed 'Old River Lane' development in Bishop's Stortford will create a small net increase in the number of off-street parking places in the town; however for the duration of the development itself parking provision will come under strain unless alternative provision is made.

The occasional problems that currently arise from insufficient capacity will be further exacerbated should significant additional volumes of traffic be brought into the town as a result of developments such as 'Old River Lane' or significant additional housing development. This would have the potential to impair the economic wellbeing of the town (see 'Pricing and Designation Strategies' below).

Strategy Ambition

- i) That as the existing "pay and display" machines in Bishop's Stortford's car parks come to the end of their working life, the Council reviews all options for their replacement and makes the promotion of the economic wellbeing of the town a central plank of its procurement decisions.
- ii) That until the ambition in (i) has been realised, the Council continues to offer a 'pay by phone' service in its Bishop's Stortford car parks, which offers motorists many of the benefits of a 'pay on exit' system, whilst making best use of the existing 'pay and display' machines.

5. Congestion

A study commissioned by East Herts in 2006 and undertaken by Steer Davies Gleave confirmed the town's position as being one of the country's national growth areas and acknowledged there will be significant expansion in housing and employment levels over the next ten to fifteen years. The same report

identifies that 24% of all traffic entering Bishop's Stortford terminates in the town centre and that 41% is through traffic.

The figure of 24% will include visitors and shoppers; however a significant proportion is commuters working within the town centre or making an onward journey from the bus or rail station and on-street parking by travellers using the nearby Stansted Airport is known to be a problem in some areas. The high level of through traffic may, during term times, be attributable to their need for parents to deliver their children to school and can rise significantly when congestion is experienced on the bypass or the nearby M11.

The congestion problems engendered as a result are identified by residents, businesses and others as a significant problem for the town – particularly at peak hours.

Parking designation and pricing strategies, discussed below, are important tools in achieving traffic management objectives; however given the current situation, the likely growth of incoming traffic following the 'Old River Lane' development and the possible development of the Areas of Special Restraint (ASR) on the fringe of the town, these and other measures such as junction signal overhauls are only likely to act as a sticking plaster rather than solve underlying problems.

Actions planned for 2012 and subsequent years which will direct more long stay parking towards the fringe of the town centre are a step in the right direction; however more substantial measures are advocated for the medium and longer term.

Strategy Ambitions

- i) That East Herts develops and deploys its parking service in Bishop's Stortford (including car park location, pricing, designation and enforcement policies) and works with the County Council on initiatives to reduce congestion in the centre of the town.
- ii) That East Herts supports and lobbies the County Council for the implementation of short, medium and longer term measures designed to alleviate known problems of congestion in Bishop's Stortford town centre.
- iii) That East Herts works with the County Council and others towards the pedestrianisation of appropriate areas of Bishop's Stortford town centre.

6. Pricing and Designation Strategies

A common concern of residents and businesses in Bishop's Stortford is a perceived lack of free, on-street limited waiting bays.

There is a certain incongruity in the fact that what might be regarded as a premium parking facility, usually located right outside the shopper's destination, should be supplied free of charge. On the basis of free market principles these premium parking spaces should attract a premium charge. The financial model on which Civil Parking Enforcement in East Herts was adopted anticipated the introduction of on-street charging; however this option was not progressed. Given their central location, motorists seeking out free parking bays can add considerably to occasional congestion problems in Bishop's Stortford town centre – for example in North Street.

Such bays, typically allowing half an hour or one hour of free parking are regarded by our traders as a vital support for their businesses and by our residents as particularly convenient for shorter shopping trips. Accordingly, they should be retained, although for reasons linked to congestion their number should not be added to.

There are approximately 1,750 off-street parking places in Bishop's Stortford under East Herts control. Occasional space counts and customer feedback suggest that capacity is sufficient under most circumstances, with around 80% occupancy, although parking provision can come under strain, particularly at weekends and key times such as Christmas and New Year.

The Council's car parks play an important role in supporting the vibrant evening economy in Bishop's Stortford; however users of the service at these times make little or no contribution towards their provision. With the policy principles on page fifteen in mind, the Council should consider the adoption of a modest charge for use of its Bishop's Stortford car parks in the evening, particularly if this could have a beneficial effect in terms of holding down daytime charges and/or enable the granting of concessions to other users, (e.g. town centre workers).

The 'Old River Lane' development would create a modest net increase in parking spaces, almost certainly short stay, in the centre of the town; however occasional problems arising from insufficient capacity may be exacerbated should significant additional traffic be brought into the town and this would have the potential to impair its economic wellbeing. Additional capacity is likely to be required – particularly in the short to medium term – and there is potential to create additional spaces by making better use of the areas around the Link Road and Northgate End car parks.

The appropriate designation of car parks in Bishop's Stortford is of particular importance. Using the inner and outer zone model described earlier, long stay parking in particular should be deflected to the edge of the town. The re-designation of car parks to take place in 2012, with the fringe car parks

at Elm Road and Grange Paddocks becoming long stay facilities, is a tangible example of this approach.

In the longer term and particularly if the Areas of Special Restraint are developed, consideration should be given to the creation of a park and ride or similar facility, keeping many private motor vehicles on the fringe of the town, with journeys being completed by more sustainable means. Should this be developed, the designation and pricing of town centre car parks should be revisited to discourage private motor vehicles accessing the centre of the town and encourage the use of the park and ride.

Strategy Ambitions

- iii) That East Herts recognises the complex link between the economic wellbeing of Bishop's Stortford and parking provision in the town and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- iv) That the Council recognises the inner and outer zone model of parking designation and charging as broadly appropriate for Bishop's Stortford and has regard to this model when making decisions in relation to car park designation and charging in its individual towns.
- v) That the Council reviews existing charging structures and models alternatives which take better account of the nature of the economy of Bishop's Stortford, including the evening economy, whilst adhering to the 'first principles' stated above.
- vi) That the Council explores options to increase off-street parking capacity in the town, using location, designation and pricing mechanisms to support its traffic management objectives.

7. Access to Services

The transport needs of those living in the rural hinterland of Bishop's Stortford and in particular the elderly and those without access to private transport are particularly pronounced. Partly in recognition of the fact that a number of scheduled services have been axed in recent years, Hertfordshire County Council, contributed funding to the creation of a community bus service which commenced in May 2012 and which operates under the auspices of the Bishop's Stortford Minibus Trust and Bishop's Stortford Town Council.

As will have been noted earlier, such community based schemes are one of the key objectives in the County Council's LTP3 and joint funding of initiatives such as this is identified as a growing phenomenon in the draft HCC Rural Transport Strategy 2012 -2031 as will be seen later.

Strategy Ambition

- i) That East Herts uses its position as a community leader to identify and promote further innovative ways of delivering public and community transport for the benefit of those living in the rural hinterland of Bishop's Stortford and particularly for those without access to a private motor vehicle.

Bishop's Stortford 2020 – a Vision for Bishop's Stortford (2009/10)

Mention must be made of the role of the above document in shaping the future of Bishop's Stortford. Drawing upon the experience and expertise of a wide range of local and county organisations and initiated by East Herts Council, 'Bishop's Stortford 2020' seeks to create a common vision for the future development of the town.

As might be expected a significant proportion of this document relates to the twin challenges of parking and transport. The priority outcome as identified by this group is:

"Ease of movement for people to get into, about and around the town and a congestion-free town centre".⁹

A number of "means and mechanisms" by which this might be achieved were identified by the group and include:

- A range of measures to reduce car use.
- Provision of park and ride facilities
- Improvements in and around the railway station which could help rail, bus, cycle all work together (a transport hub) as part of a sustainable transport system.
- Changes / development and improvement of parking provision.
- Changes to road access
- Improvements to public transport and routes.
- Pedestrianisation of parts of the town centre.
- Improved Shopmobility Services

Although formulated at a different time, by a different group and for different reasons, It will be noted that many of the proposals contained in 'Bishop's Stortford 2020' bear a striking resemblance to those identified by our communities during the development of this strategy. Some proposals may be more "visionary" and less achievable than others, but all should be considered as the town continues to grow and develop.

⁹ A Vision for Bishop's Stortford (2009/10)

WARE

Main Parking and Transport Challenges in Ware

1. Hertford and Ware Urban Transport Plan (2010)

- 90% of commuters into Ware travel by car.
- 83% of Ware residents own a car.
- There is frequent congestion on Ware High Street and surrounding streets.
- Existing bus services are poorly used for commuting.
- The public favours schemes to alleviate problems/deliver transport improvements that deliver sustainability, over merely creating more road capacity.

2. Comments from East Herts Council Resident Survey (2010)

The primary concerns of residents in respect of parking and transport in Ware can be summarised as follows:

- Too few, free on-street limited waiting bays in the town centre.
- Pay and display system of car park management not liked.
- Parking charges too expensive.

3. Priorities Identified by Stakeholder Focus Groups (2011)

In meetings with representatives of local businesses (and to an extent with the Town Council) the following objectives were identified as a priority for Ware:

- Provision of sufficient and attractive parking for shoppers.
- Improved signage to and from car parks to the town centre.
- Higher level enforcement of school zig-zags and footway parking contraventions.
- Promotion of the economic wellbeing of the town.

1. Sustainability

Issues around sustainability that impact on Ware are those that apply generally to the district and are identified in Chapter One of this document.

2. Care for the Environment

a) Care for our Streets

There are likely to be a number of residential streets in Ware where footway parking must be at least tolerated if those streets are not to become impassable to motor vehicles. Unmanaged parking on footways and grassed verges can cause obstruction and can damage the footways and the services that run beneath them.

Strategy Ambition

- i) As identified in Chapter One, East Herts should adopt a policy in favour of a targeted footway and grassed verge parking ban. Once funding and an appropriate method for prioritisation have been agreed Ware should be surveyed and a priority list for the implementation of a footway and grassed verge parking ban created.

3. Enforcement Priorities

The primary purpose of CPE as set out in Statutory Guidance and our communities' priorities as reproduced below are fully supportive of the perceived enforcement needs of Ware.

- i) safety around schools
- ii) safer parking in general
- iii) keeping traffic moving

There are a number of schools in Ware where inconsiderate and illegal parking compromises not only the safety of pupils but of other road users. In respect of the need to keep traffic moving, the High Street is particularly prone to illegal parking which in turn engenders congestion (see below).

Strategy Ambition

- i) That East Herts publicly subscribes to the traffic management objectives of CPE as set out in Statutory Guidance and endorsed by our residents and commits to operating its enforcement service in Ware in ways that can demonstrate delivery against these objectives.

4. Economic Wellbeing

The parking and transport challenges faced by Ware, with its range of smaller shops and evening economy, are as described in Chapter One of this strategy.

5. Congestion

The congested nature of the High Street and adjacent roads is commented on in the 2010 UTP. The UTP identifies vehicles loading and unloading from commercial properties on the High Street as being a significant cause of this congestion.

Consultation with the business community in Ware suggests that due to the number of small, independent retailers in the town, there is little scope for loading and unloading activities on the High Street to be further restricted.

6. Pricing and Designation Strategies

A common concern of our residents and businesses in Ware is a perceived lack of free, on-street limited waiting bays.

There is a certain incongruity in the fact that what might be regarded as a premium parking facility, usually located right outside the shopper's destination, should be supplied free of charge. On the basis of free market principles these parking spaces should attract a premium charge. The financial model on which Civil Parking Enforcement in East Herts was adopted anticipated the introduction of on-street charging; however this option was not progressed. Given their central location, motorists seeking out free parking bays can also add considerably to occasional congestion problems in Ware town centre.

Such bays, typically allowing half an hour or one hour of free parking are regarded by our traders as a vital support for their businesses and by our residents as particularly convenient for shorter shopping trips. Accordingly, they should be retained, although for reasons linked to congestion their number should not be added to.

There are approximately 360 off-street parking places in Ware under East Herts control. Occasional space counts and customer feedback suggest that capacity is sufficient under normal circumstances, with around 70% occupancy, although provision can come under strain at weekends and at key times such as Christmas and New Year.

An unwelcome side effect of creating more and more parking in our town centres is that it creates additional demand and does nothing to encourage a shift to more sustainable modes of transport such as buses, bicycles and foot. It is also not realistic to cater for the occasional days when demand might exceed supply.

The designation of individual car parks in Ware is of lesser importance than it is in Hertford or Bishop's Stortford due to the relatively compact nature of the town centre. There is no evidence of a lack of supply of off-street parking in the town.

As identified earlier, the view of residents in the EHC "Link" magazine survey supports the findings of studies undertaken elsewhere in that cost of parking ranks below convenience when motorists make decisions in terms of where they will go for shopping and leisure services.

In the longer term the County Council's 2010 Urban Transport Plan for Hertford and Ware envisages the creation of a park and ride facility serving the two towns, possibly starting from the A10 at Wadesmill. Should this be developed, the designation and pricing of town centre car parks should be revisited to discourage private motor vehicles and encourage the use of the park and ride. In the interim it is not recommended that additional off-street parking be provided.

Strategy Ambitions

- i) That East Herts recognises the complex link between the economic wellbeing of Ware and parking provision in the town and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- ii) That the Council reviews existing charging structures and models alternatives which take better account of the nature of the economy of Ware whilst adhering to the 'first principles' stated above.

7. Access to Services

Issues relating to Access to services in Ware are addressed in the relevant section in Chapter One.

SAWBRIDGEWORTH

Main Parking and Transport Challenges in Sawbridgeworth

1. Comments from EHC Resident Survey (2010)

The primary concerns of residents in respect of parking and transport in Sawbridgeworth can be summarised as follows:

- Bell Street car park should be made free – at least for the first one or two hours.
- Insufficient blue badge parking

2. Priorities Identified by Stakeholder Focus Groups (2011)

In meetings with representatives of local businesses (and to an extent with the Town Council) the following objectives were identified as a priority for the town:

- Lack of availability of short stay parking
- Too few, free on-street limited waiting bays in the town centre
- Lack of appropriately priced long stay parking
- Improved road safety (especially around schools and cashpoint machines)

1. Sustainability

The challenges around sustainability that impact on Sawbridgeworth are those that apply generally to the district and are identified in Chapter One of this document.

Strategy Ambitions

- i) That the Council continues to support the “Sawbobus” community transport initiative and seeks to replicate the model in other locations within the district where access to public transport is limited or non-existent.
- ii) That the Council continues to lobby for and where possible stimulate directly the provision of cycle facilities, including cycle lanes and secure storage, to encourage cycle use.
- iii) That the Council takes account of the imperative of reducing greenhouse gas emissions by directing people to public transport alternatives when making decisions concerning on and off street parking provision (e.g. location, number and cost).

2. Care for the Environment

a) Care for our Streets

The Council has received few, if any, complaints of footway or grassed verge parking in Sawbridgeworth.

Strategy Ambition

- i) That East Herts adopts a policy in favour of a targeted footway and grassed verge parking ban. Once funding and an appropriate method for prioritisation have been agreed, that Sawbridgeworth be surveyed and a priority list for the implementation of a ban created.

3. Enforcement Priorities

A clear majority of “Link” respondents support an emphasis on the traffic management purposes of Civil Parking Enforcement (CPE) by using it as a tool to promote;

- a. safety around schools
- b. safer parking in general
- c. keeping traffic moving

These priorities echo the statutory purpose of CPE as set out in Statutory Guidance issued in parallel to the Traffic Management Act 2004, as set out earlier.

Strategy Ambition

- i) That East Herts publicly subscribes to the traffic management objectives of CPE as set out in Statutory Guidance and endorsed by its communities and commits to operating its enforcement service in Sawbridgeworth in ways that can demonstrate delivery against these objectives.

4. Economic Wellbeing

Although it has a population of approximately 10,500, Sawbridgeworth is not a major shopping destination in its own right. Bishop's Stortford to the north and Harlow to the south cater for many shopping trips. Most shops and businesses in Sawbridgeworth are operated by smaller, individual traders.

The Council's Bell Street car park is a significant asset for the town. Members of the Sawbridgeworth community have requested that the first hour's use of the car park be made free of charge, to encourage local use of local facilities, with charges for longer stays being increased to compensate.

Most users of this car park stay for two hours or less. Applying the principles that the Council should secure a return on its assets and that the user should pay, it is suggested that to match current income levels the creation of a free first hour might require other tariffs to increase markedly and that this might drive cars out onto nearby streets, increasing congestion and reducing amenity for local residents

The above concerns notwithstanding, a trial of this proposal will commence in August 2012 in partnership with Sawbridgeworth Town Council. The latter will co-market the initiative and will underwrite any shortfall against current pay and display income that may arise during the six month period of the trial.

Other challenges around the economic wellbeing of Sawbridgeworth are as set out in Chapter One of this document.

Strategy Ambition

- i) That East Herts works with the Town Council and others to explore options to further promote the economic wellbeing of Sawbridgeworth whilst taking into account the 'first principles' established earlier in this Strategy.
- ii) That East Herts evaluates carefully the results of the car park trial discussed above, and considers the introduction of similar provisions across the district where appropriate.

5. Congestion

With the possible exception of the peak hours in the morning and evening, linked to school start and end times, the Council is not aware of particular congestion problems in Sawbridgeworth. The forthcoming Urban Transport Plan for Bishop's Stortford and Sawbridgeworth may identify areas of concern, in which case it will be important for the Council to further amend its enforcement regime to ensure these are managed.

6. Pricing and Designation Strategies

A common concern of residents and businesses in Sawbridgeworth is a perceived lack of free, on-street limited waiting bays. Additional bays have been called for by some Bell Street traders, although close examination by the County and District Councils has established that it would not be appropriate to position on-street bays on Bell Street on traffic management and safety grounds. Where such bays exist elsewhere they should be retained, but for reasons cited above their number should not be added to.

As identified earlier, the view of residents in the East Herts "Link" magazine survey supports the findings of studies undertaken elsewhere in that cost of parking ranks below other factors such as accessibility and condition. The Bell Street car park in Sawbridgeworth has approximately 100 spaces. Occasional space counts and customer feedback suggest that capacity is sufficient under normal circumstances.

A forthcoming six month joint trial of revised parking charge arrangements in the Bell Street car park is described above.

Strategy Ambitions

- i) That East Herts recognises the complex link between the economic wellbeing of Sawbridgeworth and parking provision in the town and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- ii) That the Council reviews existing car park charging structures and models alternatives which may take better account of the nature of the economy of Sawbridgeworth, whilst adhering to the 'first principles' stated above.

7. Access to Services

Issues relating to access to services in Sawbridgeworth are addressed in the relevant section in Chapter One.

BUNTINGFORD

Although Hertfordshire's smallest town, with a population of 5,000, Buntingford serves a large hinterland of small villages and hamlets. Public transport is limited and reliance on the private motor vehicle is high. Additional housing development is taking place on the fringes of the town. The possible re-opening of the former Sainsbury distribution centre on the edge of the town may generate significant extra employment and therefore additional vehicle traffic to the town.

1. Sustainability

A small number of bus services serve Buntingford and its surrounding towns and villages on varying frequencies. A focus group meeting with representatives of the community held in September 2010 discussed the potential of a community bus service, linking the smaller villages around the town and, perhaps when the town grows, different areas of Buntingford itself. The "Sawbobus" model was discussed and attendees were advised of the significant annual subsidy (£40,000) that even this successful initiative requires.

Although the development of additional housing and possibly a growth in employment opportunities in Buntingford might require that the matter be revisited, it is suggested that because of the paucity of public transport and thinly populated nature of its hinterland, the majority of visitors to and residents of Buntingford are likely to regard their private motor vehicle as their primary means of travel and the development of parking and transport policy in Buntingford should be based on this premise.

2. Care for the Environment

a) Care for our Streets

The Council has received few, if any, complaints of footway or grassed verge parking in Buntingford. The High Street aside, many roads in the town are of comparatively recent construction (e.g. the Bovis estate) and are capable of accommodating pedestrians and motorists.

Strategy Ambition

- i) That East Herts should adopt a policy in favour of a targeted footway and grassed verge parking ban. Once funding and an appropriate method for prioritisation have been agreed, Buntingford should be surveyed and a priority list for the implementation of a ban created.

3. Enforcement Priorities

Buntingford's historic high street is the focus of economic activity in the town. Notwithstanding the fact that it has now been bypassed by the A10, the potential for traffic congestion on the High Street arising from illegally parked vehicles is significant. The two schools on Bowling Green Lane also generate considerable congestion at the start and end of the school day, mainly due to the wide catchment area of both. The availability of the nearby car park to serve as a pick up and drop off point, free of charge, has not proved attractive.

On the basis of the above, enforcement priorities in Buntingford should be emphasise the traffic management aspects of CPE – i.e. promoting compliance in the High Street restricted zone and surrounding streets, promoting safe and legal parking around the Schools on Bowling Green Lane, and ensuring turnover of the limited waiting bays on-street. Whilst enforcement of the Bowling Green Lane car park is necessary in order to promote compliance, this is of lesser importance.

Strategy Ambition

- i) That East Herts publicly subscribes to the traffic management objectives of CPE as set out in Statutory Guidance and endorsed by our residents and commits to operating its enforcement service in Buntingford in ways that can demonstrate delivery against these objectives.

4. Economic Wellbeing

As has been established, studies on the relationship of car parking to economic wellbeing support the views of residents expressed in the 2010 East Herts "Link" survey – that price is not the main determinant for people when they make their choice of where to park. Of greater importance is the retail offer in the town and the convenience of parking. The existence of a substantial number of on-street permitted parking free bays, a degree of uncontrolled parking and an off-street car park means that there is sufficient parking capacity to cater for the needs of visitors, residents and businesses in Buntingford.

The High Street is among Buntingford's chief attractions. Its visual appeal is diminished by illegal and inconsiderate parking which can also lead to congestion. Accordingly, it is suggested that firm but fair management of parking in Buntingford, encouraging a regular turnover of the limited waiting, uncontrolled parking and off-street parking in the town is a tangible example of the Council's commitment to supporting its economic wellbeing whilst at the same time adhering to the first principles set out on page fifteen.

The needs of workers, many of whom work in the retail sector, as well as those of town centre residents whose properties do not enjoy off-street parking have become more prominent since charging was introduced in the Bowling Green Lane car park. That said, when it was free at the point of use, the car park was heavily parked by these groups and others, often at the expense of visitors to the town being able to park. The size of the car park offers opportunities to balance the needs of residents, workers and shoppers, possibly through the creation of a reduced cost permit scheme for the former.

Strategy Ambitions

- i) That East Herts recognises the role of Buntingford's Bowling Green Lane car park in supporting the economic wellbeing of the town and implements measures to support this objective whilst mindful of the 'first principles' outlined earlier in this Strategy.
- ii) That the Council examines the potential for a discounted permit scheme for the car park, available to local businesses and residents with no access to off-street parking of their own, with precise terms to be agreed.

5. Congestion

The primary cause of congestion in Buntingford is parked cars on the High Street. Whilst some vehicles are parked legitimately – i.e. for loading, unloading or by blue badge holders, others are parked in contravention and it is imperative that such illegal parking is managed through regular enforcement.

Strategy Ambition

- i) That in accordance with the priorities set by respondents to the "Link" magazine survey and in line with the traffic management objectives of the TMA 2004, the Council should continue with its existing enforcement priorities in Buntingford which include;
 - effective enforcement of the restricted zone on Buntingford High Street
 - effective control of the limited waiting bays in the immediate vicinity of the High Street
 - safety related enforcement of the area around the schools in Bowling Green Lane

6. Pricing and Designation Strategies

The 100 space Bowling Green Lane car park in Buntingford is the Council's sole off-street car park in the town. The implementation of pay and display charges in 2009 generated a degree of resistance, a measure of which remains to this day.

The car park is mixed use, serving both long and short stay parkers and (with Stanstead Abbots) has the lowest charges of any East Herts car park.

As discussed earlier, there is no such thing as a free car park. The only honest debate is whether the cost of running the service should be:

- met at the point of use
- met by the taxpayer
- met through a combination of the two.

East Herts' decision to charge users to park in the Bowling Green Lane car park is compatible with current Council policy that where possible and appropriate the user should pay for the service rather than the burden falling on the council tax payer and that council owned assets should generate an appropriate return.

The role of this car park in supporting the parking needs of local residents, businesses, shoppers and parents of children at local schools, is reflected in the hours and days of charging and the amount of the charges themselves. The possibility of further amending the designation and use of this car park to better support the needs of local businesses and town centre residents is addressed in the 'Economic Wellbeing' section above.

Strategy Ambitions

- i) That East Herts recognises the complex link between the economic wellbeing of Buntingford and parking provision in the town and in particular that price is not the main determining factor when people make shopping and leisure decisions.
- ii) That the Council reviews existing charging structures and models alternatives which take better account of the nature of the economy and the needs of Buntingford residents, whilst adhering to the 'first principles' stated above.

7. Access to Services

The transport needs of those living in the rural hinterland of Buntingford and in particular the elderly and those without access to private transport are particularly pronounced.

Strategy Ambition

- i) That East Herts uses its position as a community leader to identify and promote innovative ways of delivering public and community transport for the benefit of those in the rural hinterland of Buntingford and particularly for those without access to a private motor vehicle.

STANSTEAD ABBOTTS

With a population of 2,000 it is perhaps inevitable that very few comments were received from residents of Stanstead Abbots as a result of the 2012 "Link" magazine survey.

It is suggested that key strategic objectives for Stanstead Abbots might be expressed as follows:

- The village has a 60 space car park which operates at around 30% - 40% occupancy. Opportunities to increase use of the car park should be explored and these may include the offer of discounted parking to local businesses and residents.
- Whilst there is no evidence of a call for a changed car park management system in Stanstead Abbots, this should be considered at the time procurement decisions are made as the current pay and display machines near the end of their working lives.
- The existing on-street limited waiting bays are an important element of parking provision in the village and should be retained and their number augmented if possible.

RURAL COMMUNITIES

Transport is of huge importance to our rural communities, since it allows them to access employment, services and other opportunities. A 2009 national Ipsos MORI survey of residents of rural areas found that public transport was the top priority for improving their quality of life.

The transport challenges faced by those in our rural communities are recognised in LTP3

*“No village [in Hertfordshire] is more than five miles from a medium sized town but there are large rural areas of the county where travel other than by car is difficult”.*¹⁰

A survey distributed to parish councils in East Herts as part of the evidence gathering process for this East Herts Strategy underlines the points made above. Improved public transport accessibility is identified as their highest or second highest parking and transport related priority by the great majority of respondents. For many rural residents, ownership of a car is a necessity rather than a luxury and for some the costs of motoring can swallow a disproportionate amount of their income. For others, even if they were minded to change their mode of transport, a dearth of public transport options means that the car is the only realistic form of transport.

Despite the above, in 2011/12 revenue funding for transport authorities was sharply reduced and the way concessionary fares are reimbursed was altered, leaving many shire authorities with a budget shortfall. Contracted support for public transport procured by the County Council has reduced by more than 20% over the past three years. East Herts Council’s financial support for non core bus services in 2009/10 was £83,500. This was reduced to £43,900 in 2010/11 and it is projected to shrink again, possibly to zero, by 2013/14.

Partially in recognition of the fact that the orthodox model of scheduled bus services serving rural areas is in decline and faced with a need to stimulate more creative, tailored alternatives, in 2011 the Department for Transport announced £10 million of additional funding to stimulate the further development of community transport, advocating it as the model for the future – especially for securing access to services for those who live in rural or isolated communities.

In recognition of the particular challenges faced by our rural communities, in March 2012 Hertfordshire County Council issued a draft, county-wide Rural Transport Strategy 2012 – 2031 as a ‘Daughter Document’ to LTP3, which will sit alongside its Urban Transport Plans.

¹⁰ LTP3 (2011)

At the time of writing, this draft Strategy is still out to consultation; however it proposes the following key objectives en route to the development and delivery of transport in rural Hertfordshire. These objectives have clear relevance to East Herts with its many rural communities.

- *With the support of partners, work with parishes and villages to develop and deliver schemes which meet the overall LTP3 indicators.*
- *Facilitate cycling and walking and seek to increase the use of the Rights of Way Network for journeys to work, school, facilities and services through Rights of Way Improvement works.*
- *Seek to make passenger transport responsive to people's real needs, being flexible, well marketed, well integrated, stable and reliable.*
- *Co-ordinate services to make best use of what is available. Work with bus and train operators and where necessary investing with the community and voluntary transport neither sector in the provision of services in areas not adequately served by scheduled bus services.*
- *Work with partners to investigate the provision of more responsive passenger transport, improved information and passenger transport facilities and co-ordinate service provision.*
- *Seek the provision where feasible, of locally accessible services that people can reach, thus reducing the need to travel.¹¹*

The draft Strategy goes on to promote a sizeable 'toolbox' of interventions designed to secure the objectives outlined above. In respect of most of these the need for partnership working and external funding where possible is made abundantly clear.

Strategy Ambitions

- i) That East Herts recognises that public transport is key to solving the challenge of access to services – especially for those without access to private transport and in our rural communities.
- ii) That East Herts supports broadly the proposals contained in the HCC Draft Rural Transport Strategy as summarised above.
- iii) That the Council increases its partnership working with HCC, town and parish councils, voluntary and community groups and local businesses to stimulate the development of community transport initiatives to service the needs of our rural communities.

¹¹ HCC Draft Rural Transport Strategy (2012)

APPENDICES

APPENDIX A

METHODOLOGY

Hertfordshire County Council's publication of its Local Transport Plan 2011-31 (LTP3) and 'daughter' documents such as the Hertford and Ware Urban Transport Plan 2010 have served as a partial stimulus for the development of this East Herts Parking and Transport Strategy. By definition, such plans deal with higher level highways issues and rarely dwell on the issue of parking, which is primarily a district council function.

The key findings of these documents (and to an extent the statutory framework under which they have been constructed) has informed the development of this Strategy. It will be appreciated there is little point in East Herts promoting parking and transport strategies if they are in clear conflict with those in operation at a county, regional or national level.

Where other strategy or policy documents are available, these have also been analysed as part of the evidence gathering process. This has been particularly relevant in the case of Bishop's Stortford and the "Steer Davies Gleave" report dating from 2006

As advised above, the views of East Herts residents have been particularly important in the formulation of this Strategy; therefore East Herts' "Link" magazine was used to distribute a survey all households at the end of 2010. Some seven hundred responses were received and these contributed to the identification of a range of issues and objectives for the district.

Recognising that parking and transport are local issues and that the needs of our communities will vary, a round of consultation meetings was held with all Town Councils and at the East Herts Rural Conference in 2011. This led to the identification of further issues and objectives. To ensure maximum canvassing of views, a survey form was also distributed to all Parish Councils.

Analysis of the "Link" magazine based survey and the findings from these consultation events has led to the identification of a range of outcomes which our community wishes to be addressed in this Strategy. It is apparent that a number are mutually exclusive and that delivery of some would be difficult in a period of economic austerity.

Due to the above and as a further demonstration of the Council's commitment to making the Strategy as local as possible, a Member Task and Finish Group was established in mid-2011 to guide the preparation of the Strategy to its conclusion. The Group held a further round of meetings in each of the district's main towns, where community representatives were invited to debate the list of priorities and identify those which are particularly relevant to them.

APPENDIX B

Car Parking Research – Executive summary on how parking can be managed in the region's market towns (2007).

Yorkshire Forward

(Yorkshire and Humberside Regional Development Agency)

FOREWORD

It is widely recognised that parking is one of the more controversial issues facing our Renaissance Market Towns. Dealing with parking problems – such as a lack of supply or the dominance of parked cars in beautiful locations within our towns – is often important in achieving a town's renaissance objectives, but experience shows that overcoming them can initially appear difficult.

That is why Yorkshire Forward commissioned Steer Davies Gleave to research how parking can be managed in our market towns, and to investigate possible solutions.

The overall message of this research is a positive one: if done properly, managing parking is good for a town. The advantages are potentially numerous and sizeable: reducing the dominance of the car whilst enhancing, not reducing access. There is also evidence to suggest that introducing better managed parking can benefit a town's economy rather than damaging it.

Rhona Pringle
Renaissance Market Towns
Programme Manager

PARKING MANAGEMENT CAN BE A VERY POWERFUL TOOL

- Effectively managing parking supply and behaviour is a very powerful and direct way of supporting a town's broader objectives. In transport terms, Councils have more control over parking than virtually anything else.
- However, to be effective, a managed parking regime must be properly enforced. One way to achieve this is through Civil Parking Enforcement (CPE), where the Authority takes over control of the enforcement of parking regulations from the Police.
- Other attributes which can be managed to positive effect include: the quality of the parking stock (CCTV, lighting, information, toilets and so on) and signing and information to minimise searching traffic.

IN ORDER TO MANAGE PARKING EFFECTIVELY, THERE IS A NEED TO FIRST UNDERSTAND THE TOWN'S NEEDS

Informal surveys in a number of Renaissance Market Towns suggests that typically between 20%-40% of central short-stay parking spaces are being used by long-stay traffic.

- It is important to understand the nature of a town and the travel behaviour of the town's users before making changes to how the parking is managed.

PARKING PROVISION IS A CUSTOMER SERVICE, PROVIDING ACCESS TO TOWNS

- The aim of the service is ultimately to provide good access to towns for residents, workers, shoppers and other visitors. For those who drive, the act of parking is their first impression of the town.
- ‘Good access’ means making sure that customers can access appropriate parking at appropriate locations to suit their needs.
- Above all else, customers value the certainty of being able to park when and where they want it. Convenience is a quality which most are willing to pay for.
- Different customers (e.g. residents, shoppers, workers) have different needs and priorities.

PARKING IS AN ASSET WHICH NEEDS TO BE MANAGED

- Managing parking to maximise access is not the same as providing as many parking spaces as possible. Rather it is about managing the parking stock so that appropriate spaces are kept available for customers. It is the number of parking ‘acts’, rather than the number of parking spaces that is important.
- Proper management of parking benefits towns in many ways, including contributing positively to economic performance and visual amenity.
- A parking ‘free for all’ (with no restrictions or controls on parking and no enforcement) represents

- Key features to consider include: the size and nature of the employment, retail and visitor sectors, the strength and vitality of the retail sector; and the nature and proximity of competing settlements.
- As for the users of the town, the following factors should be considered:
 - the relative importance to the town’s economy of workers, shoppers, visitors and residents;
 - the parking behaviour of each segment;
 - the factors which influence when and how often each visit the town;
 - the attributes of the town and parking they value most (such as convenience, reliability, security and cost).

PARKING MANAGEMENT SHOULD BE PART OF A BROADER INTEGRATED APPROACH TO TRANSPORT

On-street and off-street parking must be managed as one...and linked to policies improving access by alternative modes.

- The parking management regime is one part of an integrated transport policy for market towns. Parking must be considered in parallel with:
 - measures to promote walking, cycling and public transport access into towns;
 - managing the demand for travel;
 - traffic management and highway issues;
 - road safety.
- On-street and off-street parking must be managed as one. The fact that different bodies (County and District Councils) may be responsible for them is of no interest to customers.
- The parking policy must be supported by the planning process.

a failure to manage the asset and a failure to provide good customer service and will adversely affect economic performance.

THE RELATIONSHIP BETWEEN PARKING AND ECONOMIC PERFORMANCE IS WEAK, BUT GENERALLY POSITIVE

- Many people fear that making changes to parking will adversely affect the town's economy. The evidence that exists suggests that the opposite is actually the case.
- In fact, the primary factor affecting a town's competitiveness is the town's offer. Therefore, a town with a good retail offer will continue to attract customers despite poor parking facilities. Meanwhile a town with very good parking facilities but a limited retail offer will struggle to attract customers.
- The primary responses to the introduction of restrictions, charging or enforcement tend to be:
 - an acceptance of the new arrangements/behaviour broadly unchanged;
 - a change in parking location (e.g. park further away to avoid paying a charge); or
 - in some cases, a shorter duration of stay.
- There is little evidence of substitution of destination or change of transport mode - as long as there is sensitivity to local needs.

Applications for new housing, commercial and retail developments should be scrutinised to ensure the volume and nature of car parking fits the parking and broader policies. The Planning Authority has the opportunity to place conditions on how parking is used and managed in new developments, to support broader strategy.

PUBLIC AND STAKEHOLDER CONSULTATION IS A GOOD THING!

Evidence shows that public acceptability grows following implementation.

- Parking is always a controversial issue and many people hold strident opinions. Those concerned about the welfare of their business or local environmental conditions are often most concerned.
- Public/stakeholder concerns are often based on anecdote. Use this research and market research to support strategy and allay public fears. Evidence shows that public acceptability grows following implementation and the benefits become clear.
- Engage early with stakeholders, so that all relevant concerns and worries are out in the open and it becomes possible to understand what needs to be done to assuage these concerns. Often, detailed design of the management regime can overcome many of the concerns.
- Effective consultation early in the development of a strategy ultimately reduces delivery and implementation time as it reduces the number of formal objections to detailed proposals and stakeholders may even assist in delivery.

**BETTER MANAGEMENT OF
PARKING CAN ENABLE MORE
PRODUCTIVE USE OF
(SOMETIMES VERY LIMITED)
PUBLIC SPACE WITHIN
TOWNS**

- Provided it is done sensitively and appropriately, management of parking can have a positive impact on economic viability by enabling 'better' (more productive) use to be made of the public space within towns. It is not uncommon for the most attractive parts of towns (historic market squares etc) to be hidden under a sea of parked cars.
- Where towns have appropriate sites on the approach routes to the town, there is an opportunity to utilise them as 'gateway' parking areas. This can free up space within more sensitive central areas for other uses, and help to keep moving traffic out of these areas too.
- Central areas can then be given over to activities which themselves provide an important 'draw' for visitors such as markets, outdoor seating areas for café's and restaurants, locations for outdoor performances etc.
- However, such gateway parking needs to be complemented by other features – particularly good signposting to the car park on approach roads, as well as from the car park to the town centre itself – to be effective.

APPENDIX C

*“A Manifesto for Town Centres and High Streets”
Association of Town Centre Managers - 2011*

Does Out-of-Town have an unfair advantage?

We want to see a ‘level playing field’ over car parking. There is no such thing as ‘free’ parking. There is always a cost to someone, somewhere. The provision of totally free town centre parking for shoppers is impossible. Not only that, but local authorities depend on the money from municipal parking. At the same time councils need to recognise the fundamental requirement for safe and free (or at the very least affordable) parking to encourage people back into shops and other town centre facilities by using Park Mark® and the Safer Parking Schemes etc. If there are charges, income should be ring-fenced to benefit town users and businesses.

Getting to the town centre to take advantage of the services offered (civic as well as economic, social and cultural) is easier because they are the natural hubs for all modes of transport; walking, cycling and all forms of public transport, not just for car owners. Contrast this with out-of-town retail and business parks, where, without a car, you are effectively disenfranchised.

We think that full business rates should be applied to car parking spaces available for customers use. A perverse business rating system is one that makes it significantly cheaper to do business out of town by giving customers free car parking, thus encouraging a less sustainable transport regime. The Business Rates system as it stands favours out-of-town development. Out-of-town car parks are not subject to business rates so long as they remain free for consumer use. As these locations will compete with the town centre it appears that we have financial incentives the wrong way round. We should consider raising revenue through business rates on out-of-town developments and investing that money on town centre regeneration schemes (e.g. a BIDs support fund/public realm/small business support etc.) to promote sustainable growth. Ending the unfair exemption enjoyed by out-of-town and other major business that offer plentiful, free car parking would, at a stroke, achieve that effect giving a major boost to the amount local authorities have to reinvest in town centre renewal.

We will work with partners to better understand the role of parking and prosperity. The relationship between affordable parking and town centres is not well understood and must be fully explored. And also the relative balance between day & night parking cost.

We will lobby local councils to consider car parking promotions and incentives to make town centres attractive to shoppers.

“Remember that car parks are for people. The more you do to make parking attractive to the people you do want in them, the less attractive they are to the people you don’t want in them. Safer Parking attracts customers.”

Kelvin Reynolds

Dir. of Operations and Technical Services, BPA

If you do one thing....

Have a car parking strategy for both public and private provision. This is a very important economic lever and far too important to be developed without taking into consideration the whole economic situation.

APPENDIX D

Case study on the introduction of community transport in Sawbridgeworth Richard Bowran – Town Clerk, Sawbridgeworth Town Council



SPECIAL FEATURE

Community Transport in Sawbridgeworth

As concern about rural transport grows across the country, Richard Bowran, Town Clerk, Sawbridgeworth Town Council, Hertfordshire, explains some of the processes undertaken to introduce a community bus scheme in his town.

Imagine the scene, if you will: The bright new year of 2009 dawned, all was well in the council office: the budget had been approved, precept demand submitted and the Town Council had both expanded its activities and kept the precept at the same level as for the previous year.

Then the bombshell – a deputation from the District Council arrived in January to advise us that after careful review they had decided to withdraw the subsidy for the town bus service from the beginning of that April which no longer represented good value for money.

Well! You can imagine the outcry – How dare the Town Council take away our bus service! – We pay our Council Tax so you must give us a bus service! – What about the old people's life line!

Gulp! Here was a real local need, here was a broken link to all our outlying communities, here was a potential decrease in footfall to the town centre retailers, and we were right in the middle of the consultation stage of writing our Town Action Plan.

The Town Council met the challenge by publicly declaring that it would provide some sort of substitute service. What had we got going for us? The District Council said they would give us a discretionary grant, amounting to about 50% of the subsidy they had given the commercial operator.

That sounded like a challenge for the Clerk! I received lots of invaluable advice from the County Integrated Transport Partnership Manager who recognised a growing need for local communities to provide rural transport solutions. Buying

commercial operator services was way too expensive.

We set up a user group with representatives of County, District and Town Council plus parishioners who were users of the existing service. The first half of the first year's District Council grant funded an extension of the existing commercial service to give us some breathing and planning space. An on-bus survey showed where and when a service was wanted. A Community Voice session to sound out wider opinion.

A community bus scheme seemed to offer an answer. A conversation with the Town Clerk in the neighbouring town led to us renting one of their minibuses.

The initial solution was to employ two part time drivers and design a service that mimicked the one that had been withdrawn. County advice said we could operate a scheme with a section 19 permit under the Road Traffic Act 1985 for the less able members of the community as long as it wasn't a timetabled service. We could, however, give people an indication of where the mini-bus was likely to be at any time!

Available funding meant we operated three routes between 09.00 and 15.30 on Mondays, Tuesdays, Fridays and Saturdays. Better than nothing, but not good enough!

We were already running into a neighbouring parish in one direction and even a neighbouring county in another. With sponsorship from local organisations we extended the service to six days a week. The neighbouring county has also agreed, via the parish being served, to sponsor that element of one of the routes.

The Town Council now provides 21,000 passenger journeys a year at three quarters of the cost of the previous service. The net cost to the town precept payers is zero. And the District Council can show the same level of service is being provided at half the subsidy..

The outcomes and lessons learned in doing this project are many.

- Whatever the underlying logic, please don't pull the funding plug without giving us time to try and fill the gap.
- Do not devolve responsibility without consultation.
- There are lots of people with good advice and experience out there if you ask the right questions
- A bit of creative thinking can get round obstacles. We may be pushing at the margins of the possible.
- We now have two great drivers who provide a social lifeline as well as drive the mini-bus.
- We have lots of happy passengers who really appreciate what their Town Council has done for them.

I know, because I lived with the project from the start and occasionally take a driving shift, mainly to save paying overtime, but also to work the routes and talk to the passengers myself. I learnt a lot about one part of our community and what a great set of people they are.




FACT FILE

Sawbridgeworth Town Council	
Population	10,500
Budget 2011/12	£181,029
Band D Precept	£40.75
Community Bus Cost	£36,150
Income	£100
Grants/ sponsorship	£36,050
Net cost to Council	NIL

APPENDIX E

Parking and Transport Strategy – 2010 “Link”-based resident survey



Parking and Transport Strategy 2012 - 2022

East Herts Council is preparing a Parking and Transport Strategy that will influence Council policy in these important areas for years to come.

We have already asked our residents and others what they think this Strategy needs to address, how we want to make sure we have recorded your views correctly and fill in any gaps. We also need you to rank your priorities for the Strategy.

The following list is what we believe matters to you. Some outcomes may conflict with others. With limited resources we need to prioritise.

Please select your top five outcomes from one (1) to five (5) in the right, with 1 being your top priority and 5 being your lowest priority.

Have we missed anything.....?

Try to think there are other outcomes we should be considering, please write them below and include them in your 1-5 ranking.

Outcome	Priority (Top 5)
Sufficient short term parking for shoppers	
Sufficient long term parking for workers	
Parking for residents	
Improves parking for blue badge holders	
Improves access to services for those in rural areas	
Improves public transport accessibility	
Environmental protection	
Traffic free town centres	
Economic wellbeing of our towns and villages	
Day on exit parking	
A service that helps fund other services	
A service that places no burden on Council tax payers	
Reduced congestion in town centres	
Improved road safety	

Outcome	Priority (Top 5)

We may want to contact you to follow up on your comments. Are you willing to be contacted? (Yes/No)

Your name:

Address:

E-mail:

Tel. No:

For a completed form to: Andrew Pulliam, East Herts Council, Watfield, Herts, MK47 5ST

visit our website at
www.eastherts.gov.uk

APPENDIX F

East Herts Council Off-Street Car Parks (as of April 2012)

1. Bishop's Stortford

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
Jackson Square	700	42	Yes	No
Causeway	233	5	Yes	No
Apton Road	96	0	Yes	Yes
Basbow Lane	71	0	Yes	Yes
Elm Road	52	2	No	Yes
Crown Terrace	66	2	Yes	Yes
Northgate End	143	0	Saturday only	Yes
Link Road	117	1	Saturday only	Yes
Grange Paddocks*	260	4	No	Yes
Total Spaces	1,738	56		

* Due to become 'pay and display' controlled from September 2012. First 2.5hrs parking will be free to all users.

2. Hertford

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
Bircherley Green	182	10	Yes	No
Gascoyne Way	361	5	Yes	Yes
Hartham Common	119	0	Yes	Yes
St Andrew Street	100	3	Yes	No
Old London Road	102	2	No	Yes
Hartham Lane	85	2	Yes	Yes
Port Vale	33	0	Yes	Yes
Wallfields	28	1	Yes	No
Total Spaces	1,010	23		

3. Ware

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
Library	97	5	Yes	No
Kibes Lane North	59	6	Yes	No
Amwell East	28	1	Yes	No
Baldock Street	63	3	Yes	Yes
Kibes Lane South	50	6	No	Yes
Amwell West	39	0	No	Yes
Priory Street	26	2	Yes	Yes
Total Spaces	362	23		

4. Sawbridgeworth

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
Bell Street	100	8	Yes	Yes

5. Buntingford

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
Bowling Green Lane	100	2	Yes	Yes

6. Stanstead Abbots

Name	Spaces	Blue Badge Bays	Short Stay (1-5hrs)	Long Stay (5hrs +)
High Street	60	3	Yes	Yes

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Agenda Item 6

EAST HERTS COUNCIL

EXECUTIVE – 22 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.

<u>RECOMMENDATION FOR EXECUTIVE:</u> That	
(A)	the budgetary variances set out in paragraph 2.1 of the report be noted;
<u>RECOMMENDATIONS FOR COUNCIL:</u> That	
(B)	the underspending of £44k on property budgets be set aside and carried forward to 2012/13 to be applied to a programme of refurbishment of toilets at Wallfields, as detailed at paragraph 2.9 of the report submitted;
(C)	£9k of the £50k funding for business improvement be set aside and carried forward to 2012/13 to be applied to the following projects: a) Self service b) Voice recognition phone service c) Freedom of information request as detailed at paragraph 2.10 of the report submitted;
(D)	£50k of the £107k underspend on ICT licences be set aside and carried forward to 2012/13 to be applied to improvements to ICT resilience and business continuity and roll out of the new telephone system, as detailed at paragraph 2.11 of the report submitted; and

(E)	in accordance with Financial Regulation 4.7.3, the carry forward of the capital budgets not spent in 2011/12, as set out in <u>Essential Reference Paper ‘D’</u> and summarised at paragraph 2.27 of the report submitted, and that these sums be added to the 2012/13 capital estimates.
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1.0 Background

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

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

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




1.3 Essential Reference Paper ‘B’ shows the full set of performance indicators that are reported on a monthly/quarterly basis.



Essential Reference Paper ‘C’ shows detailed information on salaries.

Essential Reference Paper ‘D’ shows detailed information capital programme.

Essential Reference Paper ‘E’ shows explanations of variances on the Revenue Budget reported in previous months.

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.

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(1) Promoting prosperity & well being; providing access & opportunities						
Concessionary Fares	19	0	0	0	19	0
Taxi Licensing income	0	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

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(2) Fit for purpose						
Turnover	0	369	0	47	0	369
Print/Desk Top 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

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(3) Pride in East Herts						
Parking Enforcement Cont	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

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £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

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(4) Shaping now, shaping the future						
New Homes Bonus Grant	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

	Position as at 31.03.12				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
(5) Leading the way, working Together						
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

- 2.2 Subject to all other budgets being equal, this would result in an under spend 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'** 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 'B'** 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 under spend 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 under spend of £23k. In addition the Administrative buildings budgets (excluding Property Maintenance) show a net £21k

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 'B'** 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 'B' 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

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 'B'** 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 +)

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

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

CAPITAL FINANCIAL SUMMARY

2.28 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 3	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)	78,520
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 Member: Councillor A Jackson, Leader
tony.jackson@eastherts.gov.uk

Contact Officer: Simon Chancellor, Head of Financial Services and
Performance, ext 2050
simon.chancellor@eastherts.gov.uk

Report Authors: Karl Chui – Performance Monitoring Officer, Ext
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IMPLICATIONS/CONSULTATION

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

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March/Quarter 4 Executive Corporate 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> <p>15 days 14 days 0 days 25 days 50 days</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> 	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> 	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> 	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>	None




People Services & Organisational Development

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th 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>	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> 	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> 	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
EHPI3b	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
EHPI3c	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 & well being providing access & 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
EHP1129	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> 	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'

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

SUMMARY	Exp. To 31/03/12								
	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, families and communities, particularly those who are vulnerable	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. Deliver customer focused services by maintaining and developing 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. Improve standards of the neighbourhood and environmental management in our towns and villages	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. Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures	380,500	132,100	(280,700)	231,900	29,050.44	32,220.00	61,270.44	(170,629.56)	170,390
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

CAPITAL MONITORING 2011/12

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

EX-101
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		Exp. To 31/03/12										Slippage into 2012/13	COMMENTS
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	Grange Paddocks Pool	S. Whinnett	40,000	5,600	1,400	47,000	40,827.00		40,827.00	(6,173.00)	0		
72328	Hartham Swimming Pool	S. Whinnett		10,800		10,800	4,168.00		4,168.00	(6,632.00)	6,630	Remedial works outstanding (contractual issues)	
Various	Leventhorpe Swimming Pool	S. Whinnett		35,000		35,000	23,275.00	11,500.00	34,775.00	(225.00)	0	Completed	
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		
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	
72332	Ward Freman Swimming Pool	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 & 6.7 Council for sub-station work.	
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	Community Planning Grants	W. O'Neill	20,000	19,700		39,700	18,024.21		18,024.21	(21,675.79)	16,770		
Various	Private Sector Improvement Grants	S. Winterburn	740,000	89,500		829,500	658,092.84		658,092.84	(171,407.16)	0		
72685	Social Housing Schemes-Calton House & 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	Vantorts Sawbridgeworth-Play Area Development Programme	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 & £40,000 funded by Sawbridgeworth T.C.	
72583	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	Capital Salaries	S. Chancellor	0			0	0.00		0.00	0.00	0		
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		

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	PC Upgrades	D. Frewin	0			0	(205.00)		(205.00)	(205.00)	0	
71370	Development Control EDM	P. Bowler	0	4,500		4,500	0.00		0.00	(4,500.00)	4,500	
71374	Network, Servers & 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 & Mobile Working	D. Frewin	0	750		750	0.00		0.00	(750.00)	750	Slip to code 71414
71377	BACS	P. Bowler	0	2,500		2,500	0.00		0.00	(2,500.00)	2,500	
71378	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
71379	Authentication	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 & 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 & 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 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	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
71416	Merging systems - Licensing & Env Health	B. Simmonds	15,000			15,000			0.00	(15,000.00)	15,000	Original contract on Lalpac contract still running, therefore, project to slip into 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. Shrobbree	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.

CAPITAL MONITORING 2011/12

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

Exp Code	2011/12 Approved Schemes	Project Control Officer	Exp. To 31/03/12								Slippage into 2012/13	COMMENTS
			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		
71203	Replacement of Chairs & 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 & 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 & B/S	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

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	Exp. To 31/03/12		2011/12 Total to Date	2011/12 Variance between Total Spend and Approved Estimate	Slippage into 2012/13	COMMENTS
							2011/12 Actual to 31.03.12	2011/12 Capital Creditor				
			£	£	£	£	£	£	£	£	£	
Various	Refuse Collection & 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 & 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	Procurement of a Land Rover	C. Cardoza	19,000		(100)	18,900	18,923.66		18,923.66	23.66	0	Project complete.
CAR PARKS												
Various	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	Gascoyne Way MSCP - Major Refurb. & 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	
75259	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	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	All costs of this project have been funded from either external contributions or from TCE budget.
72592	New Stall Covers for Hertford & 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	Town Centre Environmental Enhancements	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) & PRG £75k).

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

CAPITAL MONITORING 2011/12

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

Exp. To 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
			£	£	£	£	£	£	£	£	£	
71262	Elizabeth Road Shops - Renew Water Main	S. Whinnett		15,000		15,000	7,776.85		7,776.85	(7,223.15)	7,200	Works commenced
75166	Replace Footbridge Library Car Park, Ware	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 & 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 & 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	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.
72568	Asset Improvement Items - Infrastructure (North Drive reconstruct road & 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	

**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
1.19 OFFICE MOVES Costs associated with the office moves such as the disposal of redundant files, physical storage and moving staff temporarily during the refurbishment works is estimated to cost £21k.	July
1.20 INVESTMENT INCOME The movement and uncertainty in the financial markets has not made it conducive at this moment to invest further in structured deposits as per the original estimate. Therefore, investment income is anticipated to be £55k less than estimated.	July
1.21 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected over spend of £506k. Restructuring proposals are now underway to address the position.	August
1.22 INVESTMENT INCOME A report to Audit Committee on 21 September 2011 related that Investment Income will be less than estimated by circa £200k due to the economic climate.	August
1.23 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected over spend of £542k.	September
1.24 INSURANCE The re-tendering of the Insurance contract has resulted in a saving of £80k.	September
1.25 CORPORATE TRAINING There will be a saving of £25k on the Corporate Training budget.	September
1.26 IT LICENCES A review of the IT Licences budget has identified savings of £105k.	September
1.27 ASSET RECOVERY	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 Essential Reference Paper 'C' shows a projected overspend of £443k.	November
1.34 TURNOVER Salary budgets are constantly monitored and Essential Reference Paper 'C' shows a projected overspend of	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>£456k.</p> <p>1.35 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £403k.</p>	January
<p>1.36 ICT LICENCES</p> <p>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.</p>	February
<p>1.37 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected overspend of £389k.</p>	February
<p>Pride in East Herts</p>	
<p>1.38 CAR PARKS (PAY AND DISPLAY)</p> <p>A supplementary estimate was approved in 2010/11 to enable the car park pay and display machines to be altered to allow for a change in coinage.</p>	April
<p>1.39 CAR PARK COURT AND LEGAL FEES</p> <p>The Car Park's Court and Legal fees budgets will overspend by £10k due to a last minute 40% increase in debt registration fees imposed by the County Court.</p>	May
<p>1.40 CAR PARKS ADVERTISING</p> <p>The Car Park's advertising budget is anticipated to overspend by £15k due to the requirement to advertise new On-street Traffic Regulation Order for East Herts which is being prepared by Herts County Council. This was not advised at the point of preparing the 2011/12 budgets.</p>	May

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
<p>Additional Recycling miscellaneous income of £8k is expected, largely from the sale of broken bins and equipment for recycling/scrap.</p>	
<p>1.61 DOG WASTE BINS There will be a small underspend of £5k on the Dog Waste Bins budget.</p>	December
<p>1.62 CLINICAL WASTE Within certain budgets of the clinical Waste Service there will be a small net underspend of £5k.</p>	December
<p>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.</p>	January
<p>1.64 TRANSPORT SUBSIDY The Transport subsidy for the Refuse Collection service will show an adverse £8k variance.</p>	January
<p>1.65 CAR PARK PENALTY CHARGE NOTICES Income from car park penalty charge notices is anticipated to be £10k more than the estimate.</p>	January
<p>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.</p>	January
<p>1.67 TRADE AND DOMESTIC REFUSE ADVERTISING There will be a small underspend on Trade and Domestic Refuse advertising costs of £2k.</p>	January
<p>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.</p>	January
<p>1.69 ALTERNATIVE FINANCIAL MODEL There is a possible reduction of £28k to last months favourable figure of £101k on the Alternative Financial</p>	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
<p>Following a review of IT support given to Members, approval of a virement of £18k is sought from the projected under spend on Member's Allowance to cover Member IT expenses.</p>	
<p>1.84 AUDIT FEES</p> <p>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.</p>	October

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Health check reconciliation (all figures £000's)

ESSENTIAL REFERENCE PAPER 'E2'

	Year to date			Year end projection		
	Favourable	Adverse	Net	Favourable	Adverse	Net
At 29 February 2012	1,815	-1,488	327	1,603	-1,369	234
<u>Changes in respect of previously reported items</u>						
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/Desk 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