



MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 26 NOVEMBER 2013
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE:

Councillors D Andrews (Chairman), E Bedford, G Jones, J Mayes, T Page, M Pope, J Ranger, R Sharma, G Williamson (Vice-Chairman) and J Wing.

Conservative: Councillors S Bull and K Crofton.

Liberal Democrat: Councillor M Wood.

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

CONTACT OFFICER:
Peter Mannings
01279 502174

DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.
4. It is a criminal offence to:
 - fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
 - fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
 - participate in any discussion or vote on a matter in which a Member has a DPI;
 - knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

AGENDA:

1. Apologies

To receive apologies for absence.

2. Minutes – 27 August 2013

To confirm the Minutes of the meeting of the Committee held on Tuesday 27 August 2013 (Previously circulated as part of the Council Minute book for 16 October 2013).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Member Training: Council Funding – where does the money come from and the Budget cycle key dates

6. Draft revisions to the Council Tax support scheme for 2014/15 (Pages 7 – 32).

7. Webcasting of Future Council Meetings (Pages 33 – 50).

8. Annual Review of Partnership Register (Pages 51 – 58).

9. Scrutiny Work Programme (Pages 59 – 66).

10. East Herts Improvement Plan Monitoring Report (Pages 67 – 80).

11. Monthly Corporate Health check - July to September 2013 (Pages 81 – 152).

12. Feedback from Performance Indicators Working Group (Pages 153 – 176).

13. Service Plan April 2013 – September 2013 Monitoring (Pages 177 – 208).

14. Urgent Business

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

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER 2013

EXECUTIVE – 9 DECEMBER 2013

COUNCIL – 11 DECEMBER 2013

REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

6. COUNCIL TAX REDUCTION SCHEME 2014/15

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To propose arrangements which will enable the Council to implement a local Council Tax Support scheme (CTS), from April 2014.
- To present financial and equality impacts of the recommended CTS scheme for East Herts residents.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:</u> that	
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(A)	Corporate Business Scrutiny Committee consider the forecasted financial implications arising from the recommended scheme for the Council Tax reduction scheme (CTS) with effect from 1 April 2014 and the risks and assumptions attached to these; and
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(B)	The Executive be advised of any recommendations for revisions to the scheme.
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<u>RECOMMENDATIONS FOR EXECUTIVE:</u> that	
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(A)	Executive consider the forecasted financial implications arising from the recommended scheme for the Council Tax reduction scheme (CTS) with effect from 1 April 2014 and the risks and assumptions attached to these; and
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(B)	That Executive consider the CTS Scheme proposed within this report and Council be advised of recommendations for any
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	revisions to the scheme.
<u>RECOMMENDATIONS FOR COUNCIL:</u> that	
(A)	Council approve the forecasted financial implications arising from the recommended scheme for the Council Tax reduction scheme (CTS) with effect from 1 April 2014 and the risks and assumptions attached to these
(B)	Council approve the proposed CTS Scheme.

1.0 Background

1.1 The Government made provision within the Local Government Finance Bill to replace the former national Council Tax Benefit (CTB) scheme from 1st April 2013 with localised schemes for Council Tax Reduction Schemes (CTS) devised by individual local authorities (LA's). The schemes are valid for one year and must be approved by Council before the end of January immediately preceding the financial year in which it is to take effect.

2.0 Report

2.1 The CTS scheme reduces the tax base and therefore the Council Tax collectable. This impacts EHC and its preceptors. To compensate Council's for the lost Council Tax revenue, government provides funding, but only at 90% of the cost of the former CTB expenditure, through the overall funding mechanism for the Council.

2.3 The Council and its preceptors have to bear the 10% shortfall, or devise a CTS scheme that delivers a 10% saving. The CTS scheme continues to be demand led, but with a fixed income from government. All risks of increasing caseloads and costs have to be borne by EHC and its preceptors.

2.4 In November 2012, The Department for Communities and Local Government (DCLG) confirmed that Parishes would not be excluded from the changes in funding arrangements achieved through reducing the tax base. In 13/14 a separately identifiable grant was awarded to East Herts to mitigate the impact on Parish's and East Herts passed this on in full. At the Executive on 5th November 2013, the Leader asked officers to write to all Parish's to

indicate that they may receive funding at 50% of the level of the 13/14 funding in 14/15, but nothing in future years.

- 2.5 The Council Tax for a band D property in East Herts is made up as follows, with the addition of individual Parish precepts:

Authority	2013/14 Council Tax	(%)
Hertfordshire County Council	£1,118.83	78.56
East Herts Council	£157.54	11.06
Hertfordshire Police Authority	£147.82	10.38
Total	£1,424.19	100.00

- 2.6 LA's have a duty to run a local CTS scheme within their area that must contain the following:

- a) Pensioner claimants are protected from changes through the provision of a statutory scheme.

The protection for pensioner claimants will result in the 10% financial saving falling disproportionately on working-age claimants unless it can be met through other arrangements.

- b) Schemes must support work incentives.

The DCLG Policy Statement of Intent does not give a recommended approach to be taken, but indicates the scheme should not contain features which creates dis-incentives to find employment. The East Herts scheme complies with this statement.

- c) LAs must ensure that appropriate consideration has been given to support for other vulnerable groups, including those which may require protection under other statutory provisions including the Child Poverty Act 2010, the Disabled Persons Act 1986 and the Equality Act 2010, amongst others.

- 2.7 The DCLG has issued Policy Statements that address a range of issues including the following:

- a) Vulnerable People and Key Local Authority Duties;
 - b) Taking work incentives into account;
 - c) Information Sharing and Powers to Tackle Fraud.
- 2.8 The Local Government Finance Bill stated that a Billing Authority must have regard to any guidance issued by the Secretary of State. The recommended scheme has sought to address these requirements and is outlined within this report.
- 2.9 Under the Local Government Finance Bill, the Council must, in the following order, consult with major precepting authorities (i.e. Hertfordshire County Council and Hertfordshire Police Authority), and if making changes to a scheme, publish a draft scheme in such manner as it thinks fit, and consult such other persons as it considers are likely to have an interest in the operation of the scheme.
- 2.10 The decision to agree the scheme is reserved for Full Council and cannot be delegated.
- 2.11 Once a local CTS scheme has been agreed by the Council, it cannot be revised for at least one financial year. A Billing Authority (EHC) must however consider whether to revise or replace its scheme with another one on an annual basis.
- 2.12 Any revision to a scheme must be made by the Council by the 31st January, immediately preceding the financial year in which it is to take effect and will require consultation with those affected. Additionally, consideration must be given to providing transitional protection where the support is to be reduced or removed.
- 3.0 Consultation
- 3.1 Consultation with major preceptors has been on the basis of the same scheme as was in operation for 2013/14. This is essentially the same as the old CTB scheme, but assessing entitlement for working age customers on 91.5% of their liability instead of 100%.
- 3.2 Details of the consultation are included in **Essential Reference Paper B (a) and (b)**:

4.0 The Proposed Scheme

The formal scheme document for East Herts can be found at the following link:

http://www.eastherts.gov.uk/media/pdf/3/d/East_Herts_Reduction_Scheme_Policy.pdf

- 4.1 This is the 13/14 version and as such is a final draft for 14/15, as Officers are still awaiting final amendments from the Government which are not available at the time of submission. The final version will be included with the Council report in January.
- 4.2 As the Section 13a scheme document referred to above is technical in nature, officers have created an 'easy read' guide to the scheme which is available to staff and the public via our website. The new guide is currently in draft for the same reasons identified above.
- 4.3 The CTS scheme complies with the Government's key principles of protecting Pensioner claimants from changes in their existing CTB award, supports work incentives, and was drafted with regard to appropriate consideration to vulnerable groups.
- 4.4 The manner in which this is achieved in relation to the DCLG policy Statement of Intent is set out below.
- 4.4.1 **Armed Forces Covenant –**
The Covenant sets out the relationship between the Nation, the State and the Armed Forces and recognises that the whole nation has a moral obligation to members of the Armed Forces and their families, and it establishes how they should expect to be treated. It exists to redress the disadvantages that the Armed Forces community faces in comparison to other citizens, and to recognise sacrifices made. In some cases this will require special consideration, especially for those who have given the most such as the injured and the bereaved.

In consideration of the above the recommended scheme reaffirms that in addition to war widow's, war widower's and war disablement pensions, guaranteed income payments (including survivor's guaranteed income payments under the Armed Forces Compensation Scheme) be disregarded in full for working age

claimants thus ensuring that receipt of these incomes does not impact upon their Council Tax Support entitlement.

4.4.2 It is also important to note that under Government regulations for pensionable age claimants, which will apply to all LAs, only £10 per week can be disregarded from the receipt of the above pensions. EHC currently exercises its discretion within the current legislation whereby these pensions are disregarded in full, and proposes to continue this under the new arrangements.

4.4.3 **Child Poverty Act 2010** – The principles enshrined within the recommended CTS Scheme support the objectives of reducing and mitigating the effects of child poverty through the following means:

- a) Child Benefit shall be completely disregarded as a claimant's income thus ensuring that their entitlement to CTS is unaffected by the receipt of this income.
- b) Premiums and allowances shall be used to determine a claimant's basic living needs, with amounts being determined for each child and young person resident in the claimant's household.
- c) The provision of disregards for child care costs will be applied within the scheme, up to a maximum prescribed level of £175 per week for one child and £300 for two or more children, or such other amount to align the CTS scheme to the allowances within the Housing Benefit scheme.

4.4.4 **Incentivising Work** – The provision of extended payments for the first four weeks after a claimant commences work, will be applied where they meet certain prescribed requirements through the recommended scheme.

4.4.5 **Equalities Implications** – The Equality Act 2010 S149 sets out the public sector equality duty which requires the Council, when exercising its functions (including those as an employer) to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected

characteristic.

4.4.6 A 'protected characteristic' is defined in the Act as:

- a) age;
- b) disability;
- c) gender reassignment;
- d) pregnancy and maternity;
- e) race; (including ethnic or national origins, colour or nationality)
- f) religion or belief;
- g) gender;
- h) sexual orientation;
- i) Marital status.

4.4.7 Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

4.4.8 Due regard must also be given to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life. The steps involved in meeting the needs of disabled persons include steps to take account of the persons' disabilities. Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.

4.4.9 Due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. The Council must consider the effect that implementing a particular policy will have in relation to equality before making a decision.

4.4.10 There is no prescribed manner in which the equality duty must be exercised. However, the Council must have an adequate evidence base for its decision making. This can be achieved by gathering details and statistics on who use the facilities. A careful consideration of this assessment is one of the key ways in which the Council can show "due regard" to the relevant matters. Where it is apparent from the analysis of the information that the proposals would have an adverse effect on equality then adjustments should be made to avoid that effect (mitigation).

4.4.11 The duty on public authorities is to bring important objectives relating to discrimination into consideration when carrying out its functions. “Due regard” means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions.

4.4.12 At the same time, the council must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures faced by the Council form part of the analysis shown in the equality impact assessment.

4.4.13 The proposed scheme will impact on approximately 3750 existing working age claimants.

4.4.14 The schemes equalities impact assessment has been reviewed and in summary, the main issues and conclusions reached through the review assessment were as follows:

- a) The proposed CTS Scheme will, like the scheme introduced for 13/14 have a negative impact on everyone receiving Council Tax Support, who is not of pensionable age, compared to the Council Tax Benefit scheme. Everyone who is affected will have a reduction in the financial help they received towards their Council Tax bills, when compared to the former Council Tax Benefit scheme. The 14/15 scheme will not reduce this further.
- b) This reduction applied a change in the rules of entitlement to financial support, which requires 8.5% of any Council Tax bill to be paid irrespective of the claimant’s personal circumstances or ability to pay. This does not apply to pensioners, who are unaffected by the proposed scheme. The 14/15 proposed scheme retains this position.
- c) An assessment of the impact on claimants with protected characteristics shows that is no discrimination in terms of sexual orientation, gender reassignment or specific age groups.
- d) With reference to race, gender, religion and belief, marital status and pregnancy and maternity, the Council does not hold sufficient information about claimants with these

characteristics, in order to make a thorough assessment of the impact on them of the proposed scheme.

- e) Claimants who are disabled, are carers, are pregnant or have children aged under five, have obvious restrictions on their ability to work and increase their income. The proposed scheme does not address these claimants' different levels of ability to pay an increase in their Council Tax Bill. As a result, the requirement on these groups to pay 8.5% of their Council Tax, before CTS is awarded, is likely to have a disproportionate negative impact on them.
- f) The Council recognises its duty to consider the need to remove or minimise the disproportionate disadvantage certain groups of claimants with protected characteristics will experience, as a result of the proposed scheme. However, given the financial pressure placed on the Council by central Government cuts in the funding available to pay CTS, and the wider government funding reductions for local government there is no acceptable alternative option but to reduce the support to working age claimants.
- g) However, attempts have been made to reduce the impact on claimants by requiring them to pay the first 8.5% of their net Council Tax liability, rather than the 10% indicated by the cut in government funding.

5.0 Financial Implications

- 5.1 The 13/14 CTS scheme was estimated to cost £6 550 000, which converted to 4402 band D equivalent properties. This is on target at the time of writing.
- 5.2 For 14/15 a 1% increase in spend on CTS has been estimated based on changes in caseload. This converts to 4442 band D equivalent properties.
- 5.3 The medium term financial plan (MTFP) agreed in September 2013, assumes a 0.5% increase in the tax base for 2014/15 over the 2013/14 base of 55084. This requires the tax base to grow to 55359.42.

- 5.4 The actual tax base which will be recommended for 14/15 will be 55468.63 after reductions for the proposed CTS scheme. This additional growth is attributable to a number of factors including new builds and changes in the levels of discounts granted. The assumptions used therefore mean that the scheme would still be affordable in its current form.
- 5.5 **Proposed Council Tax Support Scheme** – The proposed CTS scheme for 2014/15 as informed by the results of consultation and from the results of the equalities impact assessment can be summarised as follows:
- a) That the CTS scheme for all working age claimants will be based on 91.5% of their council tax liability.
 - b) All local discretions currently in place will continue e.g. war pension disregards;
 - c) All other aspects of the new Council Tax Support scheme to mirror the previous Council Tax Benefit scheme.
- 5.6 In recognition of the fact that the additional Council Tax liability is more difficult to collect, a collection rate of 98.65% has been assumed. This is the same as that used for 2013/14.
- 5.7 The Council will need to determine whether to revise its CTS scheme for 2015/16 based upon experience during 2014/15, including any changes in caseload and collection rates. The full impact of the first year of the scheme in 13/14 will also be available to inform decisions at that time.
- 6.0 Operational Implementation
- 6.1 Customers have struggled to adapt to the change in schemes from April 2013. Those who were previously in receipt of 100% Benefit have had to adjust to making regular payments of Council Tax. Other customers have experienced increases in their Council tax liability.
- 6.2 This has had a significant impact on resources in the service. In proposing that the scheme remains the same for 14/15, it will enable customers to bed in the new arrangements, rather than having to adapt to further changes.

- 6.3 It will also reduce pressure and risk levels for training and software changes.
- 6.4 The intension is, in time to move away from a means tested benefit towards a discount scheme. This would make administration more efficient and far less complex and time consuming for the customer. Officers are keen to explore developments nationally in this area and will keep members informed of any developments. In the mean time minimising changes to the existing scheme is the most efficient alternative.

Background Papers

East Herts Council Tax Support Scheme (Current)

http://www.eastherts.gov.uk/media/pdf/3/d/East_Herts_Reduction_Scheme_Policy.pdf

The Local Government Finance Bill 2012

<http://services.parliament.uk/bills/2012-13/localgovernmentfinance/documents.html>

The Local Government Finance Act 2012

<http://www.legislation.gov.uk/ukpga/2012/17/contents/enacted>

Statutory Instrument 2012 / 2885

<http://www.legislation.gov.uk/uksi/2012/2885/contents/made>

DCLG Statement of Intent

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6090/2

DCGL Policy document - Vulnerable People and Key Local Authority Duties

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6074/2

DCLG Policy Document – Taking work incentives into account

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6075/2

Policy Document – Information Sharing and Powers to Tackle Fraud

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/6090/2

Child Poverty Act 2010

http://www.legislation.gov.uk/ukpga/2010/9/pdfs/ukpga_20100009_en.pdf

Disabled Persons Act 1986

http://www.legislation.gov.uk/ukpga/1986/33/pdfs/ukpga_19860033_en.pdf

Chronically Sick and Disabled Persons Act 1970

http://www.legislation.gov.uk/ukpga/1970/44/pdfs/ukpga_19700044_en.pdf

Equality Act 2010, section 149

<http://www.legislation.gov.uk/ukpga/2010/15/section/149>

Armed Forces Covenant

http://www.mod.uk/NR/rdonlyres/4E9E2014-5CE6-43F2-AE28-B6C5FA90B68F/0/Armed_Forces_Covenant.pdf

National Assistance Act 1948

http://www.legislation.gov.uk/ukpga/1948/29/pdfs/ukpga_19480029_en.pdf

Contact Member: Councillor Michael Tindale – Executive Member for Finance. michael.tindale@eastherts.gov.uk

Contact Officer: Adele Taylor – Director of Finance and Support Services, Extn: 1401.
adele.taylor@eastherts.gov.uk

Report Author: Su Tarran – Head of Shared Revenues and Benefits Service, Extn: 2075.
su.tarran@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></p>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p>
<p>Consultation and Equality Impact:</p>	<p>The detailed Equality Impact Assessment for the proposed CTS Scheme is set out in ERP D to this report</p>
<p>Legal:</p>	<p>Legal Implications</p> <p>The Local Government Finance (LGF) Act came into force on 31st October 2012.</p> <p>Details as to what was set out in the LGF Bill in relation to local authorities setting up Council Tax Support / Reduction schemes are set out below.</p> <p>Requirements of Council Tax Support scheme - The prescribed content of a CTS scheme was set out in section 9 of the Local Government Finance Bill and in clause 1 of Schedule 4 which inserts Schedule 1A to the Local Government Finance Act 1992 ("LGFA 1992") and clause 2 of that proposed Schedule 1A. Under these provisions, a CTS scheme must state the following:</p> <ol style="list-style-type: none"> (1) A scheme must state the classes of persons who are to be entitled to a reduction under the scheme; (2) A scheme must set out the reduction to which persons in each class are to be entitled (and different reductions may be set out for different classes); (3) A scheme must state the procedure by which a person may apply for a reduction under a scheme; (4) A scheme must state the procedure by which a person can make an appeal under section 16 of the LGF Act 1992 against any decision of the authority which affects (a) the person's entitled to a reduction under the scheme, or (b) the amount of any reduction to

which the person is entitled;

(5) A scheme must state the procedure by which a person can apply to the authority for a reduction under section 13A (1) (b) of the LGF Act 1992.

As for stating the classes of people who are to be entitled to a reduction under a scheme, classes may be determined by reference to the following:

- (1) The income of any person liable to pay council tax on the authority in respect of a dwelling;
- (2) The capital of any such person;
- (3) The income and capital of any other person who is a resident of the dwelling;
- (4) The number of dependants of any person within paragraph (2) or (3) above;
- (5) Whether the person has made an application for the reduction.

As for stating the reduction to which persons in each class are to be entitled and if different reductions are set out for different classes, a reduction may include the following detail:

- (a) A discount calculated as a percentage of the amount which would be payable apart from the scheme;
- (b) A discount of an amount set out in the scheme or to be calculated in accordance with the scheme;
- (c) Expressed as an amount of council tax to be paid (lower than the amount which would be payable apart from the scheme) which is set out in the scheme or is to be calculated in accordance with it; or
- (d) The whole amount of Council Tax (so that the amount payable is nil).

The LGF Act states that for each financial year, Councils must consider whether to revise its CTS scheme or replace it with another scheme and that such decisions need to be made by 31st January in the financial year preceding that for which the revision or replacement scheme is to take effect. If the Council does not make a CTS scheme by 31st January 2013, a default scheme will be imposed on the Council which will be effective

	from April 2013, the effect of which has been set out above in this report. Regulations on the working of the default scheme have been published.
Financial:	As included in the report
Human Resource:	None
Risk Management:	<p>Risks and assumptions of the recommended scheme</p> <p>The following risks and assumptions have been identified:</p> <ul style="list-style-type: none"> a) Scheme Deficit Forecasts - The level of deficit cannot be determined with accuracy, as the Government will not be issuing final funding allocations until the end of the year. b) Caseload Forecasts - Actual future caseload and expenditure growth cannot be determined with precise accuracy although estimates based on the profiles of current expenditure and caseload has been applied to the financial modelling. c) Collection Rate Forecasts - The actual Council Tax collection rate for the claimants affected by the changes cannot be predicted with accuracy as many have not been required to pay Council Tax previously, and are also on low incomes d) Increased Administration Costs - The impact of the recommended scheme on costs of Council Tax collection have not been included within the deficit modelling as they are subject to agreement with Revenues & Benefits Partnership. These discussions will be finalised once a decision on the final scheme has been made by the Council. e) Collection Fund - Diminution of anticipated Council Tax receipts could result in a Collection Fund deficit position at the end of a financial year, particularly as precept payments at present have to be paid to the

	<p>County Council and Police Authority at an agreed monthly rate, irrespective of Council Tax sums collected.</p> <p>f) Bad Debt Provision - A potential risk arising from the recommended changes is a drop in Council Tax collection rates and hence an increase in bad debt provision. Reductions to budgeted collection rates also affect the level at which the Council Tax base set, this in turn is used to determine the Band D Council Tax level.</p> <p>g) Discretionary Discounts - The use of Section 13A discounts under the Local Government Finance Act 1992 may increase as a consequence of the recommended changes and the wider welfare reforms and will need to be met by the General Fund.</p>
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East Herts Council
Wallfields, Pegs Lane
Hertford, Herts
SG13 8EQ
Tel: 01279 655261

James Hurley
Director of Resources
Hertfordshire Constabulary
Stanborough Road
Welwyn Garden City
Herts
AL8 6XF

Your contact: Adele Taylor
Direct Dial: 01992 531406
Our ref: AT/GF
Date: 12th November
2013

Dear James

Consultation on proposals for a 2014/15 Council Tax Support Scheme

I am writing to ask for your comments on the Council's proposals for a 2014/15 Council Tax Support Scheme (CTS)

Having reviewed the operation of the new CTS since it first came into operation on 1st April 2013, we have been able to confirm that the scheme is in line with our original financial forecasts and that there were no unintended impacts on claimants. Consequently the current proposals are to continue with the existing scheme, subject to technical changes needed to update any dependencies on Department of Work and Pensions rules.

This proposal will be considered by our Corporate Business Scrutiny committee on Tuesday 26th November and Executive on 9th December 2013, before final decision by full Council.

A copy of the scheme can be found through the following link:

http://www.eastherts.gov.uk/media/pdf/3/d/East_Herts_Reduction_Scheme_Policy.pdf

The arrangements for funding the proposed scheme will be the same as for 2013/14.

I would be grateful if you could let me know your response to these proposals no later than 6th December 2013.

Yours sincerely

Adele Taylor
Director of Finance and Support Services

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East Herts Council
Wallfields, Pegs Lane
Hertford, Herts
SG13 8EQ
Tel: 01279 655261

Sarah Pickup
Deputy Chief Executive
Herts County Council
County Hall
Hertford
SG13 8DP

Your contact: Adele Taylor
Direct Dial: 01992 531406
Our ref: AT/GF
Date: 12th November
2013

Dear Sarah

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Adele Taylor
Director of Finance and Support Services

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1 Identify the aims of the policy/service/function and how it is implemented.			
	Key questions	Answers / Notes	Actions required
1.1	What is the aim, objective or purpose of the policy/service/function?	The Council has a statutory duty to adopt a Council Tax Support Scheme under the Local Government Finance Act 2012.	The Council has a statutory duty to adopt a Council Tax Support Scheme under the Local Government Finance Act 2012.
1.2	What outcomes do you want to achieve with this policy/service/function and for whom?	The Government abolished Council Tax Benefit from 1 st April 2013. It was replaced by a statutory requirement for all Council Tax billing authorities to develop their own Council Tax Support Scheme based on local priorities.	It is for the Council to decide whether to find the required savings by making conditions of entitlement to Council Tax reductions more stringent requiring everyone (except those of pensionable age) to pay at least 8.5% of their Council Tax bill.
1.3	Who defines or defined the policy/service/function?	As a result of changes from Central Government East Herts Council will develop and implement its own Council Tax Support Scheme based on local priorities.	East Herts Council will develop and implement its own Council Tax Support Scheme based on local priorities.
1.4	Who implements the policy/service/function?	East Herts Council as the Council Tax billing authority.	Not applicable
1.5	What factors or forces are at play that could contribute or detract from the outcomes identified earlier?	Changes in legislation.	Not applicable
1.6	Taking protected characteristics (age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation), is there anything in the policy/service/function that could discriminate or disadvantage any of these groups?	Age The proposed scheme reduces the amount of support given to people on low income when compared with the previous national Council Tax Benefit scheme, and are not of pensionable age. The proposed scheme has no impact on claimants of pensionable age as the level of support for claimants of pensionable age is unchanged.	No further action required.

		<p>Disability The proposed scheme will reduce the amount of support given to people on low incomes compared to the previous national Council Tax Benefit, but will make no further reduction compared to the 2013/14 CTS scheme. Some people are unable to work because of illness or disability, have limited ability to work because of illness or disability and have limited ability to work because they are carers. The proposed scheme will have a negative impact on these groups who cannot work or have limited capacity for employment due to their disabilities.</p> <p>Gender The proposed scheme will reduce the amount of support given to working age claimants on low incomes when compared to the previous national Council Tax Benefit scheme irrespective of gender, but will make no further reduction compared to the 2013/14 CTS scheme. No information is held about the sexuality of claimants so the impact on transgendered and transsexual has not been considered.</p> <p>Pregnancy/Maternity The proposed scheme will reduce the amount of support given to working age claimants on low incomes compared to the previous national Council Tax Benefit scheme, but will make no further reduction compared to the 2013/14 CTS</p>	<p>Se 4.1, 4.2 and 4.3.</p> <p>No information is held about the sexuality of claimants so the impact on transgendered and transsexual has not been considered.</p> <p>See 4.1, 4.2 and 4.3</p>
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		<p>scheme. . The proposed scheme will have a negative impact on this group who either cannot work or have restricted capacity for employment due to parenting responsibilities.</p> <p>Marriage/Civil Partnership The proposed scheme will reduce the amount of support given to working age claimants on low incomes compared to the previous national Council Tax Benefit scheme, but will make no further reduction compared to the 2013/14 CTS scheme, irrespective of marriage or civil partnership status.</p> <p>Race The proposed scheme will reduce the amount of support given to working age claimants on low incomes compared to the previous national Council Tax Benefit scheme, but will make no further reduction compared to the 2013/14 CTS scheme, irrespective of race and ethnicity.</p> <p>Religion/Belief No information is held about religion and beliefs so the impact has not been considered.</p> <p>Sexual Orientation No information is held about sexual orientation so the impact has not been considered.</p>	<p>No further action required.</p> <p>No further action required.</p> <p>No information is held about religion and beliefs so the impact has not been considered.</p> <p>No information is held about sexual orientation so the impact has not been considered.</p>
2	Consideration of available data, research and information		
	Key questions	Answers / Notes	Actions required
2.1	What do you already know about who uses this	The scheme will directly affect approximately	As no detrimental changes are

	policy/service/function?	3750 households in East Herts who currently get CTS and are not of pensionable age.	proposed to the scheme for 14/15, consultation has been limited to the major preceptors only, as required..
2.2	What additional information is needed to ensure that all protected characteristic group's needs are taken into account?	Feedback from customers would be considered.	No further action required
3	Formal consultation		
	Key questions	Answers / Notes	Actions required
3.1	Who do we need to consult with?	If there is no deterioration in the scheme, consultation is limited to the major preceptors..	Consultation with the major preceptors..
3.2	What method/form of consultation can be used?	The form of consultation is not specified.	Discussion and a formal notification of intention will be issued to the major preceptors.
4	Assessment of impact		
	Key questions	Answers / Notes	Actions required
4.1	Have you identified any differential impact and does this adversely affect any protected characteristic groups in the community?	The Council will continue to support pensioners but for those who have restricted scope for finding employment or increasing earnings from employment they will have less ability to find the means to pay increased Council Tax.	See 4.2
4.2	If there is an adverse impact can it be avoided, can we make changes, can we lessen it etc?	The Council will not reduce support for working age claimants further than the 8.5% reduction sought by government. It will be fair to all working age claimants. It will not adjust those factors which provide a higher level of support for vulnerable groups such as families with a member who has a disability.	See 4.3
4.3	If there is nothing you can do, can the reasons be fairly justified?	As East Herts Council is committed to not increasing the council tax, the rules for working age claimants have to change.	As East Herts Council is committed to not increasing the council tax, the rules for working age claimants have to change.

5	Consideration of the effect of proposed changes on other groups.		
	Key questions	Answers / Notes	Actions required
5.1	Do any of the changes in relation to the adverse impact have a further adverse affect on any other protected characteristic group?	It will not adjust those factors which provide a higher level of support for vulnerable groups such as families with a member who has a disability.	It will not adjust those factors which provide a higher level of support for vulnerable groups such as families with a member who has a disability.
INTERNAL PROCESSES FOR THE ORGANISATION			
6	Making a decision in the light of data, alternatives and consultations		
	Key questions	Answers / Notes	Actions required
6.1	The organisations decision making process	The Council will take sufficient time to evaluate and consider responses to consultation on the proposed scheme before agreeing its final proposals by 31 st January 2014.	The Council will take sufficient time to evaluate and consider responses to the consultation on the proposed scheme before agreeing its final proposals by 31 st January 2014.
7	Monitor in the future and publication of results of such monitoring		
	Key questions	Answers / Notes	Actions required
7.1	What have we found out in completing this EqIA? What can we learn for the future?	It ensures that decisions taken by East Herts Council are made in a fair and transparent way and demonstrates our compliance with the Public Sector Equality Duty – Section 149 Equality Act 2010.	No further action required.
8	Publication of results of the impact assessment Date 1 November 2013 Lead Officer Su Tarran Head of Revenues and Benefits Shared Service.		

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER
2013

REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

7. WEBCASTING OF FUTURE COUNCIL MEETINGS

WARD(S) AFFECTED: NONE

Purpose/Summary of Report:

- To outline the options for future webcasting of Council meetings in order that Committee can determine which option(s) should be explored further.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE: That:</u>	
(A)	The Executive be advised which webcasting option(s) should be explored further.

1.0 Background

1.1 Corporate Business Scrutiny Committee requested that Officers bring forward a discussion paper around webcasting as part of their 13/14 work programme.

1.2 Webcasting of some Council meetings was introduced in 2010. This was introduced as part of the Accommodation Theme of C3W and delivered as part of the Council Chamber enhancements installation.

1.3 Since its inception the use of electronic communication by the public has developed. Also, the Council has gained experience from using the current webcasting system.

1.4 The current webcasting contract terminates on 12 December 2013, although the company, Public-i, has indicated that the Council can extend this contract on a short-term basis and this contract has, to date, been renewed on an annual basis.

2.0 Report

2.1 **Current webcasting service provided.**

2.1.1 Currently the following Committee meetings are webcasted:

- Full Council
- Executive
- District Planning Executive
- Development Management Committee

2.1.2 The current service enables the public, Officers and Members to view these meetings live or from the archive. The recordings of meetings are archived for a period of 12 months to enable people to view meetings, in whole or part, at their leisure. This archive period has recently been increased from 6 to 12 months.

2.1.3 The webcasts are undertaken by a small pool of staff who have been recruited from existing East Herts' staff or from our shared services.

2.1.4 The Chairs of Scrutiny Committees have indicated to date that they do not wish their meetings to be webcast.

2.1.5 The ownership of webcasting is split between various parts of the Council:

- ICT is responsible for the IT elements;
- Facilities and Property Management are responsible for arranging the webcasts.

2.1.6 It may support increased reliability and resilience of webcasting if there was a single person who has ownership for webcasting.

2.1.7 Democratic Services, responsible for meeting arrangements, provides information to enable agendas on the committee management system (Modern.gov) to be synchronised with webcasts.

2.2 **Cost of the current service**

2.2.1 The cost of the current service in the table below is based on the current level of 60 hours of webcasting and the current contract terms.

2013/14 Budget estimate	£
Staff costs	1,800
System support and licence	11,000
Total	12,800 ^(a)

Note (a): The total excludes equipment depreciation and VAT.

2.2.2 The Council own the webcasting equipment. At some time in the future it may become technically obsolescent and need to be replaced.

2.2.3 Based on the viewing data provided by Public-i for the period March to September 2013, inclusive, and the pro-rata costs of the service, the cost per person per webcast viewing was approximately £0.30

2.3 Webcast viewings

2.3.1 It should be noted that the only data that we can capture is how many views of each webcast there are and not who, or for what purpose they are using the system.

2.3.2 The webcast viewing data for the period March to September 2013 is shown in **Essential Reference Paper B**.

2.3.3 A brief summary of salient features includes:

- The number of people viewing a particular meeting, both live and archived, ranges from a maximum of 918 to minimum of 0.
- The March 2013 Full Council was the most viewed meeting over the period March to September 2013.
- Live viewings are relatively rare, maximum 94 but most frequently zero. Live viewings generally appear to be related to planning issues.
- Development Management Committee meetings were the most viewed live meetings.

2.4 What other local authorities are doing in respect of webcasting

2.4.1 A survey has been sent out to a number of the local councils. 11 responses were received. Only one council was considering undertaking webcasting of council meetings.

2.4.2 The responses from the authorities are set out in **Essential Reference Paper C**.

2.5 Context

2.5.1 The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the 2012 Regulations) came into force on 10 September 2012. DCLG stated this will make it easier for new 'social media' reporting of council executive meetings thereby opening proceedings up to internet bloggers, tweeting and hyperlocal news forums.

2.5.2 The reason for introducing this new regulation has been stated as the following by DCLG. "Council meetings are public meetings. Elected representatives and council officers acting in the public sphere should expect to be held to account for their comments and votes in such meetings. The rules require councils to provide reasonable facilities for any member of the public to report on meetings. Councils should thus allow the filming of councillors and officers at meetings that are open to the public."

2.5.3 East Herts Council already enables attendees at Council meetings to record the proceedings and use social media during the meetings.

2.5.4 Whether the Council decides to continue, increase, decrease or cease webcasting of Council meetings, it will not be contrary to the expectation for Councils as set out by DCLG.

2.6 Options

2.6.1 There are 4 options for webcasting:

1. Continue as now with webcasting
2. Do more webcasting
 - 2.1. Webcast more meetings
 - 2.2. Add additional functionality
3. Do less webcasting – webcast fewer meetings
4. Stop all webcasting

2.6.2 Whichever of options 1 to 3, inclusive, are undertaken it is

important that a reliable and resilient webcasting service should be provided.

2.6.3 The Council's webcasting functionality includes:

- Audio/visual recording and archiving of meetings;
- Access to documents associated with the agenda items; and
- A feedback function where people can message the Council and receive responses some time later.

2.6.4 The current webcasting system can provide the following additional functionality without increasing the cost of the system. However, there will be a staff resource implication if additional functionality is implemented:

- Live Twitter, Facebook, etc. feedback;
- Links to maps that indicate where items relate to;
- Links from a map to items that relate to a particular location (as denoted by a pin);
- Speaker profiles linked to EHDC's web pages;
- Meeting presentation slides, if and when these are used;
- Facility for Councillors to share a link that relates to their meeting contribution with their followers on Twitter, Facebook, etc.
- E-petitions; and
- Leader's (or anyone else's) message to the public, about general or specific issues.

2.6.5 **Essential Reference Paper D** summarises the benefits, issues and comments associated with each option.

2.7 **Summary**

2.7.1 The Council's current webcasting provides transparency and accountability in respect of the specific meetings webcast.

2.7.2 The current webcast system has additional functionality that could support increased engagement between the Council and the residents.

2.7.3 There are 4 principle options for future of the Council's webcasting: continue as now; do more; do less; and stop webcasting.

3.0 **Implications/Consultations**

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

Background Papers

None.

Contact Member: Councillor Anthony Jackson, Leader of the Council.
anthony.jackson@eastherts.gov.uk

Contact Officer: Adele Taylor, Director of Finance and Support Services, Extn: 1401.
adele.taylor@eastherts.gov.uk

Report Author: Richard Monk, Interim Compliance Manager, Extn: 1699. richard.monk@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People This priority focuses on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable, and delivering strong services</p> <p>Place This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	There are no specific consultation implications arising directly from this report.
Legal:	There are no specific legal implications arising directly from this report.
Financial:	There are no specific financial implications arising directly from this report. However, depending on the decision of the Committee, the consequential report may have financial implications.
Human Resource:	There are no specific human resource implications arising directly from this report.
Risk Management:	There are no specific risk management implications arising directly from this report.

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Essential Reference Paper B

Webcast viewing data

The data in the table below was produced for East Herts District Council by Public-i on 30 September 2013.

Month (2013)	Total webcast viewers & most viewed meeting	Total live webcast viewers & viewers by meeting	Total archived webcast viewers
September	3,272 Executive, 225	Total 27 Development Management Committee, 25 Executive, 2	3,245
August	6,993 Council, 436	Total 31 Development Management Committee, 31	6,962
July	2,507 Full Council, 142	Total 21 Development Management Committee, 11 Executive, 7 District Plan Executive, 3	2,486
June	2,556 District Planning Executive, 169	Total 42 Development Management Committee, 21	2,514

Month (2013)	Total webcast viewers & most viewed meeting	Total live webcast viewers & viewers by meeting	Total archived webcast viewers
		Executive, 21	
May	3,344 Development Management Committee, 446	Total 77 Development Management Committee, 69 Full Council, 8	3,267
April	2,452 Full Council, 484	Total 0	2,452
March	4,243 Full Council, 918	Total 103 Development Management Committee, 94 Full Council, 9	4,140

Note

The viewing data above has limitations. It does not necessarily represent the accurate number of discrete individuals that have viewed a particular meeting or part of a meeting. This may be due to the system recording on "IP addresses". Therefore, if several people share an IP address, this will record as a single person viewing the webcast. Also, some mobile services providers may allocate service users a different IP address each time they access the service. This could mean that a single person viewing the webcast several times from a mobile device, i.e. tablet, smart phone, may be recorded as multiple viewers.

Essential Reference Paper C

Hertfordshire and neighbouring Local Authorities response to webcasting survey

The table below sets out the responses received from Hertfordshire authorities and other authorities in the local scrutiny network in respect of whether they currently webcast council meetings and whether they had plans to do so in the future.

Local authority	Do you webcast	Comment
Barnet	No	A resident comes along to meetings and films most of the significant ones. See http://www.barnetbugle.com/ Webcasting is not under consideration at this time.
Broxbourne	No	Was tried as an experiment but has not been introduced as a permanent feature.
Central Beds	No	Have explored possibility of web-casting but not put together a detailed business case.
Hertfordshire County Council	No	No immediate plans to do so
Luton	No	
North Herts DC	No	No plans to do so
Stevenage	No	No interest from Members or from public at this time. Stevenage BC has small geographical reach so no real business case for this

Local authority	Do you webcast	Comment
Three Rivers	No	No plans to
St Albans	Yes	<p>Meetings webcast:</p> <ul style="list-style-type: none"> • Cabinet meetings • Planning meetings • Two Scrutiny meetings. <p>There are no plans to webcast any further meetings.</p>
Watford	No	No plans at the present time
Welwyn and Hatfield	No	

Essential Reference Paper D

Appraisal of webcasting options benefits and issues

Option	Benefits	Issues	Comments
Option 1: Continue as now with webcasting	<p>Easy and quick to implement as it is a continuation of the status quo.</p> <p>Staff are in place and trained.</p> <p>The costs are currently within budgets.</p> <p>It provides transparency and accountability in respect of the Council's decision making for the meetings webcast.</p> <p>It encourages engagement with East Herts' residents, including for people who would not normally come to meetings.</p> <p>EHDC is a relatively rural district and webcasting enables increased accessibility.</p>	<p>Current cost of approximately £13,000 p.a.</p> <p>Current use does not fully utilise the functionality of the existing webcasting system.</p> <p>Relatively low viewings of webcasts, particularly live viewings.</p>	<p>It is likely that to continue webcasting a procurement exercise would be required to contract for a service to be provided in the future.</p>

Option	Benefits	Issues	Comments
Option 2.1: Do more webcasting – more meetings	<p>It provides further transparency and accountability in respect of the Council's decision making for the meetings webcast.</p> <p>It provides further opportunities for engagement with East Herts' residents, including for people who would not normally come to meetings.</p> <p>EHDC is a relatively rural district and increased webcasting will enable further increased accessibility to meetings.</p>	<p>This would cost additional money. The amount of extra costs would depend on the number of meetings webcast and the staffing arrangements used to support this.</p> <p>Staff would need to be recruited to support these extended arrangements. Recent recruitment amongst current staff did not attract many interested staff.</p> <p>This will not fully utilise the functionality of the existing webcasting system.</p> <p>It does not directly address the relatively low viewings of webcasts, particularly live viewings.</p>	<p>It is likely that to continue webcasting a procurement exercise would be required to contract for a service to be provided in the future.</p> <p>Publicity for the increased scope of webcasting could also be used to increase viewings of all meetings.</p>

Option	Benefits	Issues	Comments
Option 2.2: Do more webcasting – additional functionality	<p>It provides additional mechanism for residents to engage with the Council and for the Council to engage with residents.</p> <p>This will more fully or fully, depending on the amount of additional functionality implemented, utilise the functionality of the existing webcasting system.</p> <p>Information provided by Public-i indicates that authorities that provide additional mechanism for engagement increase webcast viewings relative to those that do not.</p>	<p>This would cost additional money. The amount of extra costs would depend on the number of meetings webcast and the staffing arrangements used to support this.</p> <p>Staff would need to be recruited to support these extended arrangements. Recent recruitment amongst current staff did not attract many interested staff.</p> <p>Provision of engagement through social media will provide more engagement channels with the council we would need to ensure we can respond to those increases in an appropriate manner, especially if these relate to complaints etc. .</p>	<p>EHDC's Communications Team has indicated that they can support some additional functionality within existing resources. However, webcasting can only be part of the "tool kit" to enhance EHDC's engagement with its residents</p>

Option	Benefits	Issues	Comments
Options 3: Do less webcasting	<p>Reduced costs. However, the reduction in cost is marginal due to the charging schedule.</p> <p>Reduces the need to train and recruit staff.</p>	<p>It could be seen as reducing transparency and accountability in respect of the Council's decision making.</p> <p>It provides fewer opportunities for engagement with East Herts' residents, including people who would not normally come to meetings.</p>	<p>Due to the limited functionality of the existing system utilised, it is unlikely that functionality could be reduced.</p> <p>This leads to requiring fewer meetings to be webcast.</p>

Option	Benefits	Issues	Comments
Option 4: Stop all webcasting	<p>Reduced costs.</p> <p>Eliminates the need to recruit and train staff to operate webcasting.</p> <p>Can be implemented quickly.</p>	<p>It does not support the national “open government” agenda. Although it does not preclude meetings from being recorded in other ways?</p> <p>It reduces the transparency and accountability in respect of the Council’s meetings webcast.</p> <p>It removes one mechanism for engagement with East Herts’ residents come to meetings, although consideration could be given to reallocating any resource to other engagement processes.</p>	<p>EHDC’s Communications Team and the press use webcasts as a reference source.</p>

For all options 1 to 3, inclusive, the following issues would need to be satisfactorily addressed:

- Ownership for the whole of the webcasting needs to be clear.
- Processes need to be effectively implemented to ensure that the system is reliable and resilient.
- Consideration needs to be given to the financial implications of these options.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER
2013

REPORT BY CHIEF EXECUTIVE AND DIRECTOR OF CUSTOMER
AND COMMUNITY SERVICES

8. ANNUAL REVIEW OF PARTNERSHIP REGISTER

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To provide the results of the annual review of Partnership Registers.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE: That:</u>	
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(A)	Corporate Business Scrutiny Committee expresses confidence in the governance arrangements of partnerships and the internal processes.
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1.0 Background

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

1.2 The Committee requested an annual review of all partnerships that the Council participates in, using the register within the Protocol (Essential Reference Paper B), with results reported each November.

2.0 Report

2.1 Directors reviewed and updated the Partnership Register during the summer of 2013.

2.2 There has been no significant change to the risk or governance arrangements of any existing partnership within the past year.

Therefore it has not been necessary to seek additional detail or assurance during this year's review.

- 2.3 No new partnerships have commenced since November 2012. The Highways Joint Member Panel, and the Safer and Stronger Executive Group ceased.
- 2.4 Whilst falling outside of the Council's definition of 'Partnership', Members asked that shared services are subject to the principles of the protocol, and recorded on the register.
- 2.5 One new shared service has started during the past year. The Shared ICT, Business Improvement, Print and Design Service with Stevenage Borough Council commenced on 1 August 2013.
- 2.6 Any significant business risks are incorporated into the Strategic risk register. Operational risks are recorded on departmental risk registers. These are discussed at team meetings, and Corporate Management Team quarterly. The Strategic Risk Register is submitted to the Executive and to Audit Committee. (All risks and controls can be viewed by Members on the Council's performance management software, Covalent).
- 2.7 The updated register is attached at **Essential Reference Paper 'B'**.
- 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

Review of partnership register. Corporate Business Scrutiny Committee. 27 November 2012.

Partnership Protocol. Corporate Business Scrutiny Committee. 30 November 2010.

Contact Member: Councillor M Tindale, Executive Member for Finance
michael.tindale@eastherts.gov.uk

Contact Officer: George A Robertson, Chief Executive and Director of Customer and Community Services, Extn: 1410.
george.a.robertson@eastherts.gov.uk

Report Author: Graham Mully, Risk Assurance Officer, Extn: 2166
graham.mully@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
<p>Consultation:</p>	<p>There are no specific consultation implications arising directly from this report.</p>
<p>Legal:</p>	<p>The Local Government Act 2000 gives local authorities wide statutory power to do anything that it considers likely to promote or improve the economic, social or environmental wellbeing of the area. This provides opportunities for the Council to work with partners, however the Council can only participate in activities that it has a statutory power to undertake and must comply with its constitution.</p>
<p>Financial:</p>	<p>Where partnerships manage significant levels of funds, responsibility for their safe management is designated to a responsible authority. Responsible authorities include district councils, county councils, the police authority etc.</p>
<p>Human Resource:</p>	<p>There are no specific human resource implications arising directly from this report.</p>
<p>Risk Management:</p>	<p>Use of the register and protocol ensures significant risks are identified and managed through the council's risk management processes. A risk register is also prepared as part of the shared service development process.</p>

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Essential Reference Paper B

Register of Partnerships for Corporate Business Scrutiny Committee 26 November 2013

(Includes shared services)

Name of Partnership	Responsible Officer	Significant changes since 2012 report
Hertfordshire Sustainability Forum	Cliff Cardoza	None
Local Nature Partnership (LNP)	Cliff Cardoza	This body has no funding of its own. Risks are currently low.
Strategic Aviation Special Interest Group	Simon Drinkwater	None
Health and Wellbeing Partnership	Simon Drinkwater	Health and Wellbeing reforms implemented from 1 st April 2013. County and District Strategies now approved.
Community Safety	Simon Drinkwater	None
CCTV Partnership	Simon Drinkwater	The CCTV partnership is creating a company for commercial activity. This will enable the partnership to trade for some business on a commercial basis. Core activities for the partner Councils will continue.
Housing Partnership / Choice based lettings	Simon Drinkwater	None
Hertfordshire Resilience	Simon Drinkwater	None
Sports Partnership	Will O'Neill	None
Local Strategic Partnership	George Robertson	None
Hertfordshire Local Enterprise	Paul Pullin	None

Name of Partnership	Responsible Officer	Significant changes since 2012 report
Partnership		
Herts Waste Partnership	George Robertson	None
Herts Savers	George Robertson	None
Chief Officers Group	George Robertson	None
Shared Internal Audit Service	Adele Taylor	The partnership has taken on 2 new clients for financial year 2013/14.
Revenues and Benefits Shared Service	Adele Taylor	The partnership has now been successfully running for a year.
Shared ICT, Business Improvement, Print and Design Service	Adele Taylor	New shared service with effect from 1 st August 2013.

Removed during 2013:

Highways Joint Member Panel
Safer and Stronger Executive Group

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER
2013

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY
COMMITTEE

9. SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

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

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

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

1.0 Background

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

2.0 Report

2.1 An article explaining the role of scrutiny and inviting suggestions from residents was published in the spring 2013 'council tax' edition of LINK magazine. No new topics for scrutiny have been received from the public to date.

2.2 The agenda for the March 2014 meeting of CBS is shown in Essential Reference Paper B. Members are asked whether there is any additional topic they wish to put forward for inclusion on this, or any future agenda.

2.3 Members will have an opportunity to undertake a full review of the 2013/14 scrutiny year and set out more detailed plans for 2014/15 at a workshop event in April 2014 (date to be confirmed).

3.0 Implications/Consultations

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

Background Papers

None.

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

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

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

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives</p> <p><i>(updated to 2013/14 wording)</i></p>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable, and delivering strong services</p> <p>Place This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives:</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from members of the public, the Executive and all Members.</p>
<p>Legal:</p>	<p>According to the Council's constitution, the scrutiny committees are responsible for the setting of their own work programme in consultation with the Executive and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.</p>
<p>Financial:</p>	<p>Any additional meetings and every task and finish group has resource needs linked to officer support activity and time for officers from the services to make the required input.</p>
<p>Human Resource:</p>	<p>none</p>
<p>Risk Management:</p>	<p>Matters which may benefit from scrutiny may be overlooked. The selection of inappropriate topics for review would risk inefficient use of resources. Where this involved partners, it could risk damaging the reputation of the council and relations with partners.</p>

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Corporate Business Scrutiny Committee Work Programme 2013/14 and into 2014/15

meeting	date	topic	Contact officer/lead	Next Exec
2013/14	Civic Year			
6 in 13/14 JOINT	14 January 2014	BUDGET <ul style="list-style-type: none"> • Capital Programme • Fees and Charges • Revenue Budget • Medium Term Financial Plan 		4 February 2014
7 in 13/14 JOINT	11 February 2014	<ul style="list-style-type: none"> • Residents' Survey – analysis and action plan • 2014/15 Service Plans • 2013/14 Estimates and 2014/15 Future targets 		4 March 2014
8 in 13/14	18 March 2014	<ul style="list-style-type: none"> • Update on Communications action plan – focus on data re on-line communications • WebSite one-year action plan - lessons learned and closure report • Healthcheck through to Jan 2014 • Work programme – planning for 2014/15 	<ul style="list-style-type: none"> • Head of Service • Head of Service • Lead Officer – Performance • Scrutiny Officer 	8 April 2014 6 May 2014

Essential Reference Paper B

2014/15				
meeting	date	topic	Contact officer/lead	Next Exec
1 in 14/15	20 May 2014 Date to be confirmed	<ul style="list-style-type: none"> • Work Programme 2014/15 • Data protection one-year action plan – progress and closure report • 2013/14 Performance Indicator Outturns (inc Healthcheck) • Service Plan Oct 2013 – March 2014 monitoring • East Herts Improvement Plan monitoring report (final) 	<ul style="list-style-type: none"> • Scrutiny Officer • Head of Service • Lead Officer - Performance • Lead Officer - Performance • Lead Officer – Corporate Planning 	3 June 2014 1 July 2014

The four principles of good public scrutiny:

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

**Corporate
Business
Scrutiny**

1. To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement.
2. To consider the budget setting proposals and strategies of the Council.
3. To make recommendations to the Executive on matters within the remit of the Committee.
4. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change on matters within the remit of the Committee.
5. To consider issues referred by the Executive, including modifications to the Constitution, or members of the Committee and where the views of outsiders may contribute, take evidence and report to the Executive and Council on matters within the remit of the Committee.
6. To consider any item referred to the Committee by any Member of the Council who is not a member of this Committee and decide whether that item should be pursued on matters within the remit of the Committee.
7. To appoint annually Standing Panels as may be determined, which shall be given a brief to consider a specified service area relating to matters within the remit of the Committee and report back to the Committee on a regular basis as determined by the Committee.
8. To consider, should it choose to do so, any item within the remit of the Committee to be

	considered by the Executive (except items of urgent business). The relevant report to the Executive shall consider any report and recommendations on the item submitted by the Scrutiny Committee.
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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 26 NOVEMBER 2013

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

10. EAST HERTS IMPROVEMENT PLAN – MONITORING REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of this report is to monitor delivery against the improvement plan that was agreed by the Executive in June 2013, in response to the Council's Peer Challenge and Executive Awayday.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE: That:</u>	
(A)	The monitoring report be received.
(B)	The Executive be advised of any recommendations.

1.0 Background

1.1 East Herts Peer Challenge took place in December 2012 and considered how the council might explore future improvement in a number of areas that were important to the council, such as:

1. Members' role as Community Leaders
2. Developing the organisation, culture and supporting staff
3. Customer Service – an organisation that is 'Here to Help'.

1.2 The findings from the Peer Challenge were received in January 2013. Following the publication of the report the Executive team and the Corporate Management Team met in February 2013 to discuss the recommendations from the challenge and consider what the service priorities should be for 2014/15 onwards.

2.0 Report

2.1 **Essential Reference Paper ‘B’** contains the improvement plan that the Executive agreed in June 2013. It sets out how the council will take forward the recommendations from the Peer Challenge whilst still being faced with tough challenges of maintaining quality with reducing budgets. Alongside each action there is a progress comment on its current status up to 30 September 2013.

2.2 In total there are 28 actions (one action has two subparts) of which:

36% (10) have already been achieved

50% (14) are on target

7% (2) have had their completion dates revised.

7% (2) have not started

2.3 It was agreed that the plan would be monitored six monthly by Corporate Business Scrutiny for the period of one year. After which any outstanding activity would then be incorporated into relevant service plans.

3.0 Implications/Consultations

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

Background Papers

None.

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

Contact Officer: Ceri Pettit, Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

Report Author: Ceri Pettit, Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
<p>Consultation:</p>	<p>Senior Management Group were given the opportunity to contribute to the development of the improvement plan and provide progress comments. The monitoring report will be presented to Corporate Business Scrutiny in November 2013.</p>
<p>Legal:</p>	<p>There are no specific legal implications arising directly from this report.</p>
<p>Financial:</p>	<p>There are no specific financial implications arising directly from this report.</p>
<p>Human Resource:</p>	<p>There are no specific human resource implications arising directly from this report.</p>
<p>Risk Management:</p>	<p>There is a generic risk management implication arising from this report, in terms of not completing the actions it could result in the Council not being able to respond effectively to the changing role of councils.</p>

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This improvement plan has been developed to pull together the key areas of improvement to support the council in it's delivery of its Corporate Strategic Plan. The actions have been developed following on from the feedback the council received after the Peer Challenge that took place in December 2012 and the Executive Awayday that took place in February 2013.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Community Leadership	<i>The council needs to develop its own definition of community leadership and decide how far along the spectrum of community leadership it wishes to go.</i>	1. Hold an Executive Awayday to: <ul style="list-style-type: none"> Establish a clear vision of what Community Leadership means to East Herts Council. Decide how far on the community leadership spectrum we will go. 	PEOPLE	February 2013	CMT	Achieved. Awayday session held and improvement plan developed to take forward 'community leadership' and 'here to help' vision.
		2. Leader to give a presentation on the 'Future Councillor' setting out his vision for the shape of local government in the future and outline the key role that ward councillors have to play in that future.	PEOPLE	14 March 2013	Leader of the Council	Achieved. Presentation took place on 13 March 2013. 30% of serving councillors have already had a briefing and all members have been notified of the new publication from NLGN called 'The Road Not Taken'. Newly elected members in May 2013 will be given this information and this presentation, as part of their induction briefing.
		3. Leader to attend staff briefings to share views on the shape of local government and the key priorities for the council.	PEOPLE	April 2013 July 2013 October 2013	Leader of the Council invited Head of Communications, Engagement and Cultural Services	Achieved. Leader attended the April 2013 staff briefings on the future role of councils and ward councillor roles. Follow up staff briefings have also received presentations from The Chairman of the Council and the Portfolio holder for Community and Partnership Liaison.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Community Leadership	<i>The council needs to develop its own definition of community leadership and decide how far along the spectrum of community leadership it wishes to go.</i>	4. Develop a Communication Plan to promote the council's community leadership role.	PEOPLE	June 2013	Head of Communications, Engagement and Cultural Services	Achieved. This has been incorporated within the corporate communications strategy and monitoring process.
	<i>Clarifying the process for handling local issues that come back into the organisation from members, aligning council resources to support the role and providing supporting officer capacity.</i>	5. Joint briefing held with the Executive and SMG to discuss the Community Leadership vision and the operational support required.	PEOPLE	30 April 2013	Executive SMG	Achieved. A joint meeting was held with the Executive and SMG on 30 April 2013 to take forward 'community leadership'. The discussion helped to define 'community leadership' for East Herts and identified a number of training and development suggestions. The outcomes from this session feed into actions 4, 6 and 8.
	<i>The council will need to more effectively support members in embracing their community leadership role.</i>	6. Facilitate action learning sets (ALS) to support members in responding to community based issues and understanding their community leadership role.	PEOPLE	1 set held in 2012/13 2 sets held in 2013/14	Head of Communications, Engagement and Cultural Services	On target. The ALSs are progressing well and the second cohort has been set up. Two sets a year are available with each set lasting approximately six months including evaluation and reflection.
		7. Relaunch the Community Engagement checklist to support members in developing their own profile of their ward.	PEOPLE	May 2013	Head of Communications, Engagement and Cultural Services	Achieved. Checklist has been circulated electronically to all members.
		8. Review member training in light of the councillors' changing role to include "communication and consultation" skills and techniques needed to engage with their local communities are provided.	PEOPLE	Ongoing - Quarterly through the Member Development Charter Group	Head of Legal and Democratic Services	Achieved and more planned. The members training questionnaire, to inform the 2013/14 Member training & Development plan, was used as the basis for the training and development programme approved by the Charter Group. Programme monitored by Group and changed as necessary to meet Member needs.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Community Leadership	<i>The council will need to more effectively support members in embracing their community leadership role. (continued)</i>	9. In partnership with the Member Development Charter Group review role descriptions in light of the changing role of councillors.	PEOPLE	May 2013	Head of Legal and Democratic Services	Achieved. A review was undertaken by the Charter Group of ward member role to better promote the or community leadership strands. An amended role description was considered and agreed by Council on 16 October 2013.
		10. Include case studies of good examples of community leadership using a range of member communication channels to support members in their role.	PEOPLE	Regular articles circulated.	Head of Communications, Engagement and Cultural Services	On target. Case studies developed with members have been captured and written up and are to be available on the councils web site. A small number of members agreed to video record their case studies. These have been shared with staff at the October round of staff briefings and were well received.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Scrutiny	<i>Scrutiny members now need to set their own agenda for work programmes more assertively.</i>	11. Joint meeting to take place with Chief Executive and Chairs and Vice Chairs of Scrutiny, to discuss work programme development.	PEOPLE	23 May 2013	Chief Executive and Director of Customer and Community Services (DCCS) Head of Legal and Democratic Services	Achieved. Regular meetings of scrutiny chair and vice chairs taking place. Work programme discussion has now been moved to the start of the meeting each month to facilitate work programme discussion. The importance of developing the scrutiny agenda has a significantly raised profile and is receiving greater attention
Organisational Culture	<i>A reappraisal of strategic HR policy and practice is needed to reflect the future challenges in particular how the council will adapt its corporate communication systems and staff support arrangements in the light of new ways of working such as homeworking.</i>	12. Review the council's People Strategy to reflect the council's future challenges and update policies accordingly.	PEOPLE	March 2014	Acting Head of HR, Payroll, FM and Estates	On Target. Work in progress, completion due by the end of March 2014.
	<i>Address some problems that have arisen relating to workforce corporate communications and support in the light of these recent changes.</i>	13. Implement the changes highlighted from the review of internal communications.	PEOPLE	July 2013	Head of Communications, Engagement and Cultural Services	Achieved. A review of internal communications was approved by CMT in July 2013.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Organisational Culture	<i>There needs to be a greater focus on behaviours which will underpin the council in the future, including; building trust, flexibility, adaptability, enabling/empowering and innovation.</i>	14. Develop a behaviour framework, in partnership with staff, consistent with 'Here to Help' and the Council's Community Leadership role .	PEOPLE	April 2013 start	Chief Executive and DCCS Head of Human Resources, Payroll, Facilities Management and Estates	On target. The ideas and values to underpin the philosophy of here to Help have been developed with staff through a range of media including staff briefings. Most recently, the October Staff briefings centred around presentations by the Chief Executive & Director of Customer and Community Services and the Portfolio Holder for Community and Partnership Liaison to tease out the similarities and dependencies between Here to Help and Community Leadership. The sessions included mini-workshops where staff were asked to capture some of the many good examples of Here to Help which are already found across the organisation and to suggest areas where we can do even better. The response from staff was most encouraging and a large number of good examples emerged which will be helpful to further developing and embedding the principles and values. Further facilitated workshops are planned for the coming months to share the learning even more widely.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Finance	<i>The overall approach to financial monitoring including the monitoring of savings needs to be improved to ensure budgets and savings delivery are on track in year.</i>	15. In line with the external audit recommendation efficiency savings for 2013/14 will be RAG (Red, Amber and Green) assessed through the Corporate Healthcheck process.	PROSPERITY	Quarterly	Heads of Service	On target. RAG monitoring was piloted in the last quarter against all 2012/13 efficiency savings. Formal quarterly reporting has been rolled out in 2013/14.
		16. Review the overall approach to finance and consider changes to the financial regulations. (Links to action 27)	PROSPERITY	December 2013	Director of Finance and Support Services	On target. New financial system which includes changes to the way procurement is undertaken at an operational level should be complete by October 2013. Following this, a review of the way finance is managed and subsequent financial regulations that need to be considered and a working group set up.
	<i>In reviewing future priorities and budgets it will be important to:</i> <ul style="list-style-type: none"> • continue to test resource allocations against your priority outcomes • consider pump priming new methods of early intervention to change demand for services in future • ensure value for money through on-going effective contract monitoring of major contracted services like waste collection • explore future opportunities for asset rationalisation, customer service channel shift and greater agile working 	17. Test resource allocations against priority outcomes through the budget setting process for 2014/15 (Follows on from action 16)	PROSPERITY	March 2014	Director of Finance and Support Services	On target. Integrated service planning is underway and this year a new "Budget Challenge" process has been set up to inform the budget setting process. Results will feed into the 2014/15 final budget that is set.
		18. Consider new methods of pump priming to change demand in services as new methods and opportunities arise.	PROSPERITY	Ongoing	Director of Finance and Support Services	On target. Opportunities will be examined as they arise.
		19. Continue to produce the monthly Corporate Healthcheck to ensure ongoing effective monitoring of all revenue and capital budgets, including major contracted services.	PROSPERITY	Monthly	Director of Finance and Support Services	On target. The Corporate Healthcheck is reported monthly for the Corporate Management Team and the Executive, containing analysis on revenue and capital expenditure.
		20. Future opportunities regarding service delivery addressed annually through the Executive awayday and rolled out through the Council's Corporate Strategic Plan and	PROSPERITY	Annual (next one due March 2014 in preparation for 2015/16)	CMT	Not started. Work on this will commence from January 2014, when the 2015/16 Integrated Financial and Service Planning timetable is produced.

		Medium Term Financial Strategy.				
Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Finance	<p><i>Decreasing reliance on Whitehall funding</i></p> <ul style="list-style-type: none"> <i>Explore opportunities for investing council capital in properties which will generate income greater than is currently being achieved from investments in the money market.</i> 	21. Write a brief for a property investment advisor to explore opportunities.	PROSPERITY	31 March 2013 - Brief completed	Chief Executive and DCCS	Achieved. Outline brief completed and expressions of interest are being sought from appropriate independent advisors.
				September 2013 - opportunities finalised		Revised completion date from September 2013 to November 2013. An externally prepared brief has been presented to Executive members who have provided guidance for a number of policy proposals to steer the development of a balanced investment portfolio. A policy / decision paper will be presented to Executive Committee 5 November 2013
'Here to Help'	<p><i>There is a need to define the concept of 'Here to Help' more sharply. This includes outlining the stages by which it will be implemented.</i></p>	22. Hold an Executive Awayday to establish a clear definition of what this means to East Herts Council.	PEOPLE	February 2013	CMT	Achieved. Awayday session held and improvement plan developed to take forward 'community leadership' and 'here to help' vision.
		23. Develop a programme to explore different facets of 'Here to Help' as they apply to each area/section. The Programme will need to embed the value, beliefs and behaviours which underpin this. (Links to Action 14)	PEOPLE	April 2013 start - 1 year rolling programme	Chief Executive and DCCS Head of Human Resources, Payroll, Facilities Management and Estates	On target. Please refer to action 14.
		24. Develop a Communication Plan to promote the council's 'Here to help' concept.	PEOPLE	June 2013	Head of Communications, Engagement and Cultural Services	Achieved. The concept will be communicated in line with the approved communications strategy and internal communication review – in a timely way as the process of staff development progresses.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
IT	<i>There is a need to develop a clear IT strategy which would include, how IT will be used to shift service channels, support the back office, co-ordinate information in a joined up way across the organisation, enable different services and sites to work together seamlessly.</i>	25. Produce an IT Strategy and action plan improving resilience, response times & IT is fit for purpose.	PEOPLE PROSPERITY	Autumn 2013	Head of shared ICT, Business Improvement and Print and Design Services Director of Finance and Support Services	Revised Completion Date from Autumn 2013 to December 2013. Executive on 23 July 2013 approved a plan for East Herts Council to join forces with Stevenage Borough Council to provide ICT, Business Improvement, Print and Design Services in partnership. The plan was also approved by the Executive at Stevenage. As well as delivering financial savings, the shared service will strengthen resilience and improve the efficiency of the service. The ICT strategy is currently in development, with input from members and Officers through an officer/member working group, chaired by the Portfolio Holder. It is anticipated that the strategy will be submitted to Executive in November or December 2013. Investment in the overall ICT infrastructure is in the planning stage with delivery expected during 2013

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 September 2013
Economic wellbeing	<i>The council will need to more effectively support members in embracing their knowledge and understanding of the planning process.</i>	26. Hold an Open Day in the Planning department to raise members' awareness of the planning process.	PLACE	May / June 2013	Head of Planning and Building Control	Not started. A Planning Open Day event was organised for 21 June 2013. This was to comprise an overview of development management processes and the ability to see tasks being undertaken by the staff in the planning team. Input was also to be provided by planning policy and building control teams. Unfortunately there was limited interest expressed in the event and it was cancelled as a result.
Governance	<i>Continue to ensure that the council's constitution reflects the council's priorities and structure to facilitate the smooth running of the organisation.</i>	27. Set up a member and officer working group to discuss changes to the council's constitution/financial regulations.	PROSPERITY	Annually (May each year)	Director of Neighbourhood Services and Monitoring Officer Director of Finance and Support Services	On target. The first meeting has been set for 25 September 2013. There will be regular meetings with a report to Council with the Group's recommendations.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 26 NOVEMBER 2013

REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

11. MONTHLY CORPORATE HEALTHCHECK – JULY TO SEPTEMBER 2013

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To set out an exception report on the finance and performance monitoring for East Herts Council for the period September/Quarter 2 for 2013.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> that	
(A)	Performance be scrutinised and the Executive be advised of any recommendations.
(B)	Members provide feedback on the Dashboard Module detailed in Essential Reference Paper ‘D’ (Paragraph 2.37).

1.0 Background

1.1 This is the monthly and quarterly finance and performance monitoring report for the council. Only performance data relevant to the scrutiny committee’s remit is contained in this report. In addition Corporate Business Scrutiny (CBS) also receive details on performance indicators that are in the ‘Red’ and ‘Amber’ that would be reported to Environment Scrutiny and Community Scrutiny. This is because of CBS’s overall responsibility for performance management.




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 where relevant quarterly data) and also the Directorate’s position in respect to payment of invoices and sickness absence.

- 1.3 **Essential Reference Paper ‘B’** shows the full set of performance indicators that are reported on a monthly and quarterly basis.
Essential Reference Paper ‘C’ shows summarised information on salary costs.
Essential Reference Paper ‘D’ shows detailed information on the capital programme.
Essential Reference Paper ‘E’ shows explanations of variances on the Revenue Budget reported in previous months.
Essential Reference Paper ‘F’ shows the council’s 2013/14 savings.
Essential Reference Paper ‘G’ provides a dashboard view of all performance indicators relating to Corporate Business Scrutiny Committee.
Essential Reference Paper ‘H’ provides guidance notes and definitions for the performance indicators relating to Corporate Business Scrutiny.

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 2013 to September 2013.

	Position as at 30.09.13				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) People						
New Homes Bonus Grant	20	0	0	0	20	0
Collection Fund Balance	55	0	0	0	55	0
Hillcrest Hostel Rent Income	0	24	0	9	0	25
Environmental Action Grants	24	0	4	0	9	0
Land Charge Income	28	0	8	0	20	0
Staff salaries (Essential Reference Paper 'C').	25	0	10	0	0	97
Customer Services security	4	0	0	1	5	0

	Position as at 30.09.13				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) Place						
Community Safety	27	0	6	0	8	0
Green Waste Collection	97	0	27	0	40	0
Maintenance of recycling banks	6	0	2	0	5	0
Clinical Waste income	7	0	0	0	20	0
Street Cleansing	87	0	0	0	25	0
Grounds Maintenance(Net)	13	0	0	0	13	0
Kerbside Dry Recyc. Collection	96	0	0	29	0	23
Textiles Bank (Net)	0	15	0	0	0	10
Trade Waste income	39	0	11	0	30	0
Trade Waste Collection contract	0	1	9	0	0	10
Environ Protection Parish Litter	0	1	0	0	0	1
Paper Bank Income	0	15	0	5	0	10
Dry Recycling	279	0	0	0	0	15

	Position as at 30.09.13				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) Prosperity						
Development Management income	477	0	19	0	330	0
Development Management Income	20	0	0	0	25	0
Development Management Cost of Appeals	0	19	0	0	0	60
Pay and Display Car Park Income	0	284	0	33	0	175
Investment Interest	0	65	0	25	0	100
Car Park Enforcement Contract.	160	0	95	0	99	0
Supermarket Reimbursement.	141	0	0	0	46	0
Parking Repairs & Maintenance.	0	22	0	6	0	16
Parking – PCN Income.	0	70	0	0	0	75
Parking - Gascogne Way – car washing.	0	5	0	0	0	8
Parking – Bishop Stortford Season tickets.	12	0	0	0	9	0
Public Conveniences – Cleaning Contract.	15	0	0	0	4	0

	Position as at 30.09.13				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
TOTAL:	1,632	521	191	108	763	625
Net Projected Variance - Favourable					138	
Supported by supplementary estimates						
Total Supplementary Estimates						

- 2.2 Subject to all other budgets being equal, this would result in an underspend of £138k.
- 2.3 A summarised salaries monitoring report for the period April to September 2013 is attached to this report in **Essential Reference Paper C**. A minor favorable variance of £25k has been identified comparing actual salary costs for the reporting period with the profiled budget. The Forecast Outturn for 2013/14 is expected to result in an adverse variance of £97,000. This is a slight improvement on the prior period forecast outturn (£113k) as arrangements for Pensions Auto Enrolment have been deferred to April 2014.
- 2.4 The Budget Challenge process is underway and Heads of Service are being challenged over their budget needs both for 2013/14 and 2014/15 in light of prior year trends. The purpose being to identify savings that will be brought forward to November's Healthcheck meeting and reflected in future budget proposals as appropriate.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

People

Financial analysis

- 2.5 No material variances have been identified since the last Healthcheck reporting period.

Performance analysis

- 2.6 **EHPI 3b - Usage: number of swims (16 – under 60 year olds).** Performance was 'Red' for Quarter 2. Throughput is down on service expectations, but has increased when performance is compared to Quarter 1. Current throughput is performing at the seasonal norm. This group continues to be monitored by both the Leisure Service Manager and SLM.
- 2.7 **EHPI 3c - Usage: number of swims (60 year old +).** Performance was 'Red' for Quarter 2. Although throughput is not at the same level compared to same period last year, the Quarter 2 throughput is still within service expectations and has increased inline with normal seasonal trends.
- 2.8 **EHPI 4b - Usage: Gym (60 + year olds).** Performance was 'Red' for Quarter 2. Although throughput did not achieve the same level

compared to same period last year, throughput is still within service expectations.

- 2.9 **EHPI 4a - Usage: Gym (16 – under 60 year olds).** Performance was ‘Amber’ for Quarter 2. Although throughput did not achieve the same level compared to the same period last year, throughput is not dissimilar to previous year Quarter 2 values and in line with normal trends for this period. This group to be monitored by both the Leisure Service Manager and SLM.

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

Place

Financial analysis

- 2.10 The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £487k which if not required during the year will result in an additional favourable variance over and above the £138k reported for the period.

	£000	Comment
Planning Contingency budget at the start of the financial year	591	
Less	25	New Recycling Initiative
	15	Review of Car Park Management Systems
	40	Housing Needs Survey
	24	Human Resources Post
Planning Contingency still to be utilised	487	

- 2.11 Since the last reporting period the forecast outturn position for Kerbside Dry Recycling collection has been reduced to £23,000 (£31,000 for August 2013). Trade waste income has also been marginally revised downwards.

- 2.12 In line with the national trend, Dry Recycling income is forecast to

result in an adverse variance of £15,000 by the end of the financial year.

Performance analysis

- 2.13 All performance indicators for this priority are performing on target for the September/Quarter 2 period.

Prosperity

Financial analysis

- 2.14 With Development Management income of £125k received from the Bishop's Stortford North Development and the underlying income being maintained, the forecast outturn for income is expected to increase by £330k (revised from £300k in July 2013). Larger fees are being received for proposed developments in Buntingford and Hertford.
- 2.15 In line with increased development activity in the District pre-application advice is expected to increase resulting in a forecasted favourable variance of £25,000. However Planning Appeals are expected to increase in 2013/14 resulting in a forecast adverse variance of £60,000 for the additional costs.
- 2.16 Parking PCN income is expected to be £75,000 lower than expected by the end of the financial year. Officers are satisfied that the issue and processing arrangements for the service are robust. The adverse variance may have an ongoing impact for the 2014/15 budget. This adverse variance is partially offset by higher than expected season ticket sales at Bishop Stortford (£9,000). However the car washing income for Hertford is no longer a feasible income stream.

Performance analysis

- 2.17 **EHPI 5.2a - % of complaints about the Council and its services that are upheld: 1st stage.** Performance was 'Red' for Quarter 2. 34 cases were dealt with in this quarter with 17 being upheld. Reasons for complaints being upheld were: 2 staff training; 3 discuss at team meeting and 5 delivery of service.
- 2.18 **EHPI 5.2b - % of complaints about the Council and its services that are upheld: 2nd stage – appeal.** Performance was 'Red' for Quarter 2. Three complaints were dealt with at Stage Two and one

case was upheld. This related to poor communication regarding a missed waste collection.

2.19 **EHPI 7.35 – Commitment compared to profile (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties).** Performance was 'Amber' for September 2013. September 2013 commitment of £225,021 against the cumulative budget profile of £219,065 being 2.71% above profile. As the monthly profile is based on an average of previous year commitments there will always be variations in the actual monthly commitments due to monthly changes in the levels in reactive maintenance work. However, with the exception of unforeseen changes in demand we expect to have committed + or - 2% of the budget by the end of year.

2.20 The following indicators were 'Green', meaning that targets were either met or exceeded for September/Quarter 2 for 2013. They were:

- EHPI 8 - % of invoice paid on time
- EHPI 5.1 - % of complaints resolved in 14 days or less.
- EHPI 5.4 - % of complaints to the Local Government Ombudsman that are upheld
- EHPI 12a - No. of short-term sickness absence days per FTE staff in post
- EHPI 12b - No. of long-term sickness absence days per FTE staff in post
- EHPI 12c – Total number of sickness absence days per FTE staff in post.

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

2.21 However despite meeting the target for September 2013 the following indicator showed a declining trend when performance was compared to the previous month:

- EHPI 8 - % of invoice paid on time

2.22 ITSG have proposed that for the ICT indicators below, performance be measured further to establish a proper baseline for performance before targets are set. Actual performance achieved year to date is set out in **Essential Reference Paper B:**

- 2.23 **EHPI 9.1 - Percentage availability of core systems during supported hours.** Core systems availability has remained strong since April 2013.
- 2.24 **EHPI 9.2 - Percentage Resolution of Incidents Within 4 Hours.** Performance has improved somewhat compared to Quarter 1 but is still below benchmark good performance. New proposals to improve the service desk and second line support arrangements should help improve this from October onwards.
- 2.25 **EHPI 9.4 - Percentage of Calls Abandoned on ICT Service Desk.** Performance continues to be disappointing. Additional agency staff has been appointed to cover the service desk, although there were unavoidable delays in the process. New proposal to ITSG to transfer the service desk to Stevenage should significantly improve performance.
- 2.26 **EHPI 9.5 - Percentage of Calls Resolved at First Point of Contact.** Performance is disappointing and can be explained by a lack of cover on the service desk and in new staff taking some time to get up to speed with EHC processes and systems. This indicator should improve significantly now that the service desk is in Stevenage (transfer occurred in early October).
- 2.27 **EHPI 9.6 - Satisfaction with ICT Services.** Performance off target, a formal report on Quarter 2 performance is to be submitted to the November meeting of ITSG.
- 2.28 A further three measures have been proposed as follows:
- EHPI 9.3 - Percentage Reduction in the Number of Incidents
 - EHPI 9.7 - Delivery of Key ICT Projects
 - EHPI 9.8 - Delivery of Key Milestones in the ICT Strategy
- 2.29 The reduction in the number of incidents measure will be reported once a 6 month baseline for performance has been established. The delivery of Key ICT Projects indicator will be reported upon from quarter 3 onwards, once the ICT programme has been reviewed and agreed by ITSG. The key milestones indicator will be reported once the ICT Strategy has been agreed.

CAPITAL FINANCIAL SUMMARY

- 2.30 The table below sets out expenditure to 31 September 2013 against the Capital Programme. Members are invited to consider the overall

position. **Essential Reference paper 'D'** contains details of the 2013/14 Capital Programme. Comments are provided by the project Control Officers in respect of individual schemes.

	Column 1	Column 2	Column 3	Column 4	Column 5
Summary	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Actual Commit to date	2013/14 Projected spend	Variance Col 4 – Col 2
	£'000	£'000	£'000	£'000	£'000
People	2,315	2,642	707	1,749	(893)
Place	730	3,083	1,078	2,767	(271)
Prosperity	1,648	1,750	176	1,726	(24)
Re-profiling potential slippage	(250)	(250)	0	(250)	0
Total	4,442	7,180	1,961	5,992	(1,188)

2.31 Members at Executive on 5 November 2013 were asked to support the re-profile of £1.08 million within the Capital Programme to 2014/15 as follows:

- People – Social Housing Schemes - £820,740.
- People – Community Capital Grants - £21,100.
- Place – Parks – Hartham Common - £25,000.
- Place – Castle weir Micro Hydro Scheme - £203,980.
- Prosperity – Automated Telling Machines at Hertford and B/Stortford - £12,800.

2.32 The Social Housing Investment strategy is currently under review as registered social housing providers have limited development funding and project management capacity to progress the original social housing investment strategy.

2.33 The Castle Weir Micro Hydro Scheme is subject to further negotiation with the Environment Agency.

2.34 Members were asked at Executive on 5 November 2013 to note the application of savings realised for the McMullen Gates

Refurbishment to the renewal of the Theatre's boilers.

2013/14 SAVINGS

- 2.35 The external auditor requires the Council to establish whether the 2013/14 savings offered up by Heads of Service and Managers and agreed by Members to set the 2013/14 Council Tax have actually been achieved. This is monitored and reported on a quarterly basis. **Essential Reference Paper 'F'** sets out those savings and using a RAG system of Red, Amber or Green Heads of Service and Managers have indicated the relevant RAG with accompanying narrative as to the savings status.
- 2.36 As at the end of September 76% of the total savings have been classified as 'Green' or 'Amber'.

Dashboards Module - Covalent

- 2.37 The performance team is currently trialing a new module on the Council's performance management system Covalent called 'Dashboards'. Dashboards provide a visual representation of performance through performance indicator summaries and simple at-a-glance charts. The new module will come as a small additional cost should the Council decide to adopt it following member and officer consultation. Members are asked to comment on whether they find this additional reference paper useful to support the overall evaluation of the module.

CONCLUSION

- 2.38 In conclusion Members are asked to:
- Note the performance indicator analysis for the period April 2013 to September/Quarter 2 for 2013 in **Essential Reference Paper 'B'**
 - Agree the recommendation at the start of this report.

3.0 Implications/Consultation

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

Background Papers:

2012/13 Estimates and Future Targets Report, Essential Reference Paper B – For complete list of performance indicators that are being

monitored for 2012/13.

<http://online.eastherts.gov.uk/moderngov/ieListDocuments.aspx?CId=119&MId=1792&Ver=4>

Contact Officer:

In terms of performance issues

Ceri Pettit – Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

In terms of financial issues

Margaret Donaldson – Principal Accountant, Extn: 2054.
margaret.donaldson@eastherts.gov.uk

Report Author: Karl Chui – Performance Monitoring Officer, Extn: 2243. karl.chui@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

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

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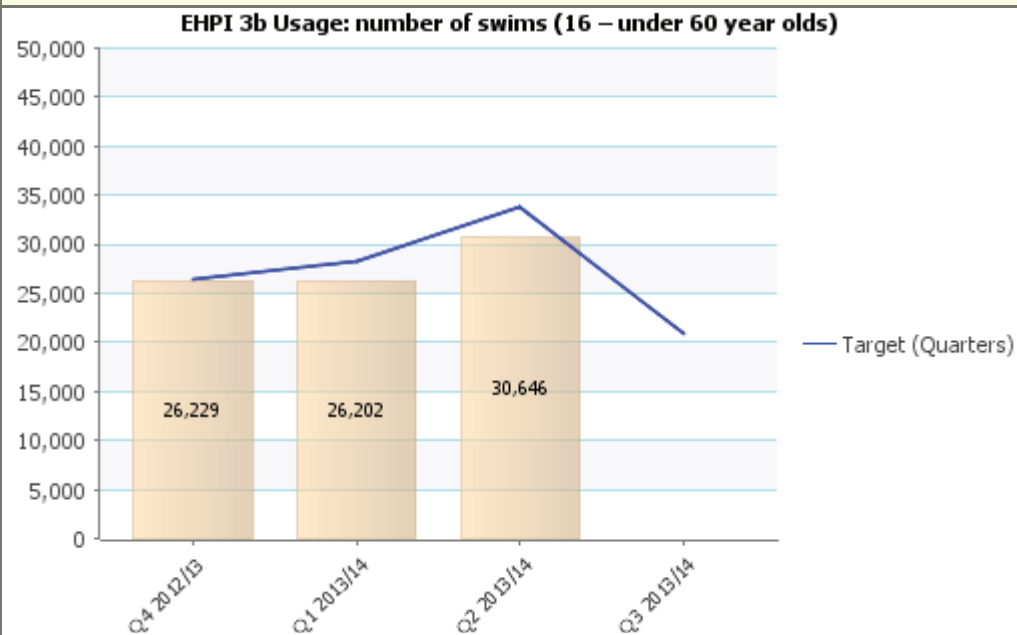
Corporate Business Scrutiny Corporate Healthcheck July to September/Quarter 2 for 2013/14

Traffic Light Red
Description People

Community and Cultural Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 3b	Usage: number of swims (16 - under 60 year olds)		30,646	33,752		Throughput is down on service expectations, but has increased on Quarter 1, current throughput performing at the seasonal norm. This group continues to be monitored by both the Leisure Service Manager and SLM.	None



Trend Chart



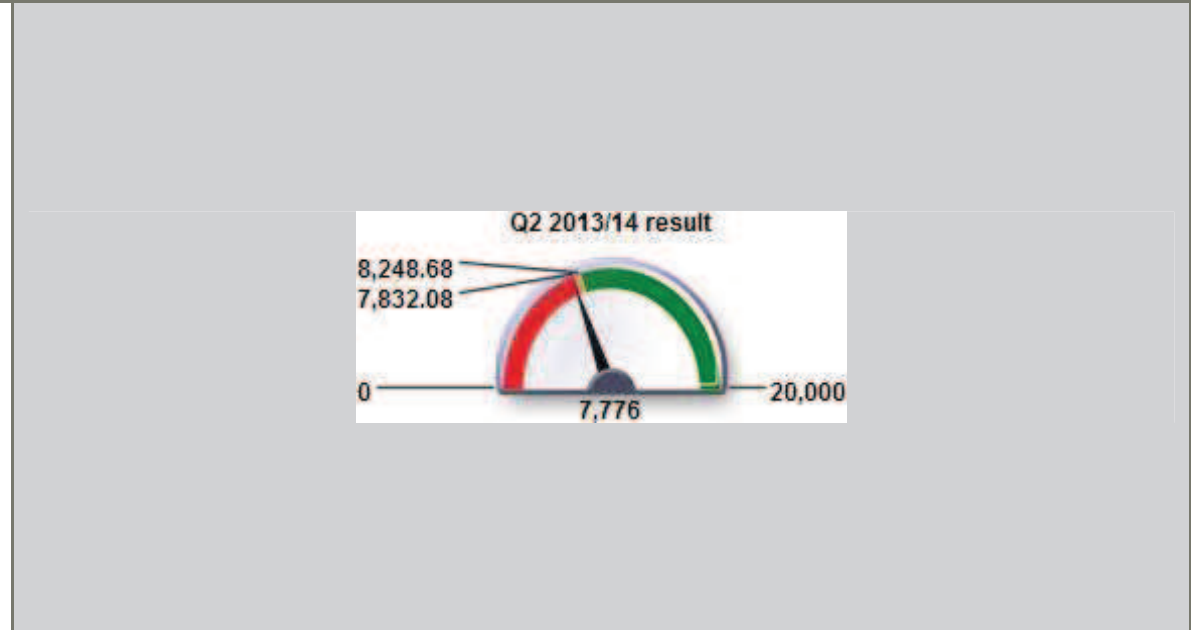
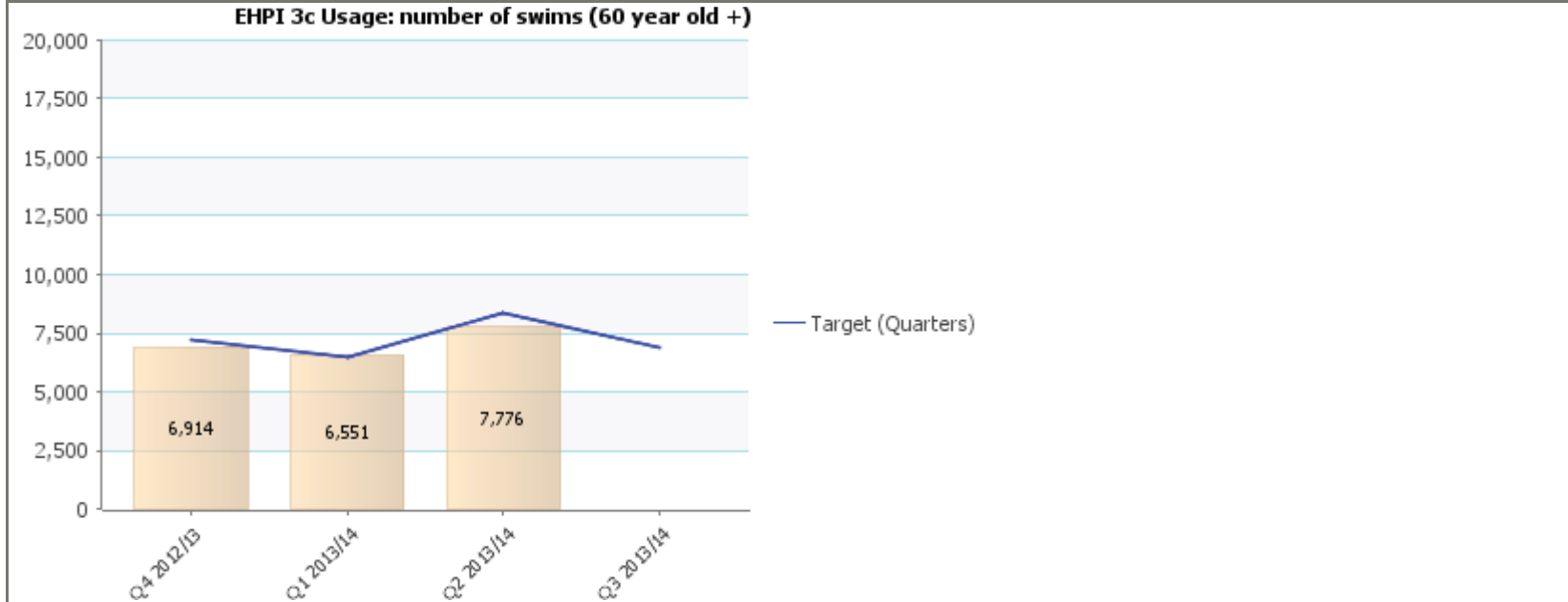
Performance Gauge



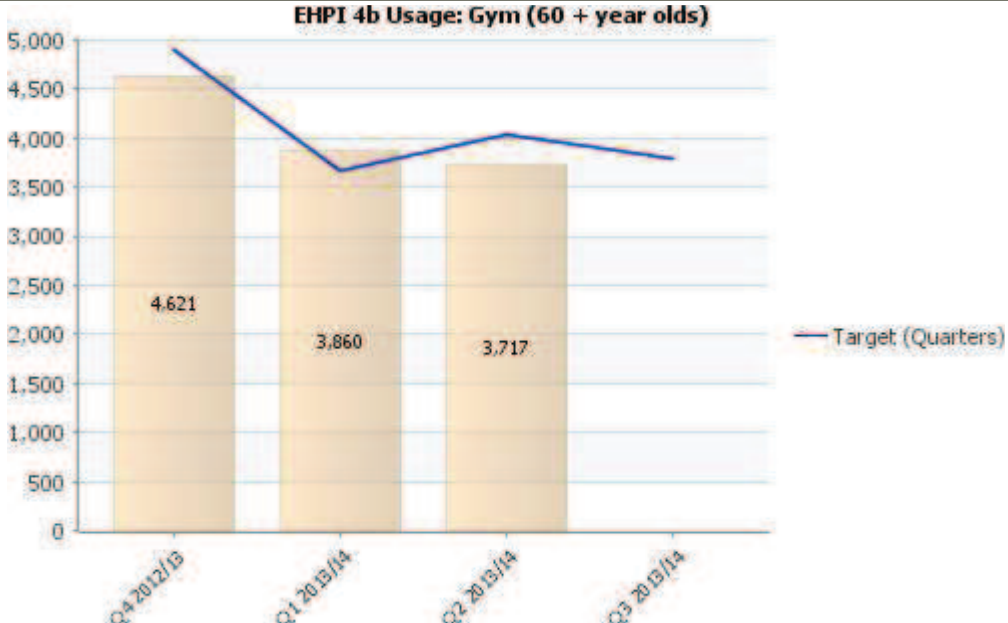



Community and Cultural Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 3c	Usage: number of swims (60 year old +)		7,776	8,332		Although throughput is not at the same level compared to same period last year, the Quarter 2 throughput is still within service expectations and has increased inline with normal seasonal trends.	None

Trend Chart **Performance Gauge**

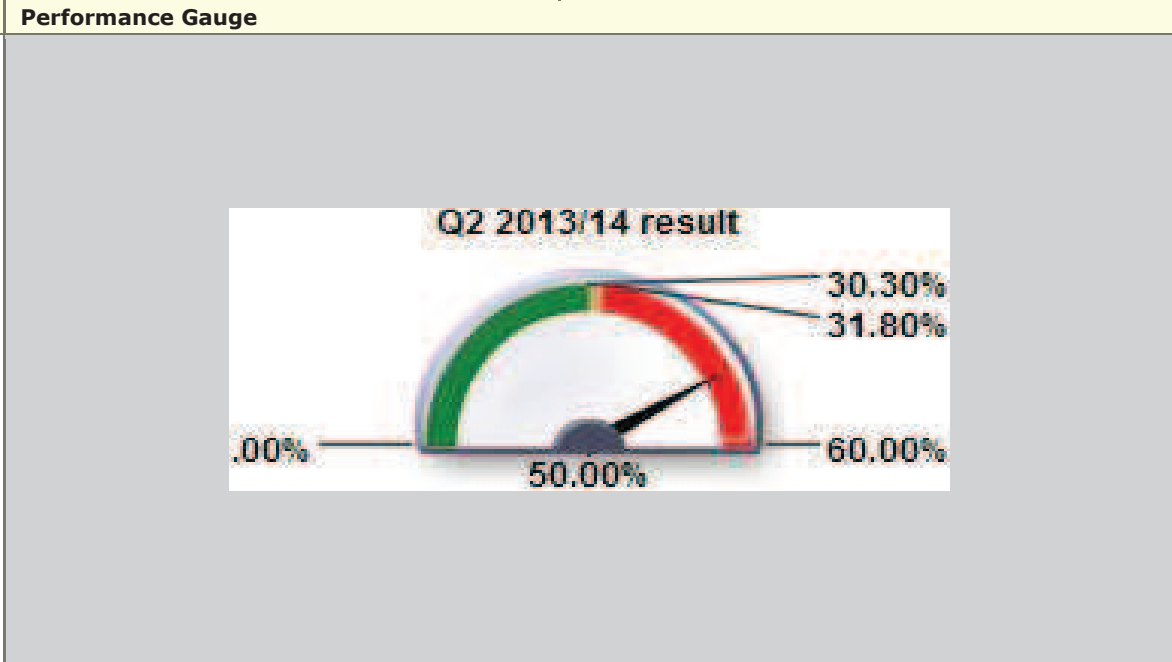
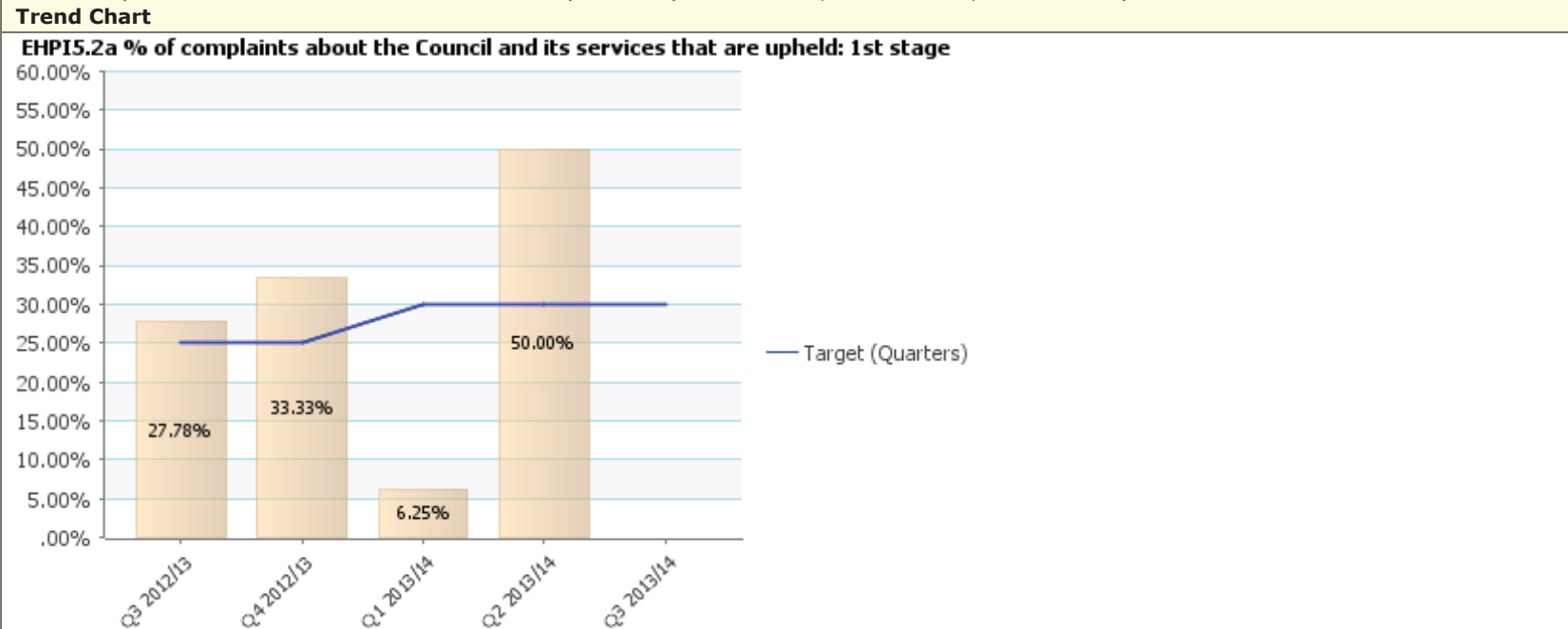




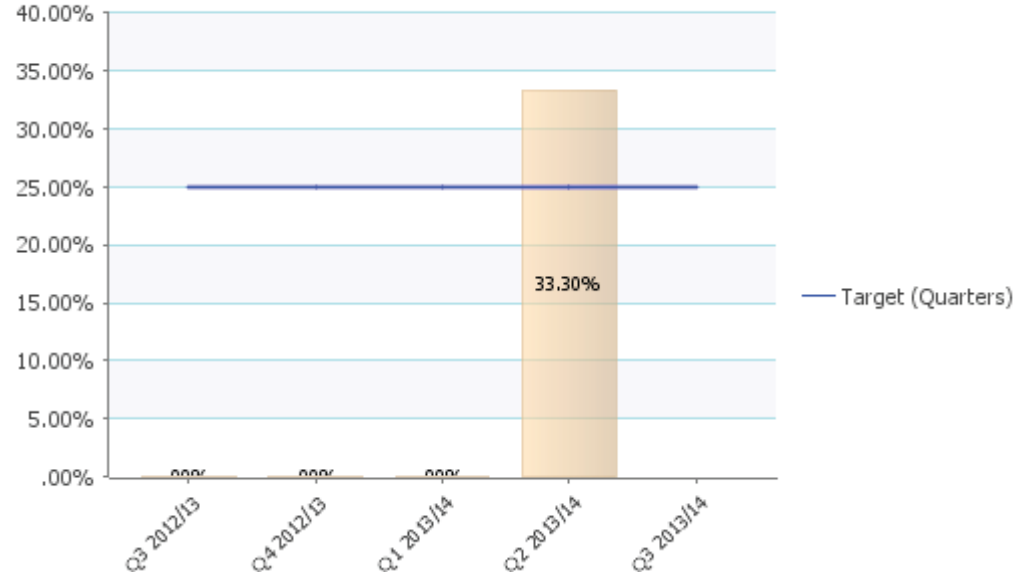
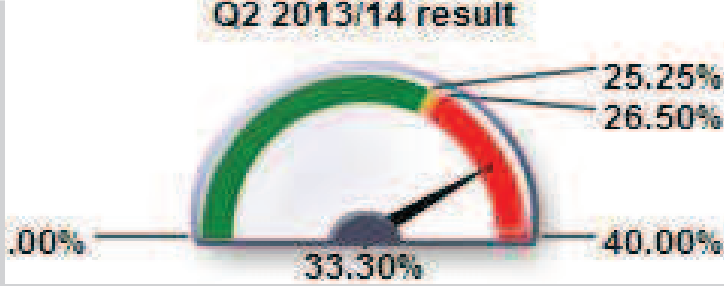
Community and Cultural Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 4b	Usage: Gym (60 + year olds)		3,717	4,035		Although throughput did not achieve the same level compared to same period last year, throughput is still within service expectations.	None
Trend Chart						Performance Gauge	
							

Traffic Light Red
Description Prosperity

Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHP15.2a	% of complaints about the Council and its services that are upheld: 1st stage		50.00%	30.00%		34 cases were dealt with in this quarter with 17 being upheld. Reasons for complaints being upheld were: 2 staff training; 3 discuss at team meeting and 5 delivery of service.	None

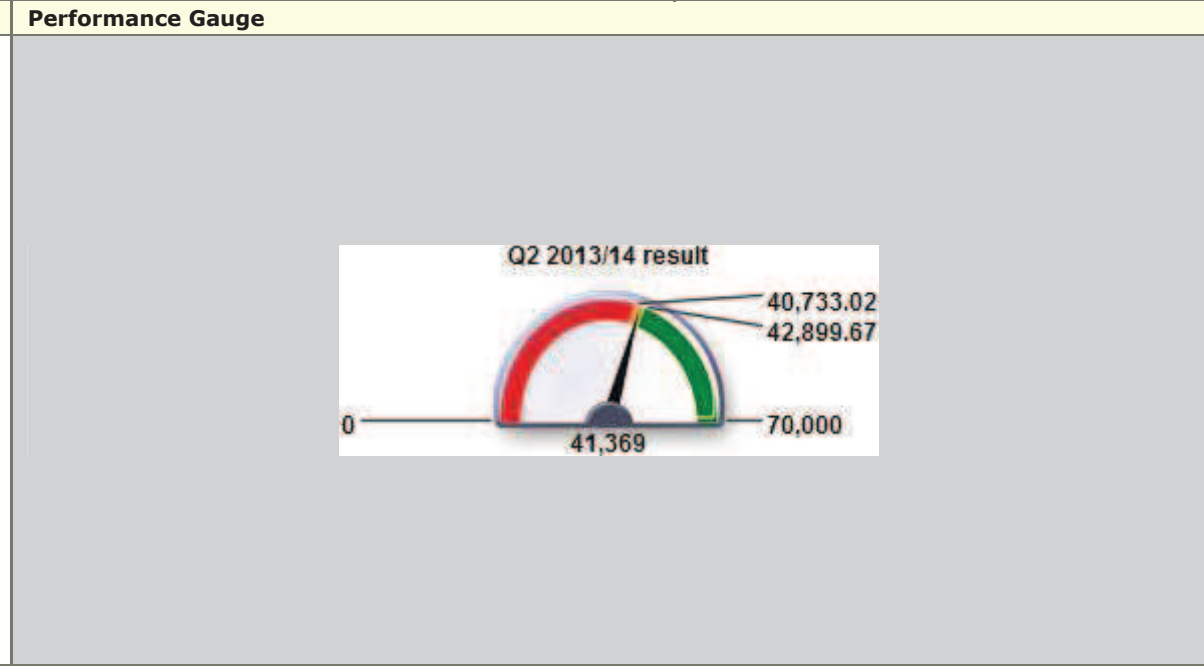
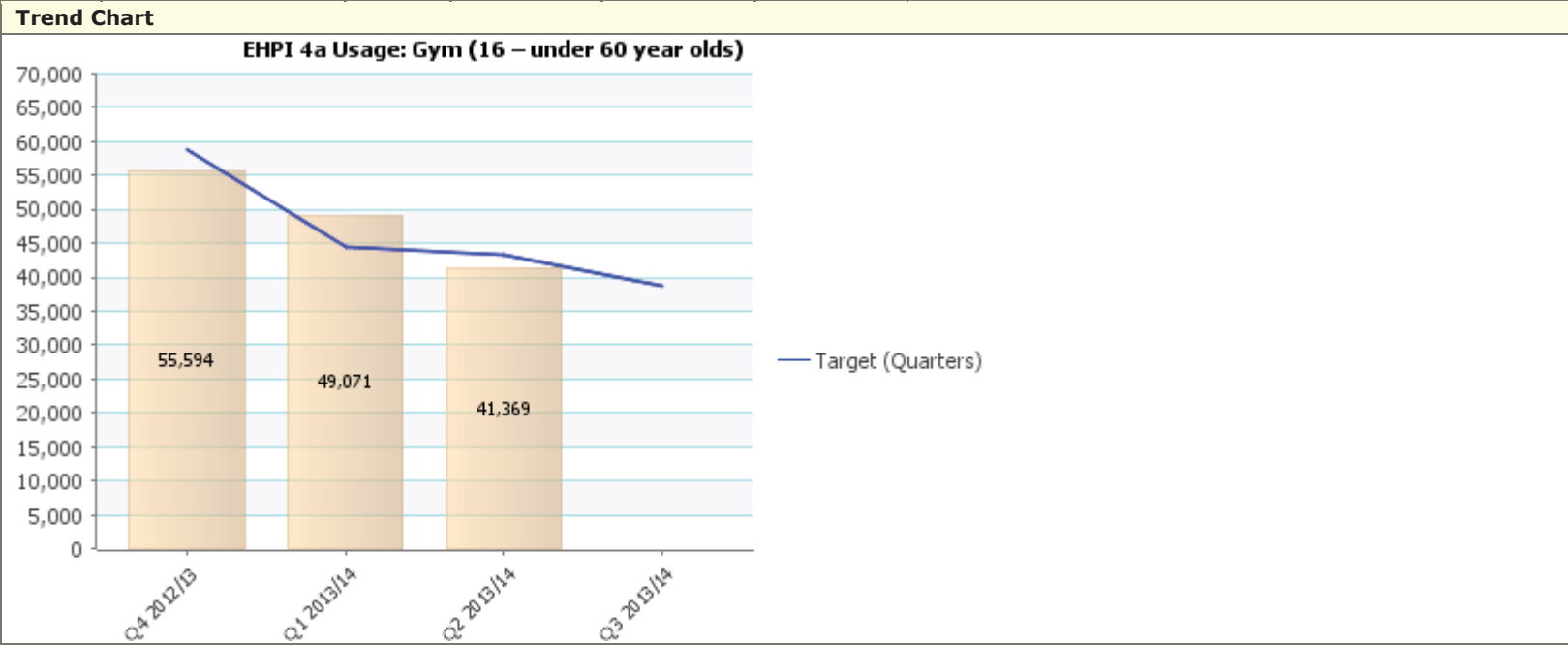


Customer Services																																					
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.																														
EHP15.2b	% of complaints about the Council and its services that are upheld: 2nd stage - appeal		33.30%	25.00%		Three complaints were dealt with at Stage Two and one case was upheld. This related to poor communication regarding a missed waste collection.	None																														
Trend Chart						Performance Gauge																															
<p>EHP15.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal</p>  <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2012/13</td> <td>0.00</td> <td>25.00</td> </tr> <tr> <td>Q4 2012/13</td> <td>0.00</td> <td>25.00</td> </tr> <tr> <td>Q1 2013/14</td> <td>0.00</td> <td>25.00</td> </tr> <tr> <td>Q2 2013/14</td> <td>33.30</td> <td>25.00</td> </tr> <tr> <td>Q3 2013/14</td> <td>0.00</td> <td>25.00</td> </tr> </tbody> </table>						Quarter	Value (%)	Target (%)	Q3 2012/13	0.00	25.00	Q4 2012/13	0.00	25.00	Q1 2013/14	0.00	25.00	Q2 2013/14	33.30	25.00	Q3 2013/14	0.00	25.00	<p>Q2 2013/14 result</p>  <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Zone</th> <th>Start (%)</th> <th>End (%)</th> </tr> </thead> <tbody> <tr> <td>Green</td> <td>0.00</td> <td>25.25</td> </tr> <tr> <td>Yellow</td> <td>25.25</td> <td>26.50</td> </tr> <tr> <td>Red</td> <td>26.50</td> <td>40.00</td> </tr> </tbody> </table>		Zone	Start (%)	End (%)	Green	0.00	25.25	Yellow	25.25	26.50	Red	26.50	40.00
Quarter	Value (%)	Target (%)																																			
Q3 2012/13	0.00	25.00																																			
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Q2 2013/14	33.30	25.00																																			
Q3 2013/14	0.00	25.00																																			
Zone	Start (%)	End (%)																																			
Green	0.00	25.25																																			
Yellow	25.25	26.50																																			
Red	26.50	40.00																																			

Traffic Light Amber
Description People



Community and Cultural Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 4a	Usage: Gym (16 - under 60 year olds)		41,369	43,333		Although throughput did not achieve the same level compared to same period last year, throughput is not dissimilar to previous year Quarter 2 values and in line with normal trends for this period. This group to be monitored by both the Leisure Service Manager and SLM.	None

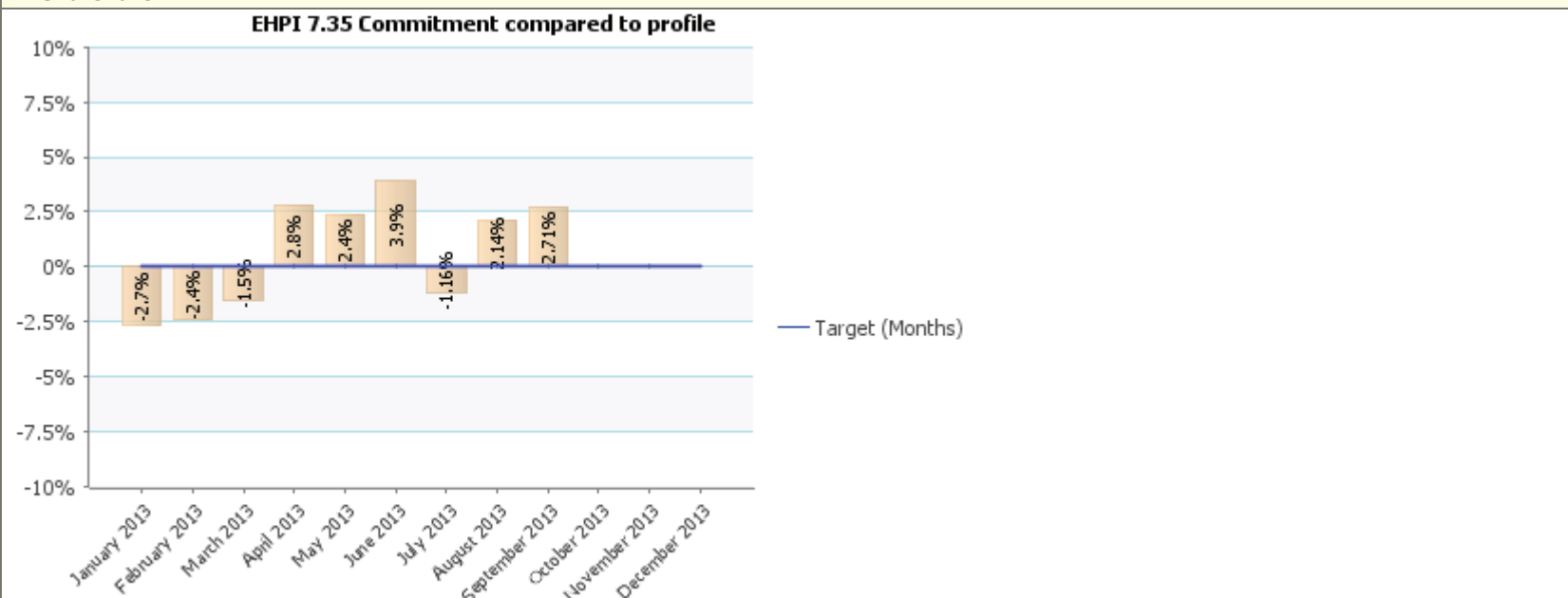


Traffic Light Amber
Description Prosperity

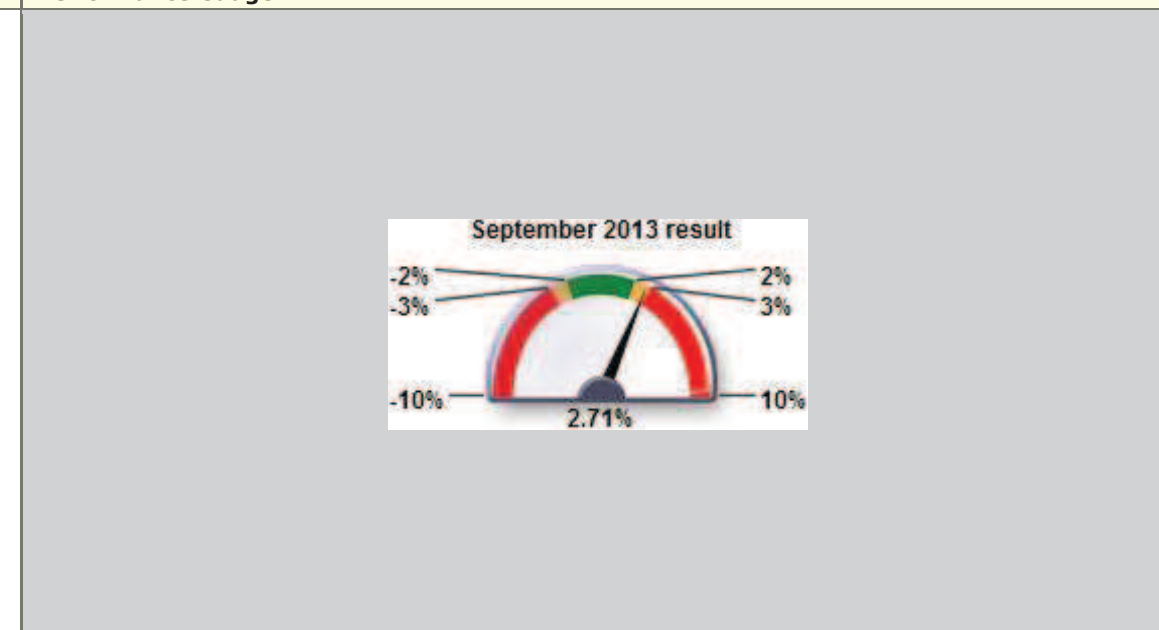
Business Support Service

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 7.35	Commitment compared to profile		2.71%	0%		September 2013 commitment of £225,021 against the cumulative budget profile of £219,065 being 2.71% above profile. As the monthly profile is based on an average of previous year commitments there will always be various in the actual monthly commitments due to monthly changes in the levels in reactive maintenance work. However, with the exception of unforeseen changes in demand we expect to have committed + or - 2% of the budget by the end of year.	None

Trend Chart



Performance Gauge

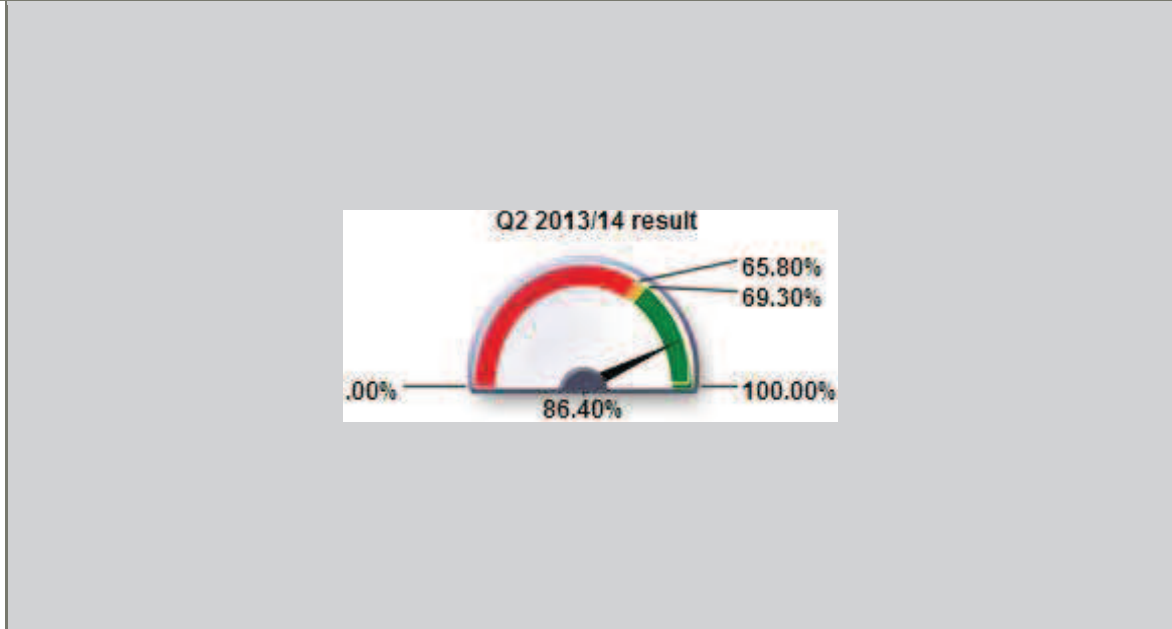
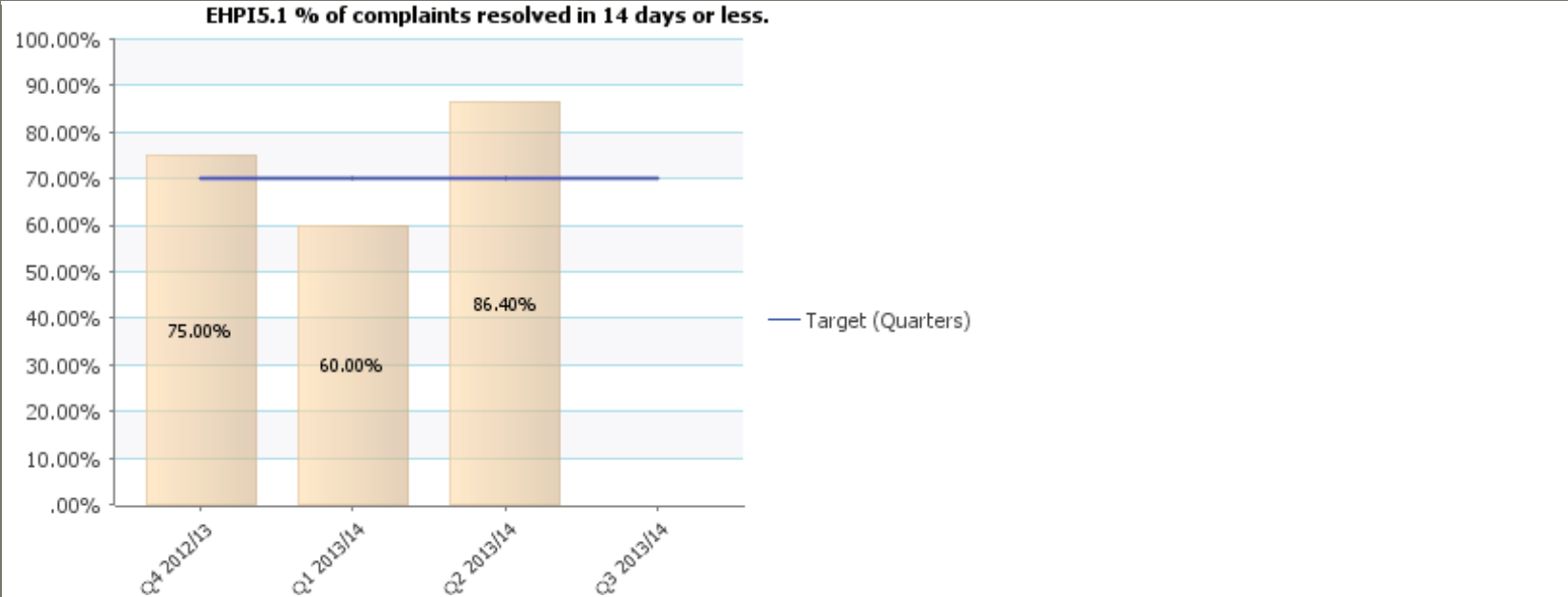


Traffic Light Green
Description Prosperity

Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHP15.1	% of complaints resolved in 14 days or less.		86.40%	70.00%		30 complaints out of 34 were dealt with within 10 working days at Stage One. Only three cases were dealt with under Stage Two of the procedure with two being responded to within target.	None

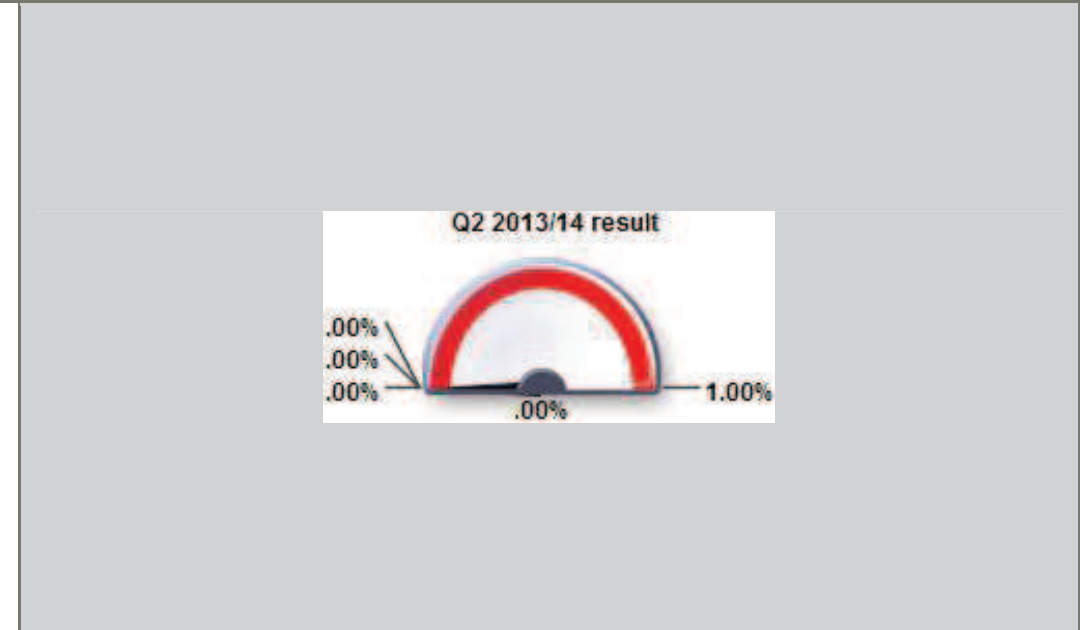
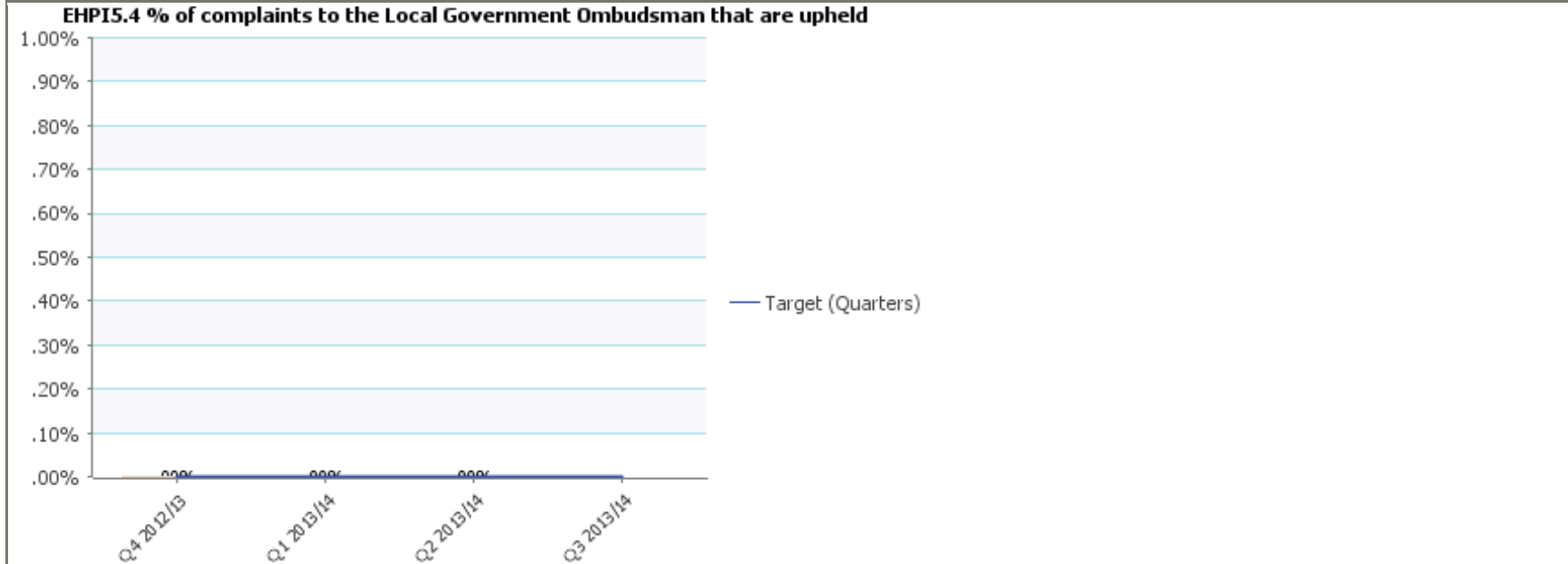
Trend Chart **Performance Gauge**



Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHP15.4	% of complaints to the Local Government Ombudsman that are upheld		.00%	.00%		No cases have been handled by the LGO this quarter.	None

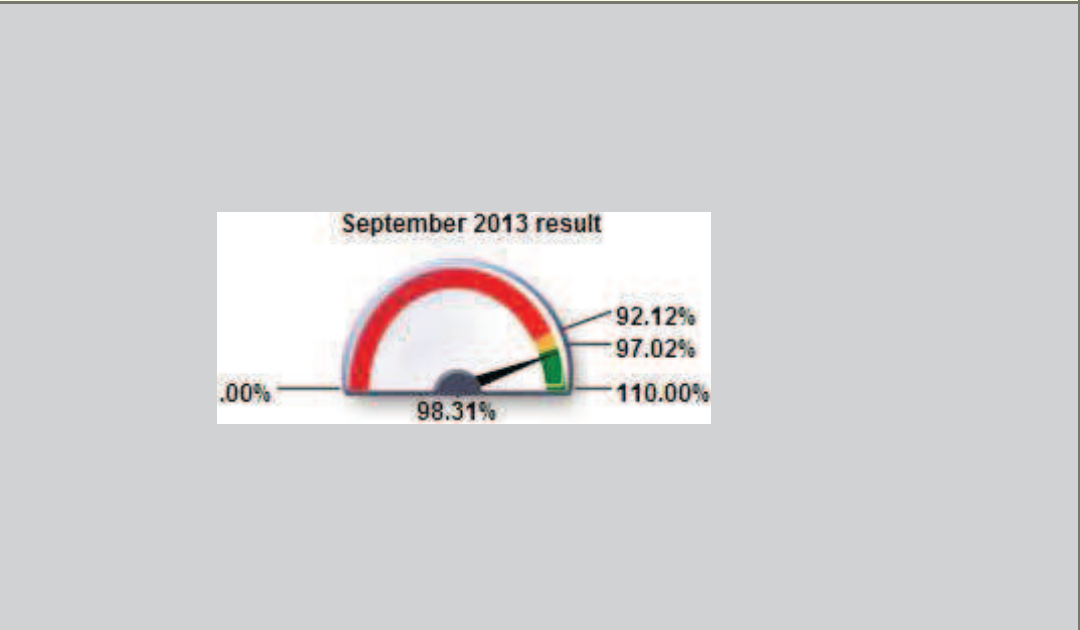
Trend Chart **Performance Gauge**



Financial Support Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHP1 8	% of invoices paid on time		98.31%	98.00%		The number of invoices paid on time is less than last month but still above target. Of the 827 invoices paid in September 813 were paid on time.	None

Trend Chart **Performance Gauge**



People Services & Organisational Development																											
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.																				
EHPI 12a	No. of short-term sickness absence days per FTE staff in post		0.22 days	0.50 days		Short Term absence for the year so far is 1.55 days against the annual target of 5.00 days.	None																				
Trend Chart						Performance Gauge																					
<p>EHPI 12a No. of short-term sickness absence days per FTE staff in post</p> <table border="1"> <caption>EHPI 12a Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>January 2013</td><td>0.58</td></tr> <tr><td>February 2013</td><td>0.61</td></tr> <tr><td>March 2013</td><td>0.27</td></tr> <tr><td>April 2013</td><td>0.21</td></tr> <tr><td>May 2013</td><td>0.19</td></tr> <tr><td>June 2013</td><td>0.29</td></tr> <tr><td>July 2013</td><td>0.23</td></tr> <tr><td>August 2013</td><td>0.39</td></tr> <tr><td>September 2013</td><td>0.22</td></tr> </tbody> </table>						Month	Value (days)	January 2013	0.58	February 2013	0.61	March 2013	0.27	April 2013	0.21	May 2013	0.19	June 2013	0.29	July 2013	0.23	August 2013	0.39	September 2013	0.22	<p>September 2013 result</p>	
Month	Value (days)																										
January 2013	0.58																										
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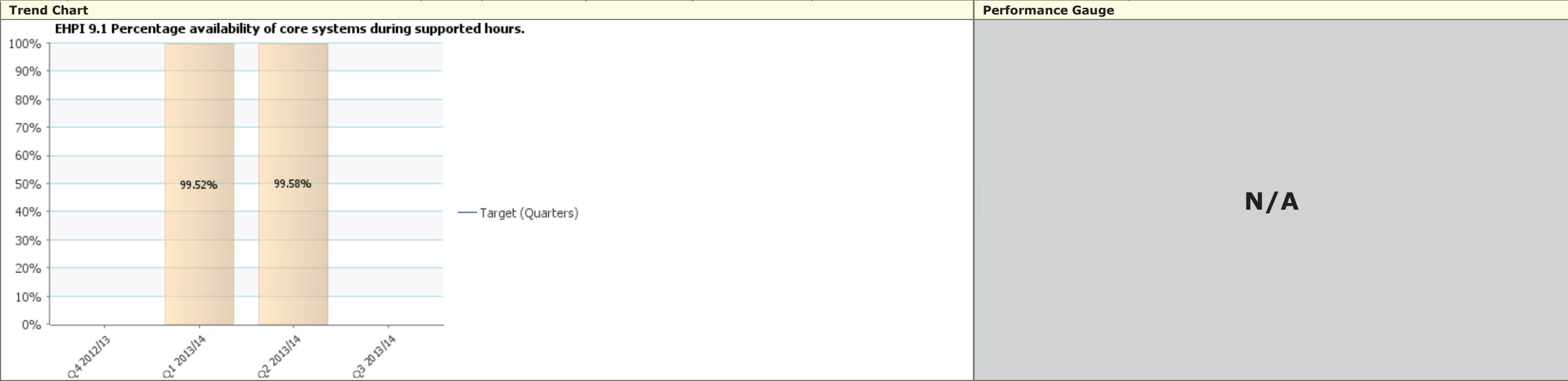
People Services & Organisational Development																											
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.																				
EHPI 12b	No. of long-term sickness absence days per FTE staff in post		0.05 days	0.25 days		Long Term absence for the year so far is 0.68 days against the annual target of 2.50 days.	None																				
Trend Chart						Performance Gauge																					
<p>EHPI 12b No. of long-term sickness absence days per FTE staff in post</p> <table border="1"> <caption>EHPI 12b Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>January 2013</td><td>0.06</td></tr> <tr><td>February 2013</td><td>0.05</td></tr> <tr><td>March 2013</td><td>0.22</td></tr> <tr><td>April 2013</td><td>0.15</td></tr> <tr><td>May 2013</td><td>0.12</td></tr> <tr><td>June 2013</td><td>0.11</td></tr> <tr><td>July 2013</td><td>0.17</td></tr> <tr><td>August 2013</td><td>0.06</td></tr> <tr><td>September 2013</td><td>0.05</td></tr> </tbody> </table>						Month	Value (days)	January 2013	0.06	February 2013	0.05	March 2013	0.22	April 2013	0.15	May 2013	0.12	June 2013	0.11	July 2013	0.17	August 2013	0.06	September 2013	0.05	<p>September 2013 result</p>	
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September 2013	0.05																										

People Services & Organisational Development																																							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.																																
EHPI 12c	Total number of sickness absence days per FTE staff in post		0.28 days	0.70 days		Total absence for the year so far is 2.23 days against the annual target of 7.50 days.	None																																
Trend Chart						Performance Gauge																																	
<p>EHPI 12c Total number of sickness absence days per FTE staff in post</p> <table border="1"> <caption>Monthly Sickness Absence Data (2013)</caption> <thead> <tr> <th>Month</th> <th>Days</th> </tr> </thead> <tbody> <tr><td>January 2013</td><td>0.64</td></tr> <tr><td>February 2013</td><td>0.61</td></tr> <tr><td>March 2013</td><td>0.48</td></tr> <tr><td>April 2013</td><td>0.36</td></tr> <tr><td>May 2013</td><td>0.31</td></tr> <tr><td>June 2013</td><td>0.40</td></tr> <tr><td>July 2013</td><td>0.40</td></tr> <tr><td>August 2013</td><td>0.44</td></tr> <tr><td>September 2013</td><td>0.28</td></tr> </tbody> </table>						Month	Days	January 2013	0.64	February 2013	0.61	March 2013	0.48	April 2013	0.36	May 2013	0.31	June 2013	0.40	July 2013	0.40	August 2013	0.44	September 2013	0.28	<p>September 2013 result</p> <table border="1"> <thead> <tr> <th>Zone</th> <th>Start (days)</th> <th>End (days)</th> </tr> </thead> <tbody> <tr><td>Green</td><td>0.00</td><td>0.71</td></tr> <tr><td>Yellow</td><td>0.71</td><td>0.74</td></tr> <tr><td>Red</td><td>0.74</td><td>0.85</td></tr> </tbody> </table>		Zone	Start (days)	End (days)	Green	0.00	0.71	Yellow	0.71	0.74	Red	0.74	0.85
Month	Days																																						
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Zone	Start (days)	End (days)																																					
Green	0.00	0.71																																					
Yellow	0.71	0.74																																					
Red	0.74	0.85																																					

Traffic Light Non applicable
Description Prosperity

ICT Services

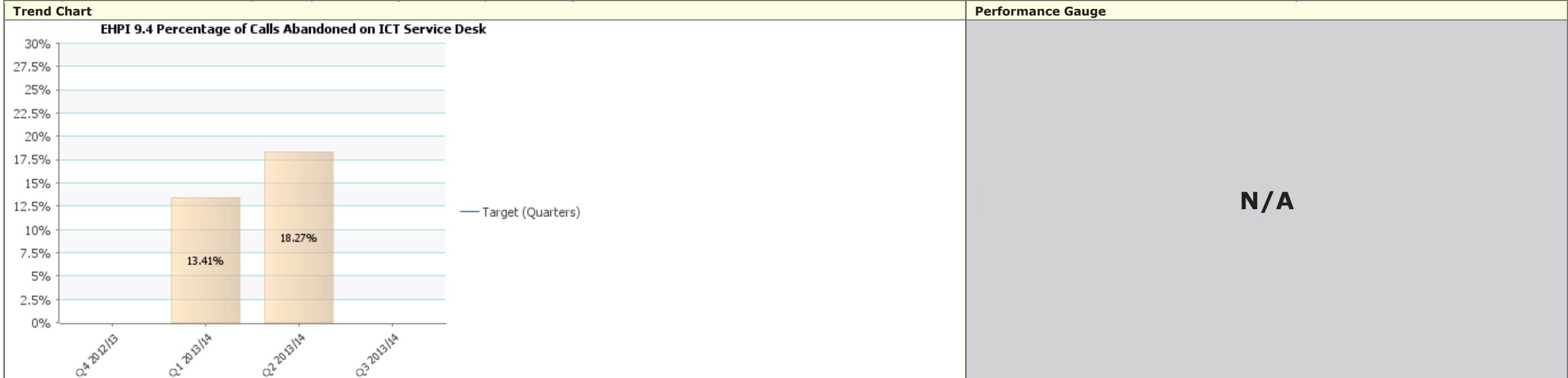
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.1	Percentage availability of core systems during supported hours.	N/A	99.58%	N/A	↑	Core systems availability has remained strong since April.	None



ICT Services																	
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.										
EHPI 9.2	Percentage Resolution of Incidents Within 4 Hours	N/A	55.7%	N/A	↓	Performance has improved somewhat but is still below benchmark good performance. New proposals to improve the service desk and second line support arrangements should help improve this from October onwards.	None										
Trend Chart						Performance Gauge											
<p>EHPI 9.2 Percentage Resolution of Incidents Within 4 Hours</p> <table border="1"> <caption>EHPI 9.2 Percentage Resolution of Incidents Within 4 Hours - Trend Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage Resolution</th> </tr> </thead> <tbody> <tr> <td>Q4 2012/13</td> <td>-</td> </tr> <tr> <td>Q1 2013/14</td> <td>58.81%</td> </tr> <tr> <td>Q2 2013/14</td> <td>55.7%</td> </tr> <tr> <td>Q3 2013/14</td> <td>-</td> </tr> </tbody> </table>						Quarter	Percentage Resolution	Q4 2012/13	-	Q1 2013/14	58.81%	Q2 2013/14	55.7%	Q3 2013/14	-	<p>N/A</p>	
Quarter	Percentage Resolution																
Q4 2012/13	-																
Q1 2013/14	58.81%																
Q2 2013/14	55.7%																
Q3 2013/14	-																

ICT Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.3	Percentage Reduction in the Number of Incidents	N/A	N/A	N/A	N/A	Further analysis of the number and nature of incidents will be undertaken before recommending a target reduction to ITSG.	None

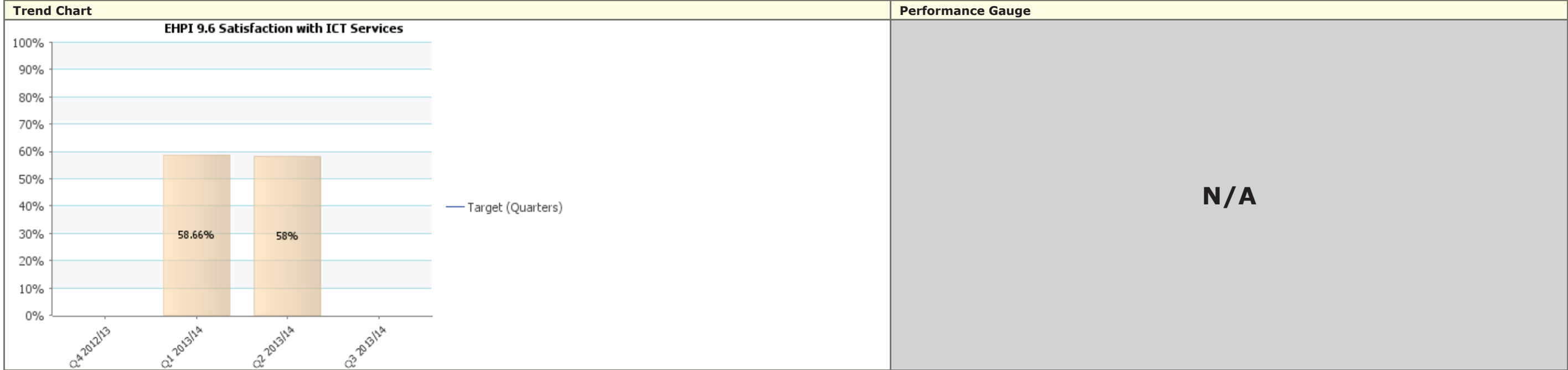
ICT Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	N/A	18.27%	N/A	↓	Performance continues to be disappointing. Additional agency staff have been appointed to cover the service desk, although there were unavoidable delays in the process. New proposal to ITSG to transfer the service desk to Stevenage should significantly improve performance.	None



ICT Services																	
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.										
EHPI 9.5	Percentage of Calls Resolved at First Point of Contact	N/A	43.9%	N/A	↑	Performance is disappointing and can be explained by a lack of cover on the service desk and in new staff taking some time to get up to speed with EHC processes and systems. As above this indicator should improve significantly now that the service desk is in Stevenage (transfer occurred in early October).	None										
Trend Chart						Performance Gauge											
<p>EHPI 9.5 Percentage of Calls Resolved at First Point of Contact</p> <table border="1"> <caption>EHPI 9.5 Percentage of Calls Resolved at First Point of Contact</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4 2012/13</td> <td>-</td> </tr> <tr> <td>Q1 2013/14</td> <td>40.67%</td> </tr> <tr> <td>Q2 2013/14</td> <td>43.9%</td> </tr> <tr> <td>Q3 2013/14</td> <td>-</td> </tr> </tbody> </table>						Quarter	Percentage	Q4 2012/13	-	Q1 2013/14	40.67%	Q2 2013/14	43.9%	Q3 2013/14	-	<p>N/A</p>	
Quarter	Percentage																
Q4 2012/13	-																
Q1 2013/14	40.67%																
Q2 2013/14	43.9%																
Q3 2013/14	-																

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.6	Satisfaction with ICT Services	N/A	58%	N/A	↓	Formal report on Quarter 2 performance is to be submitted to the November meeting of ITSG	None



ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.7	Delivery of Key ICT Projects	N/A	N/A	N/A	N/A	Methodology now agreed through SMG. ITSG session to weight projects to be undertaken once the development programme for 2013/14 is agreed at the meeting in early November.	None

ICT Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 August 2013.
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy	N/A	N/A	N/A	N/A	Can not report until milestones agreed alongside the IT Strategy	None

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

SALARIES/AGENCY/APPOINTMENT OF STAFF

Essential Reference Paper 'C'

	Estimate	Profile to 30.09.12	Actual to 30.09.12	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Finance & Support Services	4,893,270	2,550,690	2,547,127	-3,563	4,964,350	71,080
Neighbourhood Services	3,896,980	1,948,490	1,917,450	-31,040	3,859,670	-37,310
Customer & Community	2,852,780	1,426,390	1,435,736	9,346	2,916,200	63,420
Summary	<u>11,643,030</u>	<u>5,925,570</u>	<u>5,900,313</u>	<u>-25,257</u>	<u>11,740,220</u>	<u>97,190</u>

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Exp. To 30/09/13

Essential Reference Paper D

SUMMARY	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate
	£	£	£	£	£
People - focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable & delivering strong services	2,314,970	2,641,850	706,881	1,748,980	(892,870)
Place - focuses on sustainability, the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	729,510	3,037,770	1,078,212	2,766,750	(271,020)
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities & delivering cost effective services	1,647,540	1,750,630	176,073	1,726,060	(24,570)
TOTAL	4,692,020	7,430,250	1,961,166	6,241,790	(1,188,460)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)	(250,000)		(250,000)	0
	4,442,020	7,180,250	1,961,166	5,991,790	(1,188,460)
Reconciliation of Original to Revised Estimate					
Other Amendments	2,467,770				
Slippage from 2012/13	270,460				
	<u>7,180,250</u>				

CAPITAL MONITORING 2013/14

PEOPLE

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
Various	Hartham	120,000	141,960	12,400	136,960	(5,000)	Works planned for later in the year (some during Xmas closedown). Some works have slipped due to programming with SLM. Saving achieved on learner pool pumps.
Various	Grange Paddocks	107,000	107,000	52,629	106,540	(460)	Design stage on one scheme, works in progress on roof covering.
72350	Pool Covers at Hartham & Grange Paddocks	59,000	59,000	40,917	42,420	(16,580)	Project agreed at CMT 28th August, pool covers complete to Hartham pools, Grange Paddocks teaching pools, necessary to review fixing method for GP main pool, allow an extra £1,503 additional costs but still within original project costs, agreed a reduction of £9,500 p.a. to SLM management fee, pro-rata to start from October 2013. Works outstanding to Grange Paddocks main pool.
Various	Fanshawe	20,000	40,000	0	40,000	0	Specification stage. Awaiting approval to spend. Discussions taking place with Head of Environmental Services.
72348	Leventhorpe Pool Replacement Gym Equipment	0	26,780	26,484	26,500	(280)	Completed.
72338	Leventhorpe Pool Renew Air Handling Plant	22,800	25,000	0	25,000	0	Specification stage. Awaiting approval to spend. Discussions taking place with Head of Environmental Services.
72599	Scotts Grotto Renovation	4,700	4,700	1,220	4,700	0	60% completed.

Private Sector Improvement Grants

PEOPLE

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72602	Disabled Facilities (Note 1)	710,000	690,000	156,092	690,000	0	Commitment carried forward and so far this year is lower than usual due to lower HCC Occupational Therapy referral rates since 12/13. Publicity underway to raise awareness. Unlikely to spend budget this year, though underspend likely to be needed for 2014/15's smaller budget. The detailed work following the budget challenge is still taking place so no details available for a while, will have a clearer picture when members consider the capital programme. Please see Note 1 below re. Government funding.
72605	Disabled Facilities - Discretionary	110,000	89,000	4,990	60,000	(29,000)	As HCC backlog now nearly cleared the £50,000 that had already slipped to 2013/14 is no longer needed (reported at 4.6.13 Executive). £21k vired to Historic Building Grants (agreed at 3.9 Exec). No current large DFG schemes requiring Discretionary top up.
72606	Decent Home Grants	120,000	116,600	326	116,600	0	Spend to date relates to work carried out through Building Control Agency. Availability restricted due to limited resource. Need some of budget for vulnerable cases, however underspend likely.
72604	Energy Grants	20,000	20,000	0	20,000	0	No significant interest amongst residents noted as yet for the new Green Deal Scheme, so some additional incentives required from this budget. To amend and re-launch previous insulation grant scheme; promotion planned for October.

PEOPLE

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72685	Social Housing Schemes	827,900	827,900	7,156	7,160	(820,740)	Currently, no commitments have been made as Registered Providers are in programme with the Homes and Communities Agency. The Housing Team is exploring options of utilising S106 monies first and the LA Capital subsequently to develop and deliver a strategic investment plan for affordable housing. Request that this budget slips into 14/15.
72698	Rental Accommodation in Sawbridgeworth	0	360,840	360,844	360,840	0	To be used for the provision of rent accommodation in Sawbridgeworth from the monies held by Uttlesford D C who act as banker for these funds. Approved at Exec 4.9.12
71201	Capital Salaries	26,000	26,000	0	26,000	0	
72442	Community Capital Grants	140,900	86,000	38,384	64,900	(21,100)	There has been no new allocations this month. Of the 19 projects funded in 12/13, 4 are still to claim but are within the year deadline. Of the 12 funded in July this year, 3 have already completed their projects and submitted claims. It has been agreed that £21,096 awarded in 11/12, 12/13 but withdrawn can be re-allocated this financial year, but its very unlikely this will be paid out in 13/14 so request that £21,100 slips into 14/15. The deadline for the next funding round is 16 December 2013.

PEOPLE

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72578	Drill Hall	4,350	4,350	4,639	4,640	290	Completed.
72582	LSP Capital Grants	12,920	7,320	800	7,320	0	LSP board determines when grants are going to be awarded. Sum of £30,790 held in Capital Grants in Advance.
72545	Presdales - Replace Pavilion	9,400	9,400	0	9,400	0	Remaining budget to be spent on further works required to pavilion & car park, to be spent within the next quarter. Partitioning works to Boiler room being costed. Property organising works.
TOTAL		2,314,970	2,641,850	706,881	1,748,980	(892,870)	

Reconciliation of Original to Revised Estimate

Other Amendments	284,940
Slippage from 2012/13	41,940
	<u>2,641,850</u>

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

Note 1. Government funding of £232,717 in 13/14

CAPITAL MONITORING 2013/14

PLACE

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Exp Code	2013/14 Approved Schemes	Exp. To 30/09/13				2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend		
		£	£	£	£	£	
	Various Hertford Theatre	19,700	54,300	36,703	53,180	(1,120)	Further works to be carried out on the boilers, underspend on Gates scheme. Small saving achieved on the roof.
72703	Hertford Theatre Audio, lighting & technical equipment	0	64,500	56,831	64,500	0	Approved at 23.7 Exec
71272	Castle Gardens Bungalow - Replace Roof Covering	0	2,400	905	900	(1,500)	Completed. Saving achieved.
71271	Castle Gardens B/S-Resurface Footpaths	30,000	30,000	0	30,000	0	Tenders received.
74106	Heart of B/S - Market Improvement Scheme	45,300	45,300	0	45,300	0	Ideas being developed for B/S market. There will be cost implications but we will need to consult with traders when we have something more tangible. Consultation is likely to take place in Autumn/Winter 2013.
72701	Hartham Art Project	0	5,000	3,500	5,000	0	Final completion date was July 2013. Fully funded from Sainsbury's S106 monies. 2nd stage payment to be made this year.
74102	Historic Building Grants	35,000	50,140	13,349	50,140	0	Further to the report to Exec of 4.6.13, it is now highly likely that the grants for Buildings at Risk will be forthcoming and no capital provision has been made for this year. Therefore, after consultation with the Exec Member and the Director of Finance & Support Services a virement should be made of £21k from the underspend within discretionary disabled facility grants.

CAPITAL MONITORING 2013/14

PLACE

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
	Various Refuse Collection & Recycling	139,000	2,341,190	938,150	2,297,490	(43,700)	Demand for inner paper boxes has now exceeded 24,000. However, prices for bins and boxes was lower than anticipated and so it will be possible to supply more inner boxes than planned within available budgets. This is being reviewed on a monthly basis as the scheme is rolled out in October and November. New vehicles delivered in September and are now being prepared. Project on target. Vehicle cost came in under anticipated level.
72504	Provision of Play Equipment	50,000	50,000	(20)	50,000	0	Spend programmed for the next two quarters. Mainly in improvements to open spaces at Chapplefields; Hornsmill; Lowerbourne Gardens and King George Playing Fields in accordance with the parks development programme
72506	Art in Parks Project (Note 1)	5,000	5,000	0	5,000	0	Have identified a possible project to create wood sculpures at Pishobury Park and this will developed in the next quarter.

CAPITAL MONITORING 2013/14

PLACE

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72585	The Bourne, Ware - Play Area Development Programme	40,000	40,000	4,245	44,280	4,280	Working on additional funding with the Groundwork Trust so spend depends on that. If no further external funding can be brought in that would justify a delay, the project will proceed in 2013/14 (£4,280 funded by S106 monies).
72507	Pishiobury Park Wetland Habitat Project (Note 2)	0	20,000	7,820	20,000	0	First stage complete. Second stage requires a land swap with local fishing club and this is subject to a Non-Key decision report which will be coming forward during the autumn.
72508	Hartham Common-Parks Development Plan Project (Note 3)	25,000	25,000	0	0	(25,000)	Currently working with the Countryside Management Service to lever in external funding so project will slip to 2014/15
75168	Energy Efficiency & Carbon Reduction Measures (Note 4)	45,000	0	0	0	0	Programme work to commence early autumn 2014. The works would include the web based smart metering to cover electric/gas (+ water if proves practicable) to as many metered sites as possible to build on that within Wallfields. We will also be recommending the solar pv scheme. Regarding costs these 2 schemes are likely to take the bulk of the funding available, if not all – and we are seeking revised detailed costings, which should be available later in the month. Agreed at 1.10.13 Exec. to slip into 2014/15.

CAPITAL MONITORING 2013/14

PLACE

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72591	Castle Weir Micro Hydro Scheme	210,210	208,710	4,729	4,730	(203,980)	Water Framework Directive study now complete. Work to date shows the scheme will result in no increase in flood risk or damage to ecology. However, Environment Agency are seeking upstream improvements and this is subject to further negotiations. Project unlikely to be completed in current financial year and will slip to 2014/15.
74105	Town Centre Environmental Enhancements	85,300	96,230	12,000	96,230	0	Town council projects have been slow to deliver. Officer to undertake a series of site visits in October to monitor reasons.
TOTAL		729,510	3,037,770	1,078,212	2,766,750	(271,020)	
Reconciliation of Original to Revised Estimate							
Other Amendments		2,240,500					
Slippage from 2012/13		67,760					
		<u>3,037,770</u>					

Note 1. Provision to attract external funding.

Note 2. This project will require match funding to maximise the potential of this project and this sum reflects provision for this.

Note 3. Development of this site will require significant external investment and this sum represents provision to support bids for external funding.

Note 4. Relates to provision for energy efficiency measures following C3W. This is subject to bids for grant funding.

PROSPERITY

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71374	Network, Servers & Storage Upgrade	50,000	0	3,900	0	0	Spend dependant on shared services decision.
71377	BACS	2,500	2,500	0	2,500	0	Interim Head of ICT to liaise with Revs & Bens to rationalise this.
71379	Authentication	31,000	31,000	0	31,000	0	Interim Head of ICT to clarify.
71388	GIS	2,000	5,470	0	5,470	0	Awaiting invoice from HCC.
71395	EDM - Corporate	11,000	16,070	0	16,070	0	Requirement for this budget still to be determined.
71408	Housing Benefits System	16,100	16,100	0	16,100	0	Relates to 'Risk & reward' payment to Capita.
71409	Locata	10,000	10,000	0	10,000	0	Scheme to go ahead but may slip into 14/15 due to the number of local authorities involved. Director of Neighbourhood Services to pick this up.
71414	Hardware Funding	140,000	0	0	0	0	
	Various New Hardware schemes	0	293,000	9,291	293,000	0	
71415	Applications	55,000	110,070	47,758	110,070	0	
71435	Proposed Funding for Applications	0	200,000	0	200,000	0	
	Various New Software Schemes	0	43,000	0	43,000	0	

CAPITAL MONITORING 2013/14

PROSPERITY

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71416	Merging systems - Licensing & Env Health	15,000	0	0	0	0	Slipped into 14/15 (agreed at 3.9 Exec)
71418	Mayrise Upgrade	10,000	30,000	22,877	30,000	0	Completed in August.
71420	Integrated DC & BC Systems	60,000	60,000	0	60,000	0	Subject to soft market testing, information to be sent to CMT with a probable higher figure. Interim Head of ICT and Head of Planning to discuss further.
71422	Shared Services Infrastructure Integration	50,000	0	0	0	0	Budget utilised elsewhere.
71438	EH share 50% of estimated costs of implementation	0	55,000	0	55,000	0	
71439	Service Desk & Utilities	0	64,000	0	64,000	0	
71440	Shared service print investment costs 50%	0	20,500	0	20,500	0	
71441	Shared service accommodation costs 50%	0	62,000	0	62,000	0	
71424	Provisional IT Investment	500,000	0	0	0	0	Budget utilised elsewhere.
71362	Capital Salaries	109,000	109,000	0	109,000	0	
71423	Replacement Condensers to Server Room	0	1,000	0	0	(1,000)	Completed. Saving achieved.

PROSPERITY

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
75240	Bircherley Green MSCP - Major Refurb. & Repairs	66,240	66,240	10,294	66,240	0	Asset Management Group have requested that further expenditure be postponed until after a decision has been made on the future of the car park. Spend to date relates to final payment for the major works.
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	0	8,600	7,435	8,600	0	Completed, awaiting final invoices.
75268	Northgate End - Resurfacing & Lining	50,000	50,000	36,050	50,000	0	Orders placed.
75269	Bell Street - Resurfacing & Lining	25,000	25,000	11,761	25,000	0	Orders placed.
75166	Replace Footbridge Library Car Park Ware	7,200	7,200	5,265	7,200	0	Completed, awaiting final invoices.
71273	Wallfields Fire Alarm Upgrade	0	0	(766)	(770)	(770)	Completed, small saving.
71274	Wallfields Replacement of Radiators	60,000	60,000	0	60,000	0	Scheme to be reviewed.
71275	Wallfields & Charringtons - Server Room Fire Suppression Systems	20,000	20,000	0	20,000	0	Awaiting instructions from ICT.
71276	Wallfields - Equality Access & Card Control to Doors	40,000	40,000	4,150	40,000	0	Specification stage.
71269	Wallfields Security Gates & Fencing to Boiler House	15,000	15,000	0	15,000	0	Specification stage.

PROSPERITY

Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72598	Cricketfield Lane - Resurface Footpath & Retainment Works	75,000	75,000	0	75,000	0	Scheme to be reviewed.
71203	Replacement Chairs & Desks	10,000	11,080	4,308	11,080	0	As the spend against this budget is predominately demand driven the projected spend is based on potential demand.
75160	River & Watercourse Structures	47,500	61,800	13,750	61,800	0	Works are still ongoing to replace the St. Andrew Street Car Park bridge in Hertford Castle grounds in liaison with the town council, the Env Agency, planning & parks departments. Remedial works required for other EH owned bridges will be assessed according to priority. Proposed flood alleviation asset to be constructed in Dane End is progressing and is at present awaiting necessary consent for the works from HCC Flood Risk Management Team.

PROSPERITY

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Exp. To 30/09/13

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
75157	Footbridge over River Stort	91,020	90,220	0	90,220	0	Still trying to resolve the outstanding issues so while there is no progress yet, hope to finalise the matter this year.
72568	North Drive - reconstruct road & drainage	15,380	15,380	0	15,380	0	Unable to resolve this at the moment as the money available is not enough to upgrade the road properly, however there are a couple of private planning schemes that may come forward that we hope to be able to include the road in.
71266	Capital Salaries	53,600	53,600	0	53,600	0	
71251	Automated Telling Machines at Hertford & B/S	0	12,800	0	0	(12,800)	Due to significant issues with the testing of the Civica payment system upgrade it is now requested to carry forward the funding to Q1 of 2014/15.
72702	Parking Services - Operational Vehicle	10,000	10,000	0	0	(10,000)	Originally an approved capital bid for a used operational vehicle for Parking Services. Following a full cost/benefit review the lease cost of a new vehicle was comparable to the net cost of running a used vehicle so a new lease is to be progressed instead.
TOTAL		1,647,540	1,750,630	176,073	1,726,060	(24,570)	
Reconciliation of Original to Revised Estimate							
Other Amendments		(57,670)					
Slippage from 2012/13		160,760					
		<u>1,750,630</u>					

ESSENTIAL REFERENCE PAPER 'E'

SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

		Projected Outturn 31 March 2014 £'000	
1.1	April	0	
	May	225	Favourable
	June	349	Favourable
	July	340	Favourable
	August	290	Favourable

ITEM (in order of Corporate Priority)		MONTH(S) REPORTED
People		
1.2	TURNOVER There are no financial issues this month regarding this priority.	April
1.3	TURNOVER A new payroll system has been installed and staff are being successfully paid. However, the output from the system has yet to be tested for interfacing into the General Ledger (financial system). As a consequence there is no information on budgetary monitoring for April and May.	May
1.4	TURNOVER April and May sickness absence data for EHPI 12c – Total number of sickness absence days per FTE being restated (paragraph 2.9 of report).	July
1.5	TURNOVER The Forecast Outturn for 2013/14 is expected to result in an	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
adverse variance of £113k. The projection includes the part year cost of Pensions Auto Enrolment	
1.6 NEW HOMES BONUS GRANT The Government has released additional New Homes Bonus grant monies. As a consequence East Herts Council has received a windfall sum of £20k.	May
1.7 COLLECTION FUND Upon finalising the balance on the Council Tax Collection Fund there is a £55k favourable position.	May
1.8 REVENUES AND BENEFITS SERVICE Additional DWP support has been received totalling £38k to assist with the ongoing cost of the Welfare Reform arrangements. The additional funding will be spent by the end of the financial year.	August
1.9 COMMUNITY CAPITAL GRANTS £54,900 of the Community Capital Grants budget to be re-profiled from 2013/14 to 2014/15. (Para 2.38 to Report)	July
1.10 DISCRETIONARY DISABLED FACILITIES In accordance with Financial Regulation 4.5.5, the virement of £21,000 from Discretionary Disabled Facility Grants capital budget into the Historic Buildings Grant budget. (Para 2.39 of Report)	July
Place	
1.11 PLANNING CONTINGENCY The 2013/14 budget includes a planning contingency sum of £600k which allows for unforeseen events to be funded in-year. The changes that were agreed in February 2013 to the current recycling provision in East Herts have now been financially evaluated and a paper is included as <u>Essential Reference Paper 'F'</u> that details the latest available financial information. Due to changes in funding available from County, a reduction in the value achievable through sale of the vehicles and	April

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
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reductions in expenditure, £24,606 is required from the planning contingency to allow the scheme to remain affordable

The current assumptions are that the remainder of this budget are also fully utilised in 2013/14 but no further call is made on this budget, then the Council will have an under spend of £575k. Future Healthchecks will consider if there are any further calls on this sum.

1.12	PLANNING CONTINGENCY	May
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The original 2013/14 budget included a planning contingency sum of £600k which allows for unforeseen events to be funded in-year. In the April corporate healthcheck it was agreed that some of this funding will be used to support the new recycling initiative. This left a balance of £575k which if not required during the year will result in an additional favourable variance from the £225k reported this month.

1.13	PLANNING CONTINGENCY	June
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The original 2013/14 budget included a planning contingency sum of £600k which allows for unforeseen events to be funded in-year. It has been agreed that some of this funding will be used to support further initiatives namely a Housing Needs survey and a Human Resources post. Currently there is a balance of £511k which if not required during the year will result in an additional favourable variance from the £349k reported this month.

1.14	PLANNING CONTINGENCY	June
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CMT agreed on 16 July 2013 to vire £40k of the Planning Contingency budget for the Housing Needs Survey. They also agreed to vire a sum for an additional Human Resources admin post for one year on scale 5. It is assumed that the funding required in 2013/14 will be for eight months at circa £16k. This will be result in a cost of circa £8k falling in 2014/15 in respect of the balance of four months.

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.15 PLANNING CONTINGENCY</p> <p>In accordance with Financial regulations 4.5.5, the £40k virement from Planning Contingency budget agreed by CMT on 16 July for Housing Needs Survey. (Para 2.10 of Report)</p>	July
<p>1.16 PLANNING CONTINGENCY</p> <p>The planned appropriation to the interest equalization reserve in 2013/14 being reduced in line with any shortfall in investment income arising in the current year. (Para 2.27 of Report.</p>	July
<p>1.17 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £502k which if not required during the year will result in an additional favourable variance from the £209k reported this month.</p>	August
<p>1.18 CCTV</p> <p>There has been a CCTV refund of £8k received from Stevenage Council in respect of previous years running costs.</p>	June
<p>1.19 GREEN WASTE COLLECTION</p> <p>There is a possible under spend on Green Waste collection of £40k (subject to the implementation of the new recycling scheme). This is due to limited opportunities to implement organic waste collection from hard to reach properties and contract design efficiencies.</p>	June
<p>1.20 RECYCLING BANKS MAINTENANCE</p> <p>There is an expected under spend of at least£5k on the maintenance of recycling banks. Recycling banks have been reduced in recent years to collect textiles and paper only. There is a reduction in the number of sites due to supermarkets making their own arrangements</p>	June

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>expected. Members chose not to implement cardboard recycling banks as part of the new recycling service.</p>	
<p>1.21 CLINICAL WASTE Business in the first quarter suggests additional income of £20k with Clinical Waste.</p>	June
<p>1.22 STREET CLEANSING There is an under spend of £25k in the Street Cleansing service due to contract efficiencies.</p>	June
<p>1.23 GROUNDS MAINTENANCE There is a net saving of £13k in the Grounds maintenance contract as Hertford Town Council has taken over the maintenance of the Castle grounds under a service level agreement. This was a Non Key decision report made in September 2012.</p>	June
<p>1.24 TRADE WASTE Due to an increase in Trade Waste business, income is predicting to be £60k greater than expected. This is partly off set by increased operating costs.</p>	August
<p>1.25 RECYCLING A reduction in paper tonnage collected is likely to result in reduced income of £10k for the year.</p>	August
<p>1.26 ENERGY EFFICIENCY AND CARBON REDUCTION MEASURES – CAPITAL BUDGET Re profile £45,000 Energy Efficiency and Carbon Reduction capital budget to 2014/15 from 2013/14.</p>	August
Prosperity	
<p>1.27 DEVELOPMENT CONTROL FEES With income of £125k received from Bishop's Stortford North Development and the underlying income being maintained for the first two months an extra £150k is expected at this point in time.</p>	April

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.28 DEVELOPMENT CONTROL FEES</p> <p>With Development Management income of £125k received from the Bishop's Stortford North Development and the underlying income being maintained, the forecast outturn for income is expected to increase by £300k (revised from £250k in July 2013). Larger fees are being received for proposed developments in Buntingford and Hertford.</p>	August
<p>1.29 CAR PARK INCOME</p> <p>There has been a £12k loss of Car Park income (£5k stolen) due to machines being broken into and then out of action (£7K).</p>	June
<p>1.30 CAR PARK INCOME</p> <p>Due to significant volatility in car park use, the 2013/14 income budget for Pay and Display Parking will not be achieved, a shortfall of £160k is anticipated. This includes a shortfall in the income forecast to result from the re-designation of Link and Northgate End car parks.</p> <p>A realignment of supermarket parking reimbursement fees is forecast to result in a favourable variance of £46k.</p>	August
<p>1.40 CAR PARKING EXPENDITURE</p> <p>A contingency in the Enforcement contract is now no longer required resulting in a favourable variance of £50k. The implementation of a mobile enforcement vehicle has been delayed until 2014/15 resulting in a further favourable variance of £29k. These are in addition to the favourable contract variation of £20k reported in the prior period due to the abandonment of vehicle removals.</p>	August
<p>1.41 INVESTMENT INTEREST</p> <p>The planned appropriation to the interest equalization reserve in 2013/14 being reduced in line with any</p>	July

ITEM (in order of Corporate Priority)

**MONTH(S)
REPORTED**

shortfall in investment income arising in the current year.
(Para 2.27 of Report.

1.42 IT – MERGING OF LICENSING AND
ENVIRONMENTAL HEALTH CAPITAL BUDGET

July

That £15,000 of the IT merging Licensing and
Environmental Health capital budget is re- profiled from
2013/14 into 2014/15.

G:\Stortford\BSWP\WPI\Reports\Summary of previously reported variances-July 2011 healthcheck.doc

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Essential Reference Paper 'F'

Ledger Code	Savings	Responsible officer	2013/14 £	Red/Amber/ Green	COMMENTS	COMMENTS	
						Q1	Q2
17102/0110	Planning & Building Control Building Control Reduced Spending	KS	(50,000)	AMBER	Savings to be achieved as a combination of salary underspend and maintained income. A combination of these will deliver an element of savings but strength of income remains unpredictable over the year.	Savings for the current year to be achieved as a combination of salary underspend and maintained income. These are likely to deliver the required saving for the current year – but cannot necessarily be relied upon beyond this. Work is underway to consider the structure of the service and form of delivery in the future. This may enable the implementation of ongoing savings in 2014/15 and future years.	Savings for the current year to be achieved as a combination of salary underspend and maintained income. These are likely to deliver the required saving for the current year – but cannot necessarily be relied upon beyond this. Work is underway to consider the structure of the service and form of delivery in the future. This may enable the implementation of ongoing savings in 2014/15 and future years.
Various	DC miscellaneous costs	KS	(10,000)	GREEN	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.
Various	Planning policy resources	KS	(12,000)	GREEN	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.	Saving drawn from a range of budgets in the service area. No overspending pressure as a result evident.
17107/3878	Community Safety & Health Set taxi licence fees to recover full costs	BS	(5,000)	RED	Red but achieved elsewhere.	Budget Challenge for 2014/15 identified increased charges unachievable. Will not be pursued for 2013/14.	Budget Challenge for 2014/15 identified increased charges unachievable. Will not be pursued for 2013/14.
26904/4433	Continuation of funding Housing Improvement Agency	SD	(10,000)	GREEN	This saving has been achieved.	This saving has been achieved.	This saving has been achieved.
21299/4449	Community Engagement C&C - MOW	WO	(15,269)	GREEN	Achieved	Achieved	Achieved
20603/Various	Hertford Theatre - new business plan (subject to approval)	WO	(57,671)	AMBER	Achievement of saving depends on performance on ticket sales etc throughout the year. Please note the business plan was approved in 2010.	Saving is still looking achievable at this at this stage but with added 'burden' of back dated VAT liability to be accounted for in this financial year.	Saving is still looking achievable at this at this stage but with added 'burden' of back dated VAT liability to be accounted for in this financial year.
17802/3889	Public Consultation & Research	WO	(5,700)	GREEN	Achieved	Achieved	Achieved
50532/9610	Customer Services & Parking Ware Amwell End - Revision of rent payable by Hertford regional College for student car park spaces	NS	(1,000)	GREEN	Achieved, increase in base budget	No Change - Achieved, increase in base budget	No Change - Achieved, increase in base budget
50511/9349	Elm Road income	NS	(15,000)	RED	Current car park income below profile for this car park by 26.5% (£3,470). Further investigation on parking behaviour being undertaken.	Now classed as RED as income remains below profile by 32% (£6,365).	Now classed as RED as income remains below profile by 32% (£6,365).
50512/9349	Rye St/Grange Paddocks income	NS	(35,000)	RED	Significant variance from expected income. Income impacted by inability to offer long stay car parking in car park B without impacting Leisure Centre customers. Car park operated by the Council with the agreement of the Leisure contractor as they hold title to the car park under the terms of their lease. Further review on parking behaviour being undertaken. Car Park currently 84% below profiled income (£19,533)	No Change - Income from Grange Paddocks/Rye Street 82% below profile. Analysis of long stay parking suggests motorists no longer choosing Link are moving to on-street parking as Grange Paddocks B unable to offer all-day parking without impacting Leisure Centre users.	No Change - Income from Grange Paddocks/Rye Street 82% below profile. Analysis of long stay parking suggests motorists no longer choosing Link are moving to on-street parking as Grange Paddocks B unable to offer all-day parking without impacting Leisure Centre users.
50506/9349	Link Road resulting from redesignation as short stay	NS	(50,000)	RED	Current car park income below profile for this car park by 35% (£15,488). Further investigation on parking behaviour being undertaken.	Now classed as RED as income remains below profile by 35% (£23,201). Short stay use has replaced long stay as per policy decision but on a like for like basis, increased parking acts have not resulted.	Now classed as RED as income remains below profile by 35% (£23,201). Short stay use has replaced long stay as per policy decision but on a like for like basis, increased parking acts have not resulted.
50507/9349	Northgate End resulting from redesignation as short stay	NS	(56,000)	GREEN	Current income ahead of profiled budget on this car park by 8%, base budget includes this saving (additional income).	No Change - Current income ahead of profiled budget on this car park by 8%, base budget includes this saving (additional income).	No Change - Current income ahead of profiled budget on this car park by 8%, base budget includes this saving (additional income).
50541/9421	Grange Paddocks Project - Resident permit income	NS	(2,500)	GREEN	Current income has exceeded budget. Achieved	No Change - Current income has exceeded budget. Achieved.	No Change - Current income has exceeded budget. Achieved.
17713----	ICT - Shared Services Savings ICT - Shared Services Savings	HL	(18,000)	N/A	Savings are being reviewed pending a decision from	The service is progressing well towards the delivery of £78k	The service is progressing well towards the delivery of £78k

17414----	Printing - Shared Services Savings	HL	(13,000)	N/A	the Shared Service meeting which took place in July. gross savings for 2013/14 which will partially offset the Implementation costs for the ICT Shared Service which became operational from August 2013. Formalisation of the savings proposals and progress will be formally reported to the Shared Services Partnership Board at the end of the third quarter of 2013/14.
People & Property					
17411/0110	Phased reduction in hours of estates staffing	GB	(14,000)	AMBER	The service is currently identifying savings for 2013/14. Given the increased operational demands on the service, we are unlikely to be able to achieve this in 2013/4. Will address this in 2014/15.
Revenues & Benefits					
17719various	Invest to save option	ST	(64,000)	AMBER	Dependent on shared service making sufficient savings - concern that this will not be achieved in current year. £47k of savings managed within the base budget for 2013/14. Given the increased operational demands on the service the remaining savings have been formally deleted from the action plan.
Corporate Risk					
Various	Reduction of insurance premiums following retender	CG	(3,000)	GREEN	Savings split between 2012/13 and 2013/14. Achieved and can be evidenced through communications with insurance broker. Achieved. Savings managed within base budget for 2013/14.
Total Savings			<u>(437,140)</u>		

Corporate Business Scrutiny Dashboard ERP G

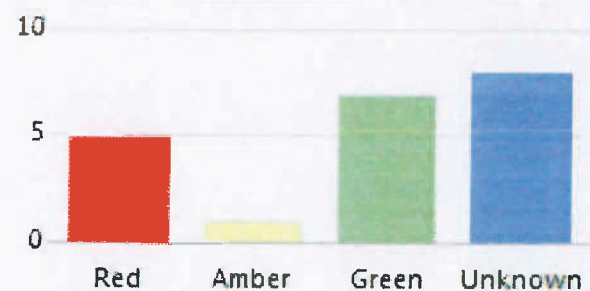
5 PIs at Red

1 PIs at Amber

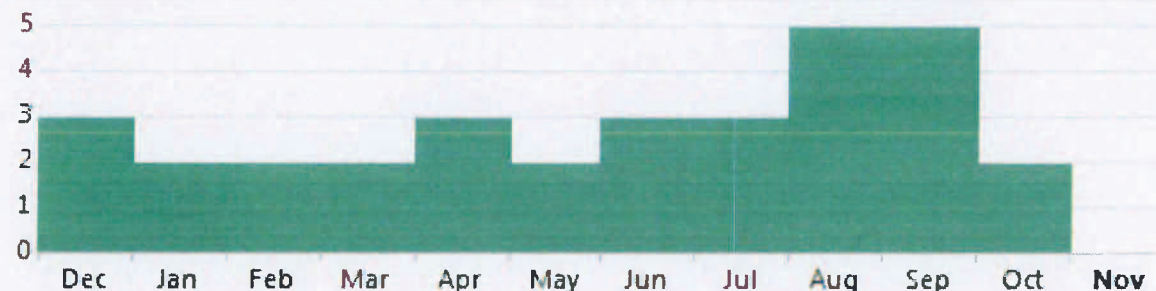
7 PIs at Green

21 Total number of PIs

Current PI statuses



PIs at Red



Best Performing (PIs)	Value	Target	Gauge
EHPI 12c Total number of sickness absence days per ...	0.40 da...	0.70 da...	
EHPI 12b No. of long-term sickness absence days per...	0.07 da...	0.25 da...	
EHPI 12a No. of short-term sickness absence days pe...	0.33 da...	0.50 da...	
EHPI 5.1 % of complaints resolved in 14 days or less. -...	86.40%	70.00%	
EHPI 8 % of invoices paid on time	98.69%	98.00%	
EHPI 7.35 Commitment compared to profile	0%	0%	
EHPI 5.4 % of complaints to the Local Government O...	.00%	.00%	
EHPI 4a Usage: Gym (16 – under 60 year olds)	41,369	43,333	
EHPI 3c Usage: number of swims (60 year old +)	7,776	8,332	
EHPI 4b Usage: Gym (60 + year olds)	3,717	4,035	
EHPI 3b Usage: number of swims (16 – under 60 year ...	30,646	33,752	
EHPI 5.2b % of complaints about the Council and its ...	33.30%	25.00%	
EHPI 5.2a % of complaints about the Council and its s...	50.00%	30.00%	
EHPI 9.1 Percentage availability of core systems durin...	99.58%		
EHPI 9.2 Percentage Resolution of Incidents Within 4...	55.7%		

Worst Performing (PIs)	Value	Target	Gauge
EHPI 5.2a % of complaints about the Council and its s...	50.00%	30.00%	
EHPI 5.2b % of complaints about the Council and its ...	33.30%	25.00%	
EHPI 3b Usage: number of swims (16 – under 60 year ...	30,646	33,752	
EHPI 4b Usage: Gym (60 + year olds)	3,717	4,035	
EHPI 3c Usage: number of swims (60 year old +)	7,776	8,332	
EHPI 4a Usage: Gym (16 – under 60 year olds)	41,369	43,333	
EHPI 7.35 Commitment compared to profile	0%	0%	
EHPI 5.4 % of complaints to the Local Government O...	.00%	.00%	
EHPI 8 % of invoices paid on time	98.69%	98.00%	
EHPI 5.1 % of complaints resolved in 14 days or less. -...	86.40%	70.00%	
EHPI 12a No. of short-term sickness absence days pe...	0.33 da...	0.50 da...	
EHPI 12b No. of long-term sickness absence days per...	0.07 da...	0.25 da...	
EHPI 12c Total number of sickness absence days per ...	0.40 da...	0.70 da...	
EHPI 9.1 Percentage availability of core systems durin...	99.58%		
EHPI 9.2 Percentage Resolution of Incidents Within 4...	55.7%		

Improving (PIs)	Value	Target	History
EHPI 5.1 % of complaints resolved in 14 days or less. -...	86.40%	70.00%	
EHPI 3c Usage: number of swims (60 year old +)	7,776	8,332	
EHPI 3b Usage: number of swims (16 – under 60 year ...	30,646	33,752	
EHPI 9.5 Percentage of Calls Resolved at First Point o...	43.9%		
EHPI 8 % of invoices paid on time	98.69%	98.00%	
EHPI 9.1 Percentage availability of core systems durin...	99.58%		

Deteriorating (PIs)	Value	Target	History
EHPI 5.2a % of complaints about the Council and its s...	50.00%	30.00%	
EHPI 7.35 Commitment compared to profile	0%	0%	
EHPI 12a No. of short-term sickness absence days pe...	0.33 da...	0.50 da...	
EHPI 12c Total number of sickness absence days per ...	0.40 da...	0.70 da...	
EHPI 12b No. of long-term sickness absence days per...	0.07 da...	0.25 da...	
EHPI 9.4 Percentage of Calls Abandoned on ICT Servi...	18.27%		
EHPI 4a Usage: Gym (16 – under 60 year olds)	41,369	43,333	
EHPI 9.2 Percentage Resolution of Incidents Within 4...	55.7%		
EHPI 4b Usage: Gym (60 + year olds)	3,717	4,035	
EHPI 9.6 Satisfaction with ICT Services	58%		

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For information only: Performance indicators guidance

Sorted by PI code

EHPI 12a No. of short-term sickness absence days per FTE staff in post
PI Definition
<p>Monthly:</p> $\frac{\text{accumulated FTE sickness} \times 100}{\text{FTE Staff in Post}}$ <p>Yearly:</p> $\frac{\text{accumulated FTE sickness} \times 100}{\text{Average FTE Staff in Post}}$
Data Source
People and property services

Other Guidance

An employees FTE Sickness day = FTE x number of work days off sick.

Short-term sickness: 28 days or less continuous days off sick.

If the report is for more than a month, take an average FTE for whole period.

EHPI 12b No. of long-term sickness absence days per FTE staff in post
PI Definition
<p>Monthly:</p> $\frac{\text{accumulated FTE long-term sickness}}{\text{FTE Staff in Post}} \times 100$ <p>Yearly:</p> $\frac{\text{accumulated FTE long-term sickness}}{\text{Average FTE Staff in Post}} \times 100$
Data Source
People and property services
Other Guidance
<p>An employees FTE Sickness day = FTE x number of work days off sick. Long-term sickness: 29 days or more continuous days off sick. If the report is for more than a month, take an average FTE for whole period.</p>

EHPI 12c Total number of sickness absence days per FTE staff in post

PI Definition

Monthly:

$$\frac{\text{accumulated FTE sickness}}{\text{FTE Staff in Post}} \times 100$$

Yearly:

$$\frac{\text{accumulated FTE sickness}}{\text{Average FTE Staff in Post}} \times 100$$

Data Source

People and property services

Other Guidance

An employees FTE Sickness day = FTE x number of work days off sick.
If the report is for more than a month, take an average FTE for whole period.

EHPI 3b Usage: number of swims (16 – under 60 year olds)
PI Definition
Total number at all pools
Data Source
Environment Services
Other Guidance
SLM – Sport & Leisure Management Ltd – Contact made through the Leisure Services Manager

EHPI 3c Usage: number of swims (60 year old +)
PI Definition
Total number at all pools
Data Source
Environment Services
Other Guidance
SLM – Sport & Leisure Management Ltd – Contact made through the Leisure Services Manager

EHPI 4a Usage: Gym (16 – under 60 year olds)
PI Definition
Total number from Fanshawe, Grange Paddocks, Hartham & Leventhorpe
Data Source
Environment Services
Other Guidance
SLM – Sport & Leisure Management Ltd – Contact made through the Leisure Services Manager

EHPI 4b Usage: Gym (60 + year olds)
PI Definition
Total number from Fanshawe, Grange Paddocks, Hartham & Leventhorpe
Data Source
Environment Services
Other Guidance
SLM – Sport & Leisure Management Ltd – Contact made through the Leisure Services Manager

EHPI 7.35 Commitment compared to profile
PI Definition
This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties
Data Source
People and property services

EHPI 8 % of invoices paid on time
PI Definition
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms
Data Source
Financial Support and performance Services

EHPI 5.1 % of complaints resolved in 14 days or less.
PI Definition
'total number of complaints resolved during the period in 14 days or less by the Council' / 'total number complaints resolved during the period' x 100
Data Source
Information, Parking and Customer Service
Other Guidance
This indicator will enable the effectiveness of the Council's Complaints system to be monitored across the Council. This is a new indicator to monitor the effectiveness of our customer feedback process.

EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage
PI Definition
'Total number of complaints upheld during the period by the Council / 'total number of complaints determined during the period by the Council (this is not the same number as those received as not all received are determined within the period monitored) x 100
Data Source
Information, Parking and Customer Service

Other Guidance

This indicator has been established to show a negative impact when the Council has identified that it has failed to deliver a service it should have or that the way in which the service was delivered fell short of the service standards that we would expect. Previous indicators LPI 5.2a and 5.2b are deleted as they show as negative indicators when a complaint is resolved as opposed to whether the complaint was upheld and the Council made a mistake. Any customer has the right to complain but their appeal may not be upheld. This is a positive outcome for the authority.

EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal

PI Definition

'total number of complaints upheld during the period by the Council / 'total number of complaints determined during the period by the Council (this is not the same number as those received as not all received are determined within the period monitored) x100

Data Source

Information, Parking and Customer Service

Other Guidance

This indicator has been established to show a negative impact when the Council has identified that it has failed to deliver a service it should have or that the way in which the service was delivered fell short of the service standards that we would expect. Previous indicators LPI 5.2a and 5.2b are deleted as they show as negative indicators when a complaint is resolved as opposed to whether the complaint was upheld and the Council

made a mistake. Any customer has the right to complain but their appeal may not be upheld. This is a positive outcome for the authority.

EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld

PI Definition

'Total number of complaints upheld (with maladministration) during the period by the LGO / 'total number of complaints determined during the period by the LGO (this is not the same number as those received as not all received are determined within the period monitored) x100

Data Source

Information, Parking and Customer Service

Other Guidance

This indicator has been established to show a negative impact when the Ombudsman has found maladministration with the authority in replacement of LPI 5.1a. Previous indicators LPI 5.1b to 5.1f are deleted as they show as negative indicators when the Ombudsman has received a complaint yet had not investigated or indeed found maladministration. Any customer has the right to appeal to the LGO but their appeal may not be upheld. This is a positive outcome for the authority.

The following performance indicators are being piloted during 2013/14. Details on definition will be available following the pilot phase:

- EHPI 9.1 Percentage availability of core systems during supported hours.

- EHPI 9.2 Percentage Resolution of Incidents Within 4 Hours
- EHPI 9.3 Percentage Reduction in the Number of Incidents
- EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk
- EHPI 9.5 Percentage of Calls Resolved at First Point of Contact
- EHPI 9.6 Satisfaction with ICT Services
- EHPI 9.7 Delivery of Key ICT Projects
- EHPI 9.8 Delivery of Key Milestones in the ICT Strategy

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER
2013

REPORT BY THE CORPORATE BUSINESS SCRUTINY REVIEW
TEAM

12. PERFORMANCE INDICATOR REVIEW

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To report the findings of the performance indicator review.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> That:	
(A)	The recommendations detailed in paragraph 1.5 of Essential Reference Paper 'B' be noted and are incorporated into the 2013/14 Performance Indicator Estimate and Future Targets report, for Executive to consider in March 2014, in preparation for 2014/15.

1.0 Background

1.1 In June 2013 the Executive requested that scrutiny review the relevance of the council's performance indicators and to determine if any new measures need to be introduced to help support the delivery of the council's priorities.

2.0 Report

2.1 The review was undertaken by all three scrutiny committees, with each committee scrutinising their basket of performance indicators.

2.2 **Essential Reference Paper 'B'** sets out the purpose of the review, the methodology followed and the review team's recommendations.

- 2.3 **Essential Reference Paper ‘C’** details all the lines of enquiry the review team raised, along with officer responses.
- 2.4 **Essential Reference Paper ‘D’** lists the proposed set of indicators for this scrutiny committee, assuming all recommendations are supported.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**.

Background Papers

None.

Contact Members: Councillor Geoffrey Williamson
geoffrey.williamson@eastherts.gov.uk
Councillor Edward Bedford
edward.bedford@eastherts.gov.uk

Contact Officers: Ceri Pettit, Corporate Planning and Performance Manager, Extn: 2240.
ceri.pettit@eastherts.gov.uk
Karl Chui, Performance Monitoring Officer, Extn: 2243. karl.chui@eastherts.gov.uk

Report Author: Ceri Pettit, Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People</p> <p>This priority focuses on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable, and delivering strong services</p> <p>Place</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	All officers were consulted on the recommendations of the review.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no human resource implications.
Risk Management:	Performance monitoring is in itself one aspect of the councils approach to risk management. Therefore a relevant and 'fit for purpose' basket of performance indicators is essential.

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Scrutiny review of Performance Indicators – Corporate Business Scrutiny Committee

Review Findings

1.1 Purpose: To review the relevance of the council's performance indicators and to determine if any new measures need to be introduced to help support the delivery of the council's priorities.

1.2 Introduction: Each scrutiny committee appointed a review team to scrutinise their basket of performance indicators. The team worked alongside the Performance Team, with technical support from service teams, to consider different options.

1.3 Background information was provided for each scrutiny committee as follows:

- How to establish good performance indicators
- The different types of performance indicators available
- Terms of reference of each scrutiny committee
- The current basket of performance indicators for each committee

1.4 Scrutiny focus: Each review team asked the following questions:

1. Are there any measures in the current performance indicator set that you find unhelpful? If yes could we amend or remove them?
2. Are there areas based on your committee's terms of reference and council priorities that are not covered by a performance measure? If 'yes' would be it beneficial to have a measure?

A further question you may ask is 'What do I need to know in my role as scrutiny member to make sure things are getting better in the council?'

3. Can measures from the LGA 'LG Inform' performance system be utilised? Are any relevant to what you would like to measure?

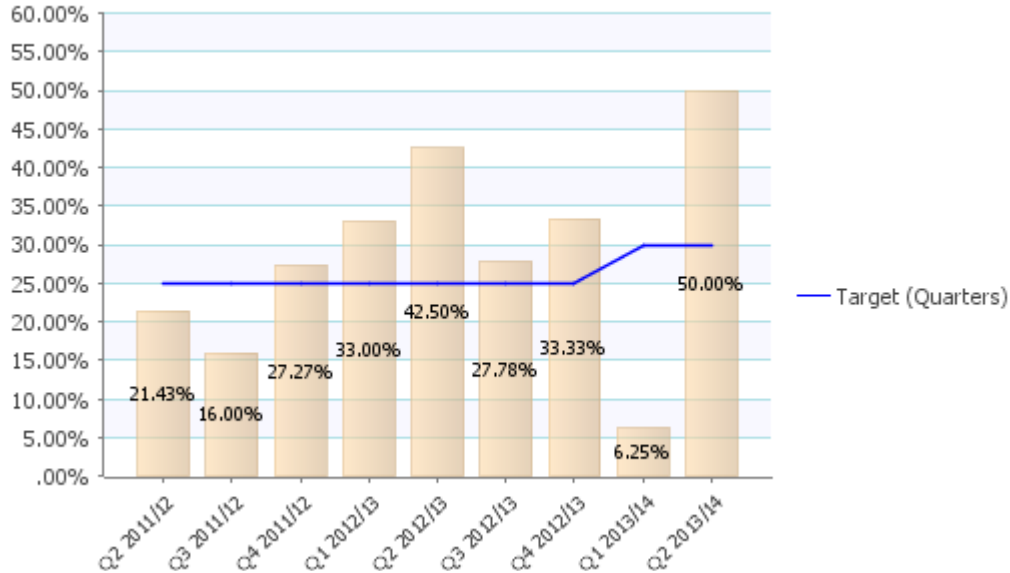
Corporate Business Scrutiny Committee		
Review Team Members	Councillor Geoffrey Williamson	
	Councillor Edward Bedford	
	Ceridwen Pettit - Corporate Planning and Performance Manager	
	Karl Chui - Performance Officer	
Number of review meetings held	4	Thursday 25 July Thursday 27 August Wednesday 11 September Thursday 26 September
Total number of Performance Indicators relevant to Corporate Business Scrutiny's terms of reference <u>pre review</u>	22 (76 indicators in total across the council, inclusive of unit cost measures)	

1.5 Corporate Business Scrutiny Review Recommendations - Summary:

1. All performance indicators were felt to be current and relevant, apart from the following which have been proposed for deletion from Corporate Business Scrutiny's basket of indicators:
 - Commitment compared to profile - maintenance - EHPI 7.35
 - Buildings accessible to people with a disability – EHPI 156

- The format of the scrutiny healthcheck reports are updated to show two years of trend data to assist performance analysis (see illustrative graph below).

EHPI5.2a % of complaints about the Council and its services that are upheld: 1st stage - THIS IS A MINIMISING INDICATOR



- Wording is added to all indicators in the indicator title section indicating whether it is a minimising or maximising measure.
- The new unit cost measure for the Leisure Service be supported.
- That sickness data measures (EHPI 12a, EHPI 12b and EHPI 12c) are only reported to Corporate Business Scrutiny when performance is off target and do not form part of their basket of measures, as they are already reported to Human Resources Committee.
- Members were keen that further measures be provided regarding the Revenues service and IT and support the introduction of ten measures as follows:

- **Council tax collection, % of current year liability collected** - this indicator will measure the % of 'in year' collectable debit, actually collected. The indicator will be measured monthly

- **NNDR (Business Rates) collection, % of current year liability collected** - this indicator will measure % of 'in year' collectable debit, actually collected. The indicator will be measured monthly
 - **EHPI 9.1** - Percentage availability of core systems during supported hours
 - **EHPI 9.2** - Percentage Resolution of Incidents Within 4 Hours
 - **EHPI 9.3** - Percentage Reduction in the Number of Incidents
 - **EHPI 9.4** - Percentage of Calls Abandoned on ICT Service Desk
 - **EHPI 9.5** - Percentage of Calls Resolved at First Point of Contact
 - **EHPI 9.6** - Satisfaction with ICT Services
 - **EHPI 9.7** - Delivery of Key ICT Projects
 - **EHPI 9.8** - Delivery of Key Milestones in the ICT Strategy
7. Members would like to utilise one of the measures available on the LG Inform performance system, in respect to *Council tax average band D tax bill - amount paid to local services (excl parishes)*. However the review team note officer advice regarding this measure and therefore propose it is tested in the first part of 2014/15 following completion of the council's Residents Survey, before making a final decision.
8. Lastly Members supported the recommendation made by the Community Scrutiny review team that an additional reference paper to the Healthcheck report be added, setting out a more detailed description of each performance indicator.

Full details on the review team's comments and recommendations can be found in Essential Reference Paper 'C' and Essential Reference Paper 'D'.

1.6 Scrutiny Review Conclusion:

If Corporate Business Scrutiny Committee support the review team's findings and recommendations:

- The number of indicators relevant to Corporate Business Scrutiny will increase to 26 (this takes account of the deletion of five measures and the introduction of 10 new measures).
- The proposed changes will be incorporated into the 2013/14 Performance Indicator Estimate and Future Targets report, for Executive to consider in March 2014, in preparation for 2014/15.

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Review of Corporate Business Scrutiny Basket of Performance Indicators

Recommendations

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
Healthcheck report: Rolling 12 month data.	Members would like to see trend charts that show 12 months of data so more information can assist them in trend analysis.	Suggestion has been tested and an example of the trend chart is included in Essential Reference Paper 'B'.	The format of all scrutiny healthcheck reports are updated to show 2 years of trend data. Members could see from the example report generated that it would assist in analysis and understanding seasonal trends.
Healthcheck report: Performance Indicator Reference paper – layout and structure	Members would like to know if the reference paper could be structured to show them being sorted by service and then by priority. Rather than the current set up which is by performance status, priority and then by service.	This can not be accommodated, as by default the system has been set to sort by status i.e. red, amber and green.	Members accepted that the healthcheck report can only be sorted by status i.e. red, amber and green. No further recommendations necessary.
Healthcheck report: maximising and minimising orientation	Members would like to know if the maximising and minimising orientation of performance indicators can be worded in a way so that performance indicators all follow a single orientation? I.e. are all maximising indicators.	Suggestion has been tested. See file attached above.	Wording is added to all indicators in the indicator title section indicating whether it is a minimising or maximising measure. Again members could see from the example report generated that this helped providing additional contextual information.

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
<p>Swims and gym usage – EHPI 3a, 3b, 3c, 4a and 4b</p>	<p>The usage numbers do not mean anything to members of Corporate Business Scrutiny (CBS). Members would find volume and cost more useful to them.</p> <p><i>What we need to know</i> – Are there performance indicators that can show the cost to the council per swim/gym user?</p>	<p>The service has introduced a new unit cost measure for 2012/13 to provide a more meaningful tool and to better reflect the focus of the service.</p> <ul style="list-style-type: none"> ➤ Net cost of the Leisure Service per user: The total users of the service divided by the net expenditure cost for the Leisure Service. <p>The unit measure will be supported by the following performance indicator:</p> <ul style="list-style-type: none"> • Customer Satisfaction: data captured from site based GovMetric stand alone, capturing feedback from all users of the facility (EHPI 1a) <p>Total users: data captured from the till throughput, member card swipe system and site monitoring of football bookings. This figure will include: casual swimmers; gym users; group exercise users; bowls users; outdoor court users; footballers; crash course users; swimming lessons: private; school & Everyone Active lessons. It will not include spectators for swimming or football.</p> <p>It is important to note that this indicator does fall into the remit of Community Scrutiny committee and would be reported to that committee for monitoring. The only exception to this is if the performance status fell into 'red' or 'amber' and would therefore be reported to CBS as an exception indicator.</p>	<p>Officer explanation was accepted and the new unit cost measure for the Leisure Service be supported.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
<p>Buildings accessible to people with a disability – EHPI 156</p>	<p>There has been no further progress on this indicator in the last three years. (Outturn has always been reported as 91%). As we understand it there are no future planned developments for council owned properties. Therefore is this indicator still relevant?</p> <p>Last update provided on Covalent states:</p> <p><i>“Performance shows that Public Areas in 90.90% of Buildings operated by East Herts Council are suitable for and accessible to Disabled Persons. Targets in future years 2013/14, 2014/15 and 2015/16 have not yet been decided as to whether any further changes will occur in these years”</i></p> <p><i>What we need to know - Are there any other issues that need to be considered before a recommendation is made to drop EHPI 156 from the CBS Healthcheck PI list?</i></p>	<p>This is an old best value indicator that measures the percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.</p> <p>Officers support the proposal to drop the indicator as the assessment of whether we comply with the Equality Act in public buildings is the decision of an independent external expert. Therefore compliance is being monitored via another route.</p>	<p>EHPI 156 is no longer monitored as part of Corporate Business Scrutiny’s indicator basket. Status will be changed to SPI, as it will continue to be monitored by the service.</p>
<p>Commitment compared to profile – EHPI 7.35</p>	<p>Members wanted to know the relevance of this indicator when budget variances are already reported in other parts of the Healthcheck report.</p> <p><i>What we need to know - Are there any other issues that need to be considered before a recommendation is made to drop EHPI 7.35 from the CBS Healthcheck PI list?</i></p>	<p>This is a local indicator and monitors the effectiveness of forecasting expenditure of the repairs and maintenance budget. Officers support the proposal to drop the indicator from the CBS basket but will continue to monitor within the service.</p>	<p>EHPI 7.35 is no longer monitored as part of Corporate Business Scrutiny’s indicator basket. Status will be changed to SPI, as it will continue to be monitored by the service.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
<p>Sickness absence - short & long - EHPI 12a, 12b and 12c</p>	<p>Members questioned the relevancy of receiving sickness data when primarily it is:</p> <ul style="list-style-type: none"> ➤ A management issue ➤ Human Resources Committee receive regular performance management reports. <p>In terms of how they could influence performance members agreed this could only be achieved by ensuring effective policies were in place, which again would be led by Human Resources Committee.</p>	<p>Director of Finance and Support Services confirmed that sickness data is regularly reported to Human Resources Committee.</p>	<p>That sickness data is only reported to Corporate Business Scrutiny when performance is off target. By applying exception reporting to this measure, it will follow the same approach that is applied to measures that fall in Community and Environment's basket of performance indicators when off target.</p> <p>This exception reporting links back to the original Performance Indicator Task and Finish Group's recommendations. Recognising that as Corporate Business Scrutiny has responsibility for overall performance management and the corporate health of the council, they would be advised when any measure from the Corporate Basket of Indicators is either 'red' or 'amber'.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
<p>Council tax - new measures</p>	<p>Additional measures to monitor Council Tax and NNDR collection rates to be considered.</p>	<p>The service has already been reviewing its performance measures. The proposed measures are:</p> <ul style="list-style-type: none"> ➤ Council tax collection, % of current year liability collected - this indicator will measure the % of 'in year' collectable debit, actually collected. The indicator will be measured monthly. ➤ NNDR (Business Rates) collection, % of current year liability collected - this indicator will measure % of 'in year' collectable debit, actually collected. The indicator will be measured monthly. <p>It is recommended that these performance indicators are piloted in 2013/14 to gather performance data so targets can be set for 2014/15 onwards.</p>	<p>Support the introduction of two new revenue indicators.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
Page 16 ICT - new measures	Measures to monitor effectiveness of ICT have been proposed for 2013/14.	<p>A new set of performance indicators is being developed to measure ICT performance in consultation with ITSG.</p> <p>A suite of eight measures have been agreed. Performance is being captured against the following five indicators:</p> <ul style="list-style-type: none"> ➤ EHPI 9.1 - Percentage availability of core systems during supported hours. ➤ EHPI 9.2 - Percentage Resolution of Incidents Within 4 Hours ➤ EHPI 9.4 - Percentage of Calls Abandoned on ICT Service Desk ➤ EHPI 9.5 - Percentage of Calls Resolved at First Point of Contact ➤ EHPI 9.6 - Satisfaction with ICT Services <p>ITSG have proposed that performance be measured for a further three months to establish a proper baseline for performance. Targets will then be set for the performance of the service until the year end.</p> <p>A further three measures have been proposed as follows:</p> <ul style="list-style-type: none"> ➤ EHPI 9.3 - Percentage Reduction in the Number of Incidents 	<p>Support the introduction of eight new ICT indicators. Baseline data currently being collected during 2013/14 and reported to Corporate Business Scrutiny as part of the Healthcheck report.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
		<ul style="list-style-type: none"> ➤ EHPI 9.7 - Delivery of Key ICT Projects ➤ EHPI 9.8 - Delivery of Key Milestones in the ICT Strategy <p>The reduction in the number of incidents measure will be reported once a 6 month baseline for performance has been established. The delivery of Key ICT Projects indicator will be reported upon from quarter 3 onwards, once the ICT programme has been reviewed and agreed by ITSG. The key milestones indicator will be reported once the ICT Strategy has been agreed.</p>	

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
LG Inform - new measures	<p>Having considered the measures that are available on LG Inform, the review team recommend the following are adopted:</p> <ul style="list-style-type: none"> ➤ Council tax average band D tax bill - amount paid to local services (excl parishes). Members feel that this would provide a useful tool to enable comparison of council tax levels across local authorities and be an indicator of whether East Herts is providing value for money. 	<p>Although this measure will provide a comparison of council tax levels across local authorities. Initial analysis could be misleading. Contextual information in terms of understanding the position would be needed to triangulate the data. For example satisfaction levels may need to be considered to see if there is a correlation between lower council tax levels and higher satisfaction ratings. Therefore officers advise that if introduced some caution will need to be given when analysing the data.</p>	<p>To test the usefulness of this measure in the first part of 2014/15 following completion of the council's Residents Survey, before making a final decision. The analysis to be reported in the Healthcheck report.</p>
	<ul style="list-style-type: none"> ➤ Local Government Ombudsman - Complaints to the local government ombudsman, total complaints determined (excluding premature complaints). ➤ Local Government Ombudsman - Total Decisions. Members felt it would be useful to see how many complaints are being received in total and to then be able to generate comparison data where possible. It could be seen as a way of assessing the effectiveness of our own complaints system. 	<p>These measures are already monitored and reported to Corporate Business Scrutiny:</p> <p>The LG Inform measure - Local Government Ombudsman - Complaints to the local government ombudsman, total complaints determined (excluding premature complaints) - is exactly the same as EHPI 5.4 - % of complaints to the Local Government Ombudsmen (LGO) that are upheld. East Herts local indicator is measured annually the same frequency as the LG Inform measure. The added advantage with the LG Inform measure is that you can compare:</p>	<p>Members accepted the recommendation of officers. No further recommendations necessary.</p>

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
		<ul style="list-style-type: none"> ➤ performance with other authorities. However the Local Government Ombudsman does provide detail in their annual review letter regarding an authority's performance in comparison to others. To date Council has had no determinations against it for over 4 years. ➤ The LG Inform measure - <i>Local Government Ombudsman - Total Decisions</i>. This information is collated by the service and also reported as part of the annual review letter. Performance is reported annually to Corporate Business Scrutiny as part of the Comments, Compliments and Complaints (3Cs) annual report. The numbers of complaints received by the LGO are very small. This is therefore not a particularly effective measure in terms of performance monitoring. It is helpful context and that is why it is reported to scrutiny in connection with our own complaints figures. <p>Therefore officers recommend that the LG Inform measures are not implemented because they duplicate measures that are already in place and would not add any further value.</p>	

Performance Indicator	Scrutiny Review - Comment/Suggestion	Officer Response	Scrutiny Review - Recommendations
	<ul style="list-style-type: none"> ➤ Payroll - employee costs as a percentage of revenue costs, overall. Is this a duplication of EHPI Net cost of Human Resources service to the Council's 2012/13 net cost of services budget. 	<p>Payroll - employee costs as a percentage of revenue costs, overall is not the same as EHPI Net cost of Human Resources service to the Council's 2012/13 net cost of services budget.</p> <p>Officers advise that this measure would be subject to volatility as the indicator is expressed as a percentage of revenue costs. Each year revenue spending is subject to many changes such as changes in capital charges, funding, CEC charges (i.e. internal recharges) and building costs. Therefore it is questionable how useful this measure is and what could be gained from it.</p>	<p>Members accepted the advice of officers. No further recommendations necessary.</p>



Performance Indicators by Corporate Priority

Th	People
Ob	Deliver strong and relevant services
PI Code & Short Name	
EHPI 5.1 % of complaints resolved in 14 days or less.	
EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage	
EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal	
EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld	
EHPI 3 Overall satisfaction with the council	

Th	People
Ob	Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity
PI Code & Short Name	
EHPI 156 Buildings Accessible to People with a Disability	

Th	Prosperity
Ob	Deliver value for money
PI Code & Short Name	
EHPI 12c Total number of sickness absence days per FTE staff in post	
EHPI 8 % of invoices paid on time	
EHPI 12a No. of short term sickness absence days per FTE staff in post	
EHPI 12b No. of long term sickness absence days per FTE staff in post	
EHPI 15 III Health Retirements	
EHPI 7.35 Commitment compared to profile	
EHPI 8.12 Net cost of Collecting Council Tax per property	
EHPI 8.15 Net cost of Accountancy as a % of Gross Expenditure (I&E Account)	
EHPI 8.17 Net cost of Land Charges service per the number of Land Charges searches	
EHPI 8.21 Net cost of Corporate and Democratic Core per head of population	
EHPI 8.22 Net cost of the Council's training budgets per East Herts employee headcount	
EHPI 8.23 Net cost of Human Resources service to the council's 2011/12 net cost of services budget	
EHPI 8.25 Percentage of revenue budget spent on ICT	
EHPI 8.26 Percentage of revenue budget spent on office space	
EHPI 8.45 Net average cost per interaction delivered by the Customer Service Team by channel	

EHPI 8.46 Net average cost per visitor session interaction delivered by the Web Team

NEW	Council tax collection, % of current year liability collected
NEW	NNDR (Business Rates) collection, % of current year liability collected
NEW	EHPI 9.1 - Percentage availability of core systems during supported hours.
NEW	EHPI 9.2 - Percentage Resolution of Incidents Within 4 Hours
NEW	EHPI 9.3 - Percentage Reduction in the Number of Incidents
NEW	EHPI 9.4 - Percentage of Calls Abandoned on ICT Service Desk
NEW	EHPI 9.5 - Percentage of Calls Resolved at First Point of Contact
NEW	EHPI 9.6 - Satisfaction with ICT Services
NEW	EHPI 9.7 - Delivery of Key ICT Projects
NEW	EHPI 9.8 - Delivery of Key Milestones in the ICT Strategy

~~Text~~ Strikethrough text = proposed deleted performance indicators or in the case of sickness measures removed from the Corporate Business Scrutiny's basket.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 NOVEMBER
2013

DIRECTOR OF FINANCE AND SUPPORT SERVICES

13. 2013/14 SERVICE PLANS – SUMMARY OF PROGRESS AND EXCEPTIONS REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report provides a mid-year summary of the council's achievements against its priorities for 2013/14 and details those service plan actions that are either off target, require a revised completion date or are proposed for deletion or suspension. This report also monitors the outstanding service plan actions from 2012/13 and 2011/12, which are detailed in Essential Reference Paper "D" and "E".

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE: That:</u>	
(A)	The progress against the council's priorities and the revised completion dates, suspensions and deletions against 2013/14 Service Plan actions and 2012/13 and 2011/12 Service Plan actions be received; and
(B)	The Executive be advised of any recommendations.
(C)	Corporate Business Scrutiny Committee provide feedback on the Dashboard module detailed in Essential Reference Paper "Ci". (Paragraph 2.4).

1.0 Background

1.1 The 2013/14 Service Plans were scrutinised by the joint meeting of Scrutiny Committees held on 12 February 2013 and approved by the Executive at its meeting on 5 March 2013.

- 1.2 Service plan reports are exception reports. To help focus scrutiny discussion officers have listed the actions that are either off target, have a revised completion date, been deleted or suspended.
- 1.3 This report covers the period 1 April to 30 September 2013 for the following services:
- Corporate Risk and Procurement
 - Democratic and Legal Support Services
 - Facilities Management and Estates Management
 - Financial Support Services and Performance
 - Human Resources
 - ICT
 - Information, Parking and Customer Services (Customer Services only)
- 1.4 In addition, outstanding actions from 2012/13 and 2011/12 Service Plans will also form part of the 2013/14 monitoring process.

2.0 Report

2013/14 Analysis

- 2.1 In total, there are 40 actions in the 2013/14 Service Plans, of which:

23% (9) have been achieved.

55% (22) are on target

5% (2) are off target

15% (6) have had their completion dates revised

3% (1) has been deleted, as the action is no longer appropriate.

- 2.2 An overview of all council achievements by Corporate Priority for 2013/14 are detailed in **Essential Reference Paper “B”**.
- 2.3 **Essential Reference Paper “C”** details 2013/14 Service Plan actions that are either off target, had their completion dates revised, been suspended or have been deleted. For ease of reference, these have been categorised by Corporate Priority. Full progress comments on all 2013/14 Service Plan actions can be accessed by referring to the Council’s performance management system, Covalent (www.covalentcpm.com/eastherts).
- 2.4 **Essential Reference Paper “Ci”** provides a visual representation of performance through action summaries and simple at-a-glance charts. The Performance Team is currently trialling a new module on the Council’s performance management system Covalent called ‘Dashboards’. The new module will come as a small additional cost should the Council decide to adopt it following member and officer consultation. Members are asked to comment on whether they find this additional reference paper useful to support the overall evaluation of the module.

2012/13 Analysis

- 2.5 In total, there are 14 outstanding actions from the 2012/13 Corporate Risk Service Plan, the People, ICT and Property Services Service Plan, Customer Services and Parking Service Plan and Financial Support and Performance Service Plan of which:

21% (3) have been achieved

7% (1) is on target

29% (4) have had their completion dates revised. One action has been revised for the first time, another for a third time and two actions for the fourth time

43% (6) have been deleted as the activity is duplicated in a 2013/14 Service Plan. The actions to be deleted are:

- 12-CSP02 - To deliver a new website presentation, following delivery of the website development server by IT

- 12-CSP05 - To draft the Council's Service Delivery Strategy which is consistent with current technical opportunities and financial constraints
- 12-CSP06 - Implementation of a voice recognition telephony system
- 12-FM02 - Implement the new service standards for Facilities and Property Team following restructure February 2012, including setting up a new helpdesk facility
- 12-FM05 - To implement 2012-13 Capital Programme schemes on time and within budget
- 12-FSSP02 - Implementation of financial system upgrades

2.6 **Essential Reference Paper “D”** provides more detail on the status of these four actions.

2011/12 Analysis

2.7 There are two outstanding actions from the 2011/12 Customer Services and Parking Service which have been deleted as the activity is duplicated in a 2013/14 Service Plan. The actions to be deleted are:

- 11-CSP06 - To draft the Council's Service Strategy for approval in financial year 2012
- 11-CSP08 - Implementation of enhanced self-service telephony systems

2.8 **Essential Reference Paper “E”** provides more detail on the status of these actions.

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

2013/14 Service Plans report to Executive on 5 March 2013.

<http://online.eastherts.gov.uk/moderngov/ieListDocuments.aspx?CId=119&MId=1792&Ver=4>

Contact Member: Councillor A P Jackson – Leader of the Council.
tony.jackson@eastherts.gov.uk

Contact Officer: Simon Chancellor – Head of Finance and Performance, Extn: 2050.
simon.chancellor@eastherts.gov.uk

Report Author: Ceri Pettit – Corporate Planning and Performance Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
Consultation:	There are no specific consultation implications arising directly from this report.
Legal:	There are no specific legal implications arising directly from this report.
Financial:	There are no specific financial implications arising directly from this report.
Human Resource:	There are no specific human resource implications arising directly from this report.
Risk Management:	There is a generic risk management implication arising from this report, in terms of not completing the actions from Service Plans would be likely to result in not achieving the Corporate Priorities and Objectives.

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Telling the Story – An overview of achievements by Corporate Priority up to 30 September 2013:

Please note only the objectives where there are achievements to report have been listed and where an achievement relates to a specific service plan action this has been referenced.

Priority: People	What we want to achieve	What we have done
	<p>Objective: Reduce fuel poverty</p>	<ul style="list-style-type: none"> • Considered options for a partnership model to support the introduction of the Green Deal in 2013. However, national uptake of Green Deal (GD) scheme remains very low, so developing a Hertfordshire option is not considered viable at this stage. A working group will review the Green Deal scheme in the next year. In interim, East Herts Insulation Grants will be re-launched in October 2013. (13-CSHS04)
	<p>Objective: Increase community engagement</p>	<ul style="list-style-type: none"> • Worked in partnership with Inspirational Arts and the Hertfordshire Music Service to give young performers the opportunity to step into the limelight with the 3music project. Over the years 3Music has successfully acted as a starting block for many young performers seeking a career in the theatre and music industry. • Held 3rd annual Community Sports Awards event to recognise local sporting talent and celebrate achievements of East Herts Schools in Herts School & Youth Games - 16 awards were presented in 9 categories with individuals winning Sports Performer of the Year (over & under 18), Volunteer of the Year (over & under 18), Coach of the

		<p>Year (over & under 18) and Service to Sport Award and clubs winning Sporting Achievement of the Year and Club of the Year. Award winners came from across the district - Bishops Stortford Canoe Club winning Coach of the Year and Bury Rangers FC winning Club of the Year and individual performers in swimming, cycling, badminton and canoeing coming from Hertford, Ware, Great Amwell and Bishops Stortford. There was good press coverage of the Awards.</p> <ul style="list-style-type: none"> Revised all councillor role descriptions to highlight the requirements of community engagement as well as providing a programme of support to help members respond to this increasing role (13-DLSS02) and three community engagement grants have been allocated to councillors to date to support public engagement meetings within their constituency.
	<p>Objective: Deliver strong and relevant services</p>	<ul style="list-style-type: none"> Continued to explore a range of shared service provision with other councils by jointly procuring a new cleaning contract with Stevenage and North Herts Council so that we can improve the level of cleanliness in council offices within the budget we have and now share a Payroll and HR system with Stevenage Council, to improve resilience. (13-FMEM02 and 13-HR04)
	<p>Objective: Improve outcomes for vulnerable families and individuals</p>	<ul style="list-style-type: none"> Contributed, as part of the East Herts Local Strategic Partnership to: <ul style="list-style-type: none"> Jointly funding a new time banking scheme in Buntingford in partnership with Hertfordshire County Council. The scheme is run by the North Herts Centre for Voluntary Service. Participants who sign up are able to donate time towards helping others in any way they feel they are able. In return they receive an equivalent

amount of time back from somebody helping them. The scheme is aimed at engaging some of the most vulnerable members of society, but is open to anybody to join in.

- Helped a group of widows and widowers aged 70 plus develop their cooking skills and to reduce social isolation that is increasing in this age group. A seven week course held at Dixon Place sheltered housing, facilitated a supportive atmosphere for people to develop their cooking skills, consider portion size, increase their confidence and build friendships.
- Developed a three-year agreement which will provide East Herts Citizens Advice Service with £129,000 on an annual basis, subject to a yearly review. This will help to ensure a wide range of support on many issues affecting people's lives continues to be provided, specifically housing debt, benefits and housing advice.
- Built a young persons supported accommodation in Hertford. The new accommodation will provide 14 flats to support up to 28 East Herts residents aged 16 - 24 that are in housing need. In addition residents will also receive training and support whilst living there. The accommodation opened on 18 October 2013. (13-HO1)
- Of the 36 discretionary "activity" grants that we have awarded, 16 were to groups serving vulnerable adults or children. It is anticipated that this grant aid will support older and vulnerable people to live more fulfilling and independent lives, reducing their isolation and providing opportunities for physical and mental activity.

Priority: Place	What we want to achieve	What we have done
	<p>Objective: Reduce the carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses</p>	<ul style="list-style-type: none"> ● Introduced measures and changes to ensure the Council is on target to reduce carbon dioxide emissions from its own buildings and the services it provides. Changes that have been introduced include: <ul style="list-style-type: none"> ➤ Pool covers at Fanshawe and Ward Freeman leisure centres as well as motion sensor lighting to reduce lighting use and energy-efficiency glazing has been installed at Grange Paddocks to reduce heating costs. ➤ Solar reflective blinds in the council's Wallfields offices in Hertford. ➤ Sensor-controlled lighting and new glazing at Hertford Theatre. ➤ Newer more efficient vehicles as part of the waste contract and the rescheduling of collection rounds to maximise efficiency by using mapping software <p>All these initiatives have contributed to a 13% reduction in CO₂ emissions since 2009. (13-ES17)</p>
	<p>Objective: Maintain our clean streets and reduce litter</p>	<ul style="list-style-type: none"> ● Supported litter picking campaigns across the district to help improve environment cleanliness, encourage as many people as possible to pick up litter and promote policies that will stop people littering. For example: <ul style="list-style-type: none"> ➤ Ware Beavers took part in a litter pick in Ware and the Council provided each Beaver with a litter picking set.

		<ul style="list-style-type: none"> ➤ Staff from Hanbury Manor Hotel and Country Club in Ware walked along the River Lea towpath from Ware to St Margarets. • Worked with local housing associations and the Dogs Trust to provide free micro chipping as part of a campaign associated with a national drive to encourage responsible pet ownership. Micro chipping pets ensures they can be reunited with owners quickly should they stray and helps reduce kennelling and re-homing costs. During the campaigns 148 dogs were 'chipped'. From 2016 it will be a legal requirement for owners to have their dogs micro chipped. • Won the silver footprint RSPCA award, which is a national scheme that recognises local authorities that have clear procedures and policy on stray dogs. Up to end of September 2013 the council received 174 reports of stray dogs (both lost and found). 71 were collected by the Council of which 47 were reunited with their owners. The remainder were rehomed. (13-ES12).
	<p>Objective: Maintain our parks, play areas and open spaces</p>	<ul style="list-style-type: none"> • Consulted on the Parks and Open Spaces Strategy for the next five years, to ensure that our green spaces, parks and playgrounds continue to be looked after. Consultation was held with 30 external stakeholders and 42 other interest groups. Responses and comments were integrated into the strategy and it was approved at the Executive on 1st October 2013. (13-ES16) • Hartham Common joined a national scheme - the Queen Elizabeth II Fields Challenge - to provide a permanent legacy of the Diamond Jubilee 2012 and the London 2012 Olympics. The green space is one of 2,012 sports pitches, woodlands, play areas, gardens and parks across Britain joining the challenge which has committed to ensuring



		<p>these sites are preserved for the future.</p> <ul style="list-style-type: none"> • Raised awareness and use of open spaces by holding a 'Love Parks' week, at Southern Country Park and Pishiobury Park. The Get Park Active events are designed to promote outdoor leisure and healthy lifestyles. • Retained our two 'green flags' for The Ridgeway in Hertford (for the fifth year running) and Southern Country Park in Bishop's Stortford (for the sixth year running).
	<p>Objective: Reduce anti social behaviour and the fear of crime</p>	<ul style="list-style-type: none"> • Launched 'Who should I call?' leaflet in partnership with Hertfordshire Police and Hertfordshire County Council. It lists the most common subjects that people are unsure about from potholes and street lights to anti-social behaviour and includes telephone, website and Twitter contact details. • Grant funded 20 projects in partnership with CVS to provide summer activities for young people. The activities ranged from outdoor games and sports, holiday play schemes, gardening for people with learning difficulties, dance, drama and podcasting activities to den building, educational events, fun days and trips out. For the first time, we were able to expand our popular Play Ranger project into Sawbridgeworth and Bishop's Stortford. In 2013, more than 2,800 children and young people took part. This is slightly lower than the participation level in 2012 of 2,980 children and young people. The reduction is due to fewer providers putting forward high volume programmes in 2013.



Priority: Prosperity	What we want to achieve	What we have done
	Objective: Deliver value for money	<ul style="list-style-type: none"> • Approved a plan for East Herts Council to join forces with Stevenage Borough Council to provide ICT, Business Improvement, Print and Design Services in partnership. The plan was also approved by the Executive at Stevenage. As well as delivering financial savings, the shared service will strengthen resilience and improve the efficiency of the services we provide to our customers. (13-HR02 and 13-ICT01)
	Objective: Enhance the economic well being of East Herts	<ul style="list-style-type: none"> • Contributed, as part of the East Herts Local Strategic Partnership to the: <ul style="list-style-type: none"> ➤ Development of a Work Club. Hertford Fire and Rescue Service in partnership with Jobcentre Plus formed a work club at their Hertford based head quarters to help support the Get East Herts Working Initiative. Championed and awarded funding by the Local Strategic Partnership (LSP), the scheme is aimed at helping people who are looking for work who do not have access to IT facilities at home, get online and find employment. • Supported the Love Your Local Market initiative by showcasing locally grown produce regularly available at Hertford's markets in May 2013. • Made additional short stay parking available at Gascoyne Way car park in Hertford on Saturdays, making visits to the Town easier. All four levels of the car park will give customers the option of parking for 1, 2, 3, 4, or 5 hours on Saturday. The change comes in response to public feedback, backed up by the Council's own findings, that the


		bottom two floors are sometimes unable to meet short stay parking demand on Saturdays.
	Objective: Deliver sustainable rural business growth	<ul style="list-style-type: none"> • Provided free advice for rural businesses through a scheme set up by East and North Herts Councils.
	Objective: Protect the environment	<ul style="list-style-type: none"> • Facilitated a habitat restoration project to protect the wet grassland and botanical species at Thorley Wash Nature Reserve (a Site of Special Scientific Interest). The project was awarded money from a number of agencies, including £64,288.80 from the Rural Development Programme for England (RDPE), managed by East Herts Council. Funding was also secured from Growth Area Funding via Harlow Council, the Environment Agency, and the Highways Department of Hertfordshire County Council.







2013/14 Service Planning Report (April - September 2013 progress)

Action Code	Action Title	Action Description	Due Date	April - September 2013 Status	Notes
People					
Deliver strong and relevant services					
13-FMEM01	To launch new Facilities Management helpdesk facility	<p>Target: Launch of new Facilities Management helpdesk facility</p> <p>Outcome: Improved service, resilience, identifying trends, reports on monthly service statistics</p> <p>Critical Success Factors: Support from ICT on installation of software</p> <p>Environmental Impacts: None</p>	<p>30 June 2013</p> <p>31 December 2013</p>	 Revised Completion Date	<p>April - September 2013. Revised Completion Date. The revised completion date is December 2013. Work was delayed because the proposed solution using GVAS software did not comply with standards and therefore an alternative solution was required. We are developing an interim solution based on Outlook.</p>
13-FMEM05	Review formal shared services option for Facilities Management	<p>Target: Improved service, savings, formal sharing, resilience</p> <p>Outcome: Formal shared services for Facilities Management service</p> <p>Critical Success Factors: Partner with Stevenage Borough Council</p> <p>Environmental Impacts: None</p>	31-Mar-2014	 Action To Be Deleted	<p>April - September 2013. Action to be deleted. Shared services for ICT , Print and Design commenced on 1 August 2013. There are no current plans to progress shared services for Facilities Management.</p>

Action Code	Action Title	Action Description	Due Date	April - September 2013 Status		Notes
13-HR03	Recruitment Services	<p>Target: To bring permanent and temporary recruitment services in-house</p> <p>Outcome: Improved, efficient, value for money recruitment service</p> <p>Critical Success Factors: Outcomes of recruitment service to be monitored on a monthly basis and annual report to be produced</p> <p>Environmental Impacts: None</p>	<p>31 July 2013</p> <p>28 February 2014</p>		Revised Completion Date	April - September 2013. Revised completion date to February 2014. Permanent recruitment is now in house. Arrangements for temporary recruitment under review with managers. The reason for the delay on temporary arrangements on recruitment was due to the service failure of the supplier.
13-ICT02	Develop proposals to take forward infrastructure (data centre) improvement as part of the formal shared services proposals	<p>Target: Project Plan timescales met for 2013</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services</p> <p>Critical Success Factors: Support from other services and partner</p> <p>Environmental Impacts: To be considered as part of the project plan</p>	<p>30 June 2013</p> <p>31 March 2014</p>		Revised Completion Date	April - September 2013. A detailed design for the data centre has been agreed and the majority of the hardware and software has now been procured. Roll out of staff into the new datacentre solution is 70 percent complete in Stevenage with very few issues arising. A detailed roll out schedule for East Herts is being discussed with Heads of Service and deployment is due to begin in November. Whilst a firm end date cannot be agreed until the discovery phase is complete, it is anticipated that this will be completed prior to financial year end. In the next cycle of reporting, that end date may well be brought forward.

Action Code	Action Title	Action Description	Due Date	April - September 2013 Status		Notes
13-IPCS04	Council Customer Service Strategy	<p>Target: Delivery of approved Customer Service Strategy in 2014</p> <p>Outcome: Re-focussing of service development priorities based on customer use, need and requirements. Establishing the principle of digital by choice and universal access for all in all service design and improvements.</p> <p>Critical Success Factors: Resource time of Head of Service, support from other services, consultation resources to engage with members and customers.</p> <p>Environmental Impacts: Positive, focus on digital by choice design and universal access for all customers to reduce reliance on less efficient methods of service delivery where appropriate to do so.</p>	31-Mar-2014		Action Off Target	<p>April - September 2013. While there has been a delay due to interim management arrangements with Head of Service managing Parking, initial project plan is coming to CMT in November 2013.</p>

Action Code	Action Title	Action Description	Due Date	April - September 2013 Status		Notes
13-IPCS05	Review of Customer Relationship Management System	<p>Target: To establish the cost effectiveness of the Council's CRM system and evaluate alternative technology options to provide better customer service</p> <p>Outcome: A commitment to the existing CRM or a business case for change for ITSG</p> <p>Critical Success Factors: IT development team resources</p> <p>Environmental Impacts: Positive, will focus on efficient electronic service design.</p>	31-Mar-2014		Action Off Target	April - September 2013. April - September 2013. Pre-analysis done. Revised project approach with new PID prepared which is now under review with Shared IT Services.
Propserity						
Deliver value for money						
13-CRP04	Improve the Council's health & safety and risk management arrangements in line with Lord Young's report "Common Sense, Common Safety" and Professor Lofstedt's report 'Reclaiming Health and Safety for All'.	<p>Target: Simplify the Health & Safety Policy and Risk Assessment process</p> <p>Outcome: More efficient and user friendly arrangements in place.</p> <p>Critical Success Factors: Support from other services. Environmental Impacts: Requirement to ensure that environmental criteria are included in Health & Safety Policy and risk assessment process.</p>	<p>31 December 2013</p> <p>31 March 2014</p>		Revised Completion Date	April - September 2013. Health & Safety Officer currently reviewing the Health & Safety Policy. Consultation is due to begin in September 2013. Risk assessment procedures were slimmed down in 2012 and will be reviewed again during 2014 for implementation in 2015/16. Risk assessment compliance monitoring arrangements available to be reported to Local Joint Panel & HR Committee and should feature on DMT agendas quarterly. Revised completion date for H&S Policy to March 2014.

Action Code	Action Title	Action Description	Due Date	April - September 2013 Status		Notes
13-FSSP04	Review the effectiveness of unit cost measures	<p>Target: 2012/13 unit cost measures produced by August 2013 for reporting to Committees from September 2013, along with a report on their effectiveness</p> <p>Outcome: SMART unit cost measures</p> <p>Critical Success Factors: Availability of key staff resources, corporate input in a timely manner</p> <p>Environmental Impacts: None identified</p>	<p>30 September 2013</p> <p>31 January 2014</p>		Revised Completion Date	Revised completion date from 30 September 2013 to 31 January 2014. Work is underway to review the effectiveness of the council's unit cost measures. The review has been requested in light of the way local government and service delivery is changing and that going forward it will be even more important the council has accurate and relevant business management information available. As part of the review all service management meetings in October will consider what measures help drive business decisions and behaviour.
13-FSSP05	Complete implementation and rollout of financial system upgrade.	<p>Target: Implementation plan completed and all users active</p> <p>Outcome: Continued control of the Council's finances and provision of financial information in line with statutory (S151) requirements</p> <p>Critical Success Factors: Availability of key accountancy resources, IT staff input and external consultancy support</p> <p>Environmental Impacts: None identified.</p>	<p>31 August 2013</p> <p>31 October 2013</p>		Revised Completion Date	April - September 2013. Revised completion date from 31 August to 31 October 2013. Work substantially complete on setting up new systems. Final arrangements for testing interfaces and providing user training now taking place for anticipated live implementation by 31 October 2013.

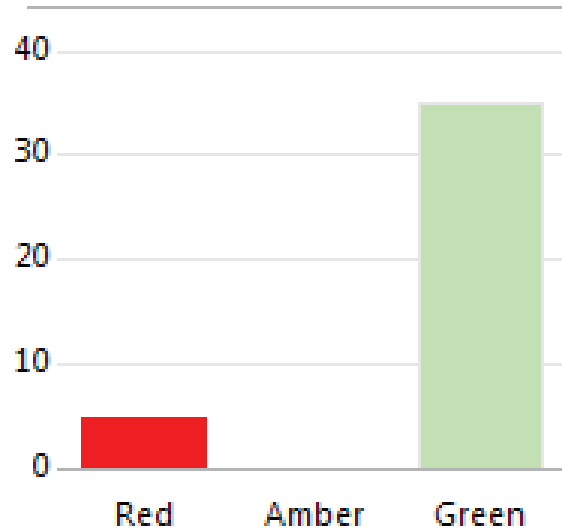
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2013/14 Corp Business Scrutiny - Service Plan Analysis ERP 'Ci'

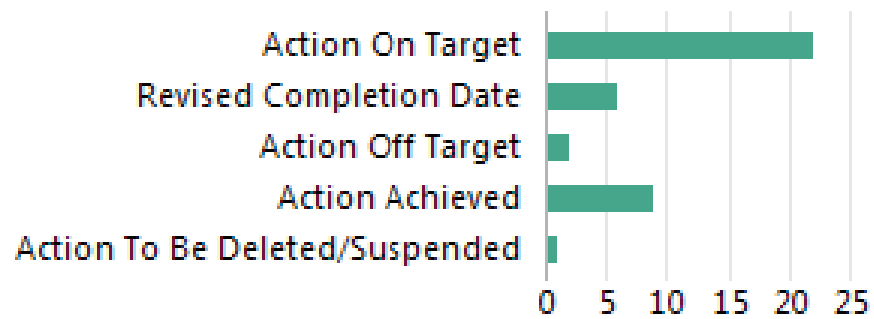
40 Actions on this dashboard

5 Overdue Actions on this dashboard

Traffic Light





Expected Outcome







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Outstanding 2012/13 Service Planning Report (April - September 2013 progress)


Action Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status	Notes
People								
Maintain our core services to a good standard and ensure high satisfaction with the council as measured through the biennial Residents Survey.								
12-CR05	Undertake a fundamental review of Risk Management Strategy to include development of Shared Services Risk Register.	<p>Target: Using examples of good practice from other authorities undertake a comprehensive review of the Risk Management Strategy.</p> <p>Outcome: Relevant, Current Strategy in place.</p> <p>Critical Success Factors: Support from other services and other authorities.</p>	30-Jun-12	Revised Completion Date (to 31 December 2012)	Revised Completion Date (to 31 March 2013)	Revised Completion Date (to 30 September 2013)	 Revised Completion Date	April - September 2013. Revised Risk management Strategy has been received by Corporate Business Scrutiny Committee and Audit Committee and is on the Executive Agenda on 1st October 2013. The Strategy follows recommendations from the Shared Internal Audit Service and best practice highlighted by the Association of Local Authority Risk managers (ALARM). Risks relating to the new Shared Service with Stevenage BC have been considered on an on-going basis and have been picked up with the management of Strategic and Operational Risks. In the light of the Executive taking place in October 2013 a revised completion date of 31 October is required.
12-CR06	Support revision of Business Continuity Plan	<p>Target: Provide significant input into development of Business Continuity Plan that incorporates shared services implications.</p> <p>Outcome: Relevant Plan in place.</p> <p>Critical Success Factors: Support from other services and other authorities.</p>	30-Jun-12	Revised Completion Date (to 31 December 2012)	Revised Completion Date (to 31 March 2013)	Revised Completion Date (to 30 September 2013)	 Revised Completion Date	April - September 2013. A new IT business continuity solution is to be implemented now that a Shared Service with Stevenage BC is in place. The new solution will provide for all services to be recoverable within four hours of a major incident being declared. The Head of Shared Services will discuss further opportunities for streamlining business continuity plans with the Business Continuity Group. Information captured by services in their Business Recovery Plans will be reviewed in line with the new ICT solution and this necessitates a revised completion date of June 2014. These actions have been agreed with SIAS as recommendations in their Business Continuity Planning review.

Page Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status		Notes
Page 202 12-FM04	To develop FM Performance management information	<p>Target: To provide Monthly Performance figures to Director of Internal Services and Head of PIP, to facilitate management review of FM activities, through new helpdesk facility</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of FM Services. A more accurate, and therefore fairer, assessment of FM's performance</p> <p>Critical Success Factors: Supported by staff and understood by Services.</p> <p>Environmental Impacts: None</p>	31-Mar-13	Action On Target	Revised Completion Date (to 30 April 2013)	Revised Completion Date (revised date could not be advised)		Revised Completion Date	April - September 2013. Revised Completion Date. The revised completion date is December 2013. Work was delayed because the proposed solution using GVAS software did not comply with standards and therefore an alternative solution was required. We are developing an interim solution based on Outlook.
12-FM05	To implement 2012-13 Capital Programme schemes on time and within budget	<p>Target: To implement all approved Capital Schemes for 2012/13</p> <p>Outcome: Refurbishment and maintenance of current East Herts premises and assets, which in some instances will also ensure compliance with associated Building and Health and Safety Legislation</p> <p>Critical Success Factors: Receiving bids that are within budget and obtaining timely approval from our clients to proceed as planned. proactive use of resources allocated to ensure delivery of priority work. Contractor availability and performance; and availability of materials, plant & equipment</p> <p>Environmental Impacts: Secure reduction to C02 as per specific objectives of individual projects.</p>	31-Mar-13	Action On Target	Action On Target	Off Target		Action to be deleted	April - September 2013. This action is a duplicate of 13-FMEM07, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued. Overall this action is progressing with minor exceptions beyond the immediate control for the council. The service is increasing the frequency of the monitoring to take more timely action.

Action Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status	Notes	
Prosperity									
Continue the streamlining of back office functions in order to ensure an efficient and sustainable Council for the future.									
12-CSP02	To deliver a new website presentation, following delivery of the website development server by IT	<p>Target: To deliver even greater satisfaction with the navigation Council's website as recorded by GovMetric and associated customer comments.</p> <p>Outcome: Delivery of a new front page to the website that is easier to navigate with simplified information clusters, based on customer demand and use statistics.</p> <p>Critical Success Factors: Web team resources to develop the changes. IT network resources to deliver and maintain the website development server.</p> <p>Environmental Impacts: Positive, reduction in paper processes to promote electronic access to information and self-service by customers.</p>	01-Aug-12	Revised Completion Date (to 31 January 2013)	Revised Completion Date (to 31 March 2013)	Revised Completion Date (to 31 May 2013)		Action to be deleted	April - September 2013. This action is a duplicate of 13-IPCS01, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.
12-CSP05	To draft the Council's Service Delivery Strategy which is consistent with current technical opportunities and financial constraints	<p>Target: A draft Service Strategy to be produced by March 2013</p> <p>Outcome: Focus on cost efficient service delivery and promoting a cost effective service design for the taxpayer whilst maintaining access for the needs of different customer groups.</p> <p>Critical Success Factors: That further additional work arising from Data Protection, Freedom of Information or Business Process Improvement does not increase.</p> <p>Environmental Impacts: The strategy will address environmental impacts by designing services to be delivered through self-service and reduced reliance on travel to access services face to face or paper to apply for services in a traditional manner. the strategy will take account of shifting customers to more environmentally friendly ways of accessing services.</p>	31-Mar-13	On Target	On Target	Revised Completion Date (to 31 May 2013)		Action to be deleted	April - September 2013. This action is a duplicate of 13-IPCS04, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.

Page Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status		Notes
Page 204 12-CSP06	Implementation of a voice recognition telephony system	<p>Target: Implementation of voice recognition self-service telephony system for switchboard and parking services by June 2013</p> <p>Outcome: 90% success rate on automated calls, reduced revenue costs of operation, redeployment of staffing resources to handle customer enquiries instead of switchboard, peak period resilience through automated overflows.</p> <p>Critical Success Factors: It support on telephony changes required.</p> <p>Environmental Impacts: Improved success of self-service system will decrease use of resources in multiple contacts for one call.</p>	30-Jun-13	Revised Completion Date (revised to a completion date of 30 November 2012 i.e. bought forward)	Revised Completion Date (revised to a completion date of 31 March 2013 still before original due date)	Revised Completion Date (revised to a completion date of 30 June 2013 back to original due date)		Action to be deleted	April - September 2013. This action is a duplicate of 13-IPCS06, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.
12-ICT01	To support the shared services programme for ICT Services.	<p>Target: Project Plan timescales met for 2012/13.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services.</p> <p>Critical Success Factors: Support from other services and partner(s)</p> <p>Environmental Impacts: None</p>	31-Mar-13	Action On Target	Action On Target	Revised Completion Date (to 30 September 2013)		Achieved	April - September 2013. The business case covering ICT, Business Improvement, Print & Graphic Design services was approved at Executive in July 2013. Staff have been TUPE transferred to Stevenage and a Head of Shared Services appointed. A new set of objectives for the shared service has been agreed by the Shared Services Partnership Board.
12-ICT03	To further develop and refine the ICT Performance management information ensuring the stability of the network and improving response to Helpdesk calls.	<p>Target: To provide Monthly Performance figures to Director of Internal Services and Head of PIP, to facilitate management review of ICT activities.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services.</p> <p>Critical Success Factors: Support from other services.</p> <p>Environmental Impacts: None</p>	31-Mar-13	Action On Target	Off Target	Revised Completion Date (to 31 March 2014)		Action On Target	April - September 2013. The production of performance information is now being managed by the shared service. Both partner authorities use the same performance measures. The production of data is being led by the Shared ICT Services, Security and Standards Manager, a new post holder expected to be appointed in early October 2013. A new service desk system is being procured which will support automated provision of performance data in the medium term.

Action Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status		Notes
12-FM01	To support the shared services programme for FM, Print and EM Services.	<p>Target: Project Plan timescales met for 2012/13.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of services.</p> <p>Critical Success Factors: Full support for corporate management on the use of CRU. Adequate human resources made available to support his imitative, Support from other services and partner(s)</p> <p>Environmental Impacts: None</p>	31-Mar-13	Action On Target	Revised Completion Date (to 30 April 2013)	Revised Completion Date (revised date could not be advised)		Achieved	April - September 2013. Action Achieved. Shared services for ICT , Print and Design commenced on 1 August 2013. There are no current plans to progress shared services for Facilities Management.
12-FM02	Implement the new service standards for Facilities and Property Team following restructure February 2012, including setting up a new helpdesk facility.	<p>Target: Service restructuring implemented</p> <p>Outcome: Service engineered to meet future customer needs cost effectively.</p> <p>Critical Success Factors: Support from management and understanding from clients during the transition period. Sufficient time made available to staff to learn new tasks and to develop required skills.</p> <p>Environmental Impacts: None</p>	30-Apr-12	Revised Completion Date (to 31 December 2012)	Revised Completion Date (to 30 April 2013)	Revised Completion Date (revised date could not be advised)		Action to be deleted	April - September 2013. This action is a duplicate of 13-FMEM01, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued. The revised completion date is December 2013. Work was delayed because the proposed solution using GVAS software did not comply with standards and therefore an alternative solution was required. We are developing an interim solution based on Outlook.
12-FM08	Review of recharges for accommodation and services	<p>Target: More appropriate allocation of costs</p> <p>Outcome: More appropriate allocations of costs – Recharges based on current usage.</p> <p>Critical Success Factors: Availability of resources</p> <p>Environmental Impacts: None</p>	31-Mar-13	Suspended	Action On Target	Off Target		Revised Completion Date	April - September 2013. Revised completion date to March 2014. Action to progress this will be picked up following review of unit costs.
12-FM09	Expansion of Corporate Management Unit print and scanning services	<p>Target: To increase usage and value for money in corporate management unit</p> <p>Outcome: Reduction in print and archival storage costs</p> <p>Critical Success Factors: Corporate support for expansion</p> <p>Environmental Impacts: None</p>	31-Mar-13	Suspended	Revised Completion Date (to 30 April 2013)	Revised Completion Date (revised date could not be advised)		Achieved	April - September 2013. Action Achieved. Shared services for ICT , Print and Design commenced on 1 August 2013.

Action Code	Action Title	Action Description	Original Due Date	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status		Notes
12-FSSP02	Implementation of financial system upgrades.	<p>Target: Achieve system upgrades in line with the implementation plan</p> <p>Outcome: Continued control of the Council's finances and provision of financial information in line with statutory (S151) requirements</p> <p>Critical Success Factors: Availability of key accountancy resources, IT staff input and external consultancy support</p> <p>Environmental Impacts: None Identified</p>	31-Mar-2013	Action On Target	Revised Completion Date (to 1 September 2013)	Action On Target		Action to be deleted	April - September 2013. This action is a duplicate of 13-FSSP05, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.



Action Code	Action Title	Action Description	Original Due Date in 2011/12 Service Plan	April - September 2012 status	October - December 2012 status	January - March 2013 status	April - September 2013 Status	Notes	
Fit for purpose, fit for you									
By 2013 - Answer 80 per cent of enquiries from the public at the first point of contact, which ever way they choose to contact us, with the same high-level of knowledge and expertise.									
11-CSP06	To draft the Council's Service Strategy for approval in financial year 2012.	<p>Target: A draft Service Strategy to be produced by December 2012.</p> <p>Outcome: Focus on cost efficient service delivery and promoting a cost effective service design for the taxpayer whilst maintaining access for the needs of different customer groups.</p> <p>Critical Success Factors: That further additional project work arising from C3W is limited.</p> <p>Environmental Impacts: The strategy will address environmental impacts by designing services to be delivered through self-service and reduced reliance on travel to access services face to face or paper to apply for services in a traditional manner. The strategy will take account of shifting customers to more environmentally friendly ways of accessing services.</p>	31-Mar-12	Action On Target (working towards a due date of 31 July 2012)	Revised Completion Date (to 31 March 2013)	Revised Completion Date (to 30 September 2013)		Action to be deleted	April - September 2013. This action is a duplicate of 13-IPCS04, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.
11-CSP08	Implementation of enhanced self-service telephony systems.	<p>Target: Implementation of in-house controlled self-service telephony system (including automated payment system) by December 2011.</p> <p>Outcome: 90% success rate on automated payment calls, reduced revenue costs of operation, redeployment of staffing resources to handle customer enquiries instead of switchboard, peak period resilience through automated overflows.</p> <p>Critical Success Factors: Proven business cases for any investment, installation of improved telecoms infrastructure, IT capacity to support any changes.</p> <p>Environmental Impacts: Improved success of self-service system will decrease use of resources in multiple contacts for one call.</p>	31-Mar-12	Revised Completion Date (new due date of 31 March 2013)	Action On Target	Revised Completion Date (to 30 June 2013)		Action to be deleted	April - September 2013. This action is a duplicate of 13-IPCS06, therefore it is suggested that this activity is only monitored once through the 2013/14 Service Plan and is therefore discontinued.

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