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Jeff Hughes
*Head of Democratic and Legal
Support Services*

MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 19 MARCH 2013
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE:

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

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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 November 2012

To confirm the Minutes of the meeting of the Committee held on Tuesday 27 November 2012 (Previously circulated as part of the Council Minute book for 12 December 2012).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Update on Communications and Engagement Plan (Pages 5 – 20).

6. Data Protection and Information Security Update (Pages 21 – 38).

7. Website Update (Pages 39 – 76).

8. Monthly Corporate Healthcheck - October 2012 to January 2013 (Pages 77 – 130).

9. Scrutiny Work Programme (Pages 131 – 138).

10. Urgent Business

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

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 19 MARCH 2013

5. REPORT BY HEAD OF COMMUNICATIONS, ENGAGEMENT AND CULTURAL SERVICES

UPDATE ON COMMUNICATIONS AND ENGAGEMENT PLAN

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report responds to Members' request for an update on the communications plan and engagement activity resulting from the work of the Task and Finish Group on Community and Public Engagement that was completed in March 2011 and provides a six months review of the new Communications Strategy as adopted by the Executive 10 July 2012.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> that	
(A)	Progress against the communications plan and engagement activity be scrutinised; and
(B)	The Executive be advised of any recommendations.

(A)	Progress against the communications plan and engagement activity be scrutinised; and
(B)	The Executive be advised of any recommendations.

1.0 Background

1.1 The Community and Public Engagement Task and Finish Group that completed its work in March 2011, made a wide range of recommendations which are shown in the attached **Essential Reference Paper B**.

1.2 To complement and develop these recommendations a new communication strategy for East Herts was approved by Corporate Business Scrutiny Committee (CBS) on 29 May 2012 and subsequently approved by the Executive on 10 July 2012.

1.3 This report invites scrutiny to review progress against the original task and finish recommendations and on the first six months (or so) of the communications strategy and action plan.

2.0 Report

2.1 Highlights of progress delivered as a result of the Task and Finish group is presented as follows:

- 2.1.1 The Community Voice arrangement was decommissioned as recommended. In its place £8,500 was made available in 2012/13 for Councillors to cover the costs of ward level engagement activities. Costs drawn from this fund have amounted to only £244, claimed by seven different councillors for meeting venue hire and associated costs and printing. Consequently it is proposed that, for 2013/14, this budget is merged with the approved additional allocation of £10,000 for that year, into a £18,500 community grant fund for general community benefit and for Councillors' engagement activities as requested.
- 2.1.2 As recommended, community engagement seminars have been held for councillors and these general sessions have developed in small Action Learning Sets. It is proposed to continue with these on a demand led basis.
- 2.1.3 The council's engagement and partnerships team and the communications team have been working to ensure better publicity for our grant programmes through press releases, website information and presentations at events such as the annual Rural Parish Conference.
- 2.1.4 The communications team is making council press releases available to third party publications such as parish magazines and residents' magazines.
- 2.1.5 The development of the council's approach to new media has taken place within the context of the communications strategy as presented in paragraphs 2.2 below. Plans for a new design for the council's website and Hertford Theatre's website are at advanced stages of development.
- 2.1.6 Following review as recommended by the Task and Finish group, LINK has remained a four-times a year publication and has retained its title name rather than being rebranded as 'Your Council Matters'. The new smaller (A5) format has been well received and there are no plans to change this.
- 2.1.7 In relation to surveys, members are advised that the main biennial residents' survey is due to be undertaken later this year. Members

will be consulted on its form and content and the results will be widely published.

2.1.8 A new toolkit for engagement has not been developed, because existing standard, classic methodologies have not changed significantly and a view has been taken that engagement is more nuanced than can be provided for by a toolkit and that therefore learning is better done through such activities as the current series of Action Learning Sets. However, a new engagement check list has been circulated to councillors for use should they wish (attached at **Essential Reference Paper C**).

2.2 Highlights of progress delivered as a result of the new communications strategy is presented as follows:

2.2.1 There has been a step change in the council's use of social media in line with the new communications strategy. A social media training session has been delivered for members and individual 'tuition' on the basics of twitter and facebook use is available for members on request from our communications team. A number of councillors have already taken up this offer and are positively using social media to share council messages.

2.2.2 The council started to tweet systematically mid-way through 2012. At the time of writing, the council's twitter account had 1,850 followers. As anticipated in the strategy, tweeting has enabled the council to develop a more accessible style of communication, characterised by greater informality and immediacy; creating a different relationship with our residents, service users and other stakeholders. Hertford Theatre has also recently started to use twitter systematically as a marketing tool and this is supported by and linked to the council's account. Facebook has been less well developed and maybe this reflects current trends and the limited added value from the use of facebook to local authorities that already have well established websites. Nevertheless members are invited to consider that the introduction of facebook is more appropriate to our business than the previous use of myspace – which was deleted following introduction of facebook.

2.2.3 Whilst the communications team drives the corporate social media accounts, Officers in customer services have also been trained on the use of twitter to generate certain service request responses.

2.2.4 The new communications strategy sought to introduce a proactive and systematic approach to communication and one of the

mechanisms introduced to ensure delivery of that aim has been to embed regular monitoring at senior management level. The Corporate Management Team is presented with a monthly communication report that provides a) an analysis of last months output and impact measured both quantitatively and qualitatively, b) planned activity for the coming month and c) a scan of up and coming issues.

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

Communications Strategy (Corporate Business Scrutiny Committee – 29 May 2012 and Minutes of the Executive 10 – July 2012).

Contact Member: Councillor Linda Haysey, Executive Member for Health, Housing and Community Support
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Councillor Tony Jackson, Leader of the Council.
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
Consultation:	<i>Contained within report</i>
Legal:	<i>None</i>
Financial:	<i>None</i>
Human Resource:	<i>None</i>
Risk Management:	<i>None</i>

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Essential Reference Paper (B)

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

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
<p>NOTE: ALL THE RECOMMENDATIONS CONTAINED WITHIN THE TASK AND FINISH GROUP'S FINDINGS ARE SUBJECT TO THE RESOURCES AVAILABLE WITHIN THE COUNCIL'S NEW MEDIUM TERM FINANCIAL PLAN</p> <p>1. Who should the council engage with?</p> <p>The council should engage with the diverse range of people living, working and visiting East Herts as well as community led organisations and local businesses.</p>	<p>i. There is Public Sector Duty to inform, consult and involve (informing, listening and discussing to joint decision making)</p> <p>ii. There is a new compliance with the Public Sector Equality Duty for all 'protected groups'</p> <p>iii. The purpose is to facilitate greater awareness and stronger affiliation between the council and the communities</p> <p>iv. This will enable the council to attract private sector resources</p>	<p>i. The council complies with the Public Sector Duty</p> <p>ii. 'Fit for Purpose' & better /appropriate services delivered</p> <p>iii. Stronger partnerships between private and public sector</p> <p>iv. Stronger communities</p> <p>v. Vibrant democracy</p>	

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
		<p>v. This will ensure 'protected groups' are an essential element of the framework/strategy</p> <p>vi. The group considered evidence/feedback from Youth Conference held in October 2010 and Youth Shadowing Programme in February 2011 to make their recommendations</p> <p>vii. The group used information obtained through responses from the civic and residents' association questionnaire for the review</p>	
<p>2.</p>	<p>Community Voice(CV)</p> <p>a) CV should not continue in its current format</p> <p>b) The new proposals for replacing CV should concentrate on what the District Council's responsibilities and priorities are</p> <p>c) CV should be replaced by issues and location specific meetings when needed with full involvement and contributions from relevant ward councillor(s). This could be :</p> <ul style="list-style-type: none"> • one-off engagement • repeated engagement over a longer period of time • it may be formal 	<p>i. There is a need to show Value For Money</p> <p>ii. CV needs to be purposeful, timely, issue specific and focussed</p> <p>iii. There is evidence of successful issue/location (where they worked well) specific meetings e.g. ARC, planning issues regarding Bishop's Stortford</p> <p>iv. The purpose is to ensure</p>	<p>i. Greater listening, trust and genuine communications are generated (2 way movement of messages – communities to decision makers)</p> <p>ii. Evidence base for decision making and reviewing progress is gathered</p> <p>iii. Services are reflective of customer insight and need</p>

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
	<ul style="list-style-type: none"> • informal through partners, town & parish council meetings & other forums d) It should not be a presentation arena for other partners without their contribution. Their contribution needs to add to the cost of such things e) The engagement needs to focus on a specific issue or on service delivery f) Public meetings be renamed and be clearly branded as East Herts. g) Any changes recommended should be incorporated with the CV section of the council constitution h) Develop a joint yearly calendar of meetings & other forums within departments and external agencies for members and officers 	<p>community participation is connected to decision making</p> <ul style="list-style-type: none"> v. It is important for the council to give feedback vi. The purpose is to ensure right exchange at the right time with the right people/ groups happens vii. Intelligence gathered should be used to deliver better decision making in policy and service development and in setting priorities for action (Meeting 4) viii. This will enable the council to provide better services ix. This will encourage to 'put something back in 'my place' which is at the heart of Localism Bill x. Leader of Breckland Council provided useful exemplar information 	<ul style="list-style-type: none"> iv. Value added to communities and to the quality of services they receive and any savings through a coordinated approach
2a	<p>Hosting partner topics</p> <p>East Herts Council should work with Communication team of external partner agency as appropriate to share/take on the publicity of partner agendas and partners should share/take the cost of the event</p>	<ul style="list-style-type: none"> i. The purpose of this is to emphasis on partnership working ii. This will encourage citizen led decision making 	<ul style="list-style-type: none"> i. Services reflect local priorities

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
<p>3.</p> <p>Role of Councillors</p> <p>a) Councillors should be expected and supported to play a very active role in their ward and local area as community leaders</p> <p>b) It is recommended that appropriate training for Members be provided to enable them to positively and confidently engage in this process</p> <p>c) locality meetings should be encouraged and financial support be provided as appropriate and within available financial resources to discuss local issues (if CV meetings are restricted as in (2), then any savings could be used as a funding pot which ward councillors could apply to enable locality meetings).</p> <p>d) 'Branding' councillors out in community to raise profile of East Herts:</p> <ul style="list-style-type: none"> • Continue with Business cards • Clear lapel badges • Laminated A4 ward information sheets for display 	<p>i. This will enable more involvement of councillors linking it to the Big Society agenda</p> <p>ii. It is important to recognise that they are the gateway to local political representation and accountability</p> <p>iii. The purpose is to plan councillor engagement work as an integral part of the overall engagement effort</p> <p>iv. This will help develop an agreed vision and set of values for jointly working with the councillors and the community/public</p> <p>v. The intention is to build on Town and Parish meetings</p> <p>vi. Members have requested for badges/cards. It is important for them to be identified in their community and at public events who they represent. (examples from exemplar authority/leader of the council (Breckland Council) confirms this</p>	<p>i. Enable more meaningful local engagement which will drive the Big Society agenda for East Herts</p> <p>ii. Raise profile and Inspire local community action and volunteering linking in with the 'Big Society' and Localism Bill</p> <p>iii. Identify East Herts role in and at event(s)</p> <p>iv. Encourage public to approach/contact councillors</p>	

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
4	<p>Partnership with CVS</p> <p>That the Council continues with the dialogue and current working relationship linking into Big Society agenda and especially around accessing 'protected and specialist' groups</p>	<ol style="list-style-type: none"> i. This will enthuse, educate & enable local involvement ii. This will enable commissioning rather than grants giving iii. Evidence gathered through discussion at T&F group (Meeting 5) has provided valuable insight into the current good working relationship 	<ol style="list-style-type: none"> i. Better connection through informal and formal meetings
5.	<p>Publicity /Media</p> <ol style="list-style-type: none"> a) The Council be proactive in presenting itself at community and public events (as appropriate & within available resources) b) Much more use to be made of local third party publication to get specific messages across to communities: Town/Parish magazines, Civic Society magazines, and Residents Newsletter c) A process for on-going feedback on the Herts Community Grants should be put in place for local information and wider publicity 	<ol style="list-style-type: none"> i. There is a need to be open to public view ii. There is a need to handle negative media (members' questionnaire) iii. This will help promote the council especially at community events using Market Place format and Council 'stall' if appropriate 	<ol style="list-style-type: none"> i. People know what they have contributed to and what the council has done with the information ii. Good news stories are publicised iii. Targeted messages to specific communities or interest groups
5a	<p>Publicising the engagement event</p> <p>A robust framework be produced for publicising all events and a process be put in place for giving feedback involving ward members</p>	<ol style="list-style-type: none"> i. The challenge for the council is to market effectively ii. The evidence has been gathered from responses from both Members and civic/residents' association 	<ol style="list-style-type: none"> i. Attracting a diverse range of audience

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
		questionnaires	
6.	<p>Use of New Media including the use of Face Book and Twitter</p> <p>a) The Council explores & considers this further and a policy be drawn up for the use of New Media by the council across all services.</p> <p>b) Officers and Members should work with a focus group of residents to develop the public facing area of website to ensure usability by non-specialists</p> <p>c) Consideration should be given to the use of Automatic Text responses to residents who have logged their interest in topics and there is new information for them</p>	<p>i. There is a danger that some new media forums will create non web user / hard to reach group</p> <p>ii. This could be dominated by a few users</p> <p>iii. The group agreed that the new media opportunities should focus on single issue debates and then be shut down. They are not an appropriate tool for general/continuous dialogue with the public (Meeting 3)</p> <p>iv. This will enable Members' desire to put more emphasis /focus on making use of opportunities that are available through the use of modern technology</p>	<p>i. Adds new dimension to the engagement process</p> <p>ii. Encourage community and public to engage by making it easy and attractive</p> <p>iii. Support Youth Engagement</p>
7.	<p>Link Magazine</p> <p>a. Link should be reviewed in respect of :</p> <ul style="list-style-type: none"> • Penetration (including considering alternative methods of distribution and giving all ward Members a number of copies to put in 	<p>i. LGA recent publication/guidelines on written publication has confirmed this</p> <p>ii. Current presentation,</p>	<p>i. People know what they contributed to and what came of it.</p> <p>ii. People remember the</p>

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
	<p>appropriate community locations in their wards as relevant</p> <ul style="list-style-type: none"> • Design and readability (background, use of colours) • Frequency of publication be reduced to 3 issues a year (as a pilot for a year) • Rebranded as ‘Your Council Matters’ 	<p>readership and readability is anecdotally not at a desirable standard (will be guided by the awaited new Code of Local Government Publicity)</p> <p>iii. Anecdotal evidence gathered suggests that it needs to be reviewed and the viability of its production less frequently should be considered</p> <p>iv. The proposal is to use it to feedback – get better at telling people what the council has done, actions the council has taken and how the council has responded to their comments</p>	<p>magazine and look forward to receiving it</p>
<p>8.</p>	<p>Surveys</p> <p>The council should give more prominence to publishing the results and outcomes from all surveys in Link or on line (Meeting 3)</p>	<p>i. There is a need to recognise the Public Sector Duty to consult and inform</p> <p>ii. Leader of exemplar council (Breckland) provided evidence of good practice</p> <p>iii. Views expressed in civic and residents’ association questionnaire confirms this</p> <p>iv. The mechanism for doing this currently exists but the council</p>	<p>i. People know what they have contributed to and what the council has done following the consultation result</p>

	<u>Recommendation :</u>	<u>Comments and context</u>	<u>Desired outcomes</u>
		needs to do more	
9.	<p>Resourcing</p> <p>Implement what recommendations are possible within the cost and resources envelopes (budgets) agreed as part of the MTFP.</p>	<p>i. This could be achieved within the current Staffing</p> <p>ii. There is a need to consider cost for publicity/venue hire, and meeting expenses incurred by attendees at consultation events (e.g. for carers, child care, travel for younger people or older/disabled residents)</p>	<p>i. Achieve Value for Money outcomes</p>
10.	<p>Toolkit for East Herts Community and Public Engagement for East Herts staff and Councillors</p> <p>A Toolkit be produced for East Herts staff and Councillors incorporating current thinking and recommendations</p>	<p>It is suggested that a new/updated toolkit is produced using good practice examples from other authorities such as 'West Devon'</p>	<p>Coordinated and consistent approach to engagement</p>

ESSENTIAL REFERENCE PAPER 'C'

East Herts Council - ward councillor's basic engagement check list.

Ward: Key characteristics:
Local residents and community groups: (Name/where they meet/when they meet and issues arising. Who are the council's representatives on the local community centre board etc)
(As above) info on the following to be filled in as appropriate:
Parish/town councils
Local business reps
Health providers
Children centres
Schools
Sports clubs
Arts groups
Ethnic groups
Faith groups
Ageing well clubs/activities
Voluntary sector
Other groups
Grants received in the ward
External funding received
Press coverage/press releases generated/tweets/facebook
Ward consultation/engagement grant used/not used
Key messages: <ul style="list-style-type: none">• Very low crime• Desirable place to live (Nationwide)• Good health
Issues to feedback/assistance required:

Whenever there is a request for further information or assistance that you require on any subject relating to engagement in your ward, please send check list back to the Engagement and Partnerships team – mekhola.ray@eastherts.gov.uk , claire.pullin@eastherts.gov.uk marianne.mcwhinnie@eastherts.gov.uk and the team will do its best help you.

Request:

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Whenever you have a communication message that you need help with; press release, tweet etc. Then please send this check list with communication subject etc filled in below. Or contact lorna.georgiou@eastherts.gov.uk , lorraine.kirk@eastherts.gov.uk david.winter@eastherts.gov.uk

Communication message:

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 19 MARCH 2013

REPORT BY HEAD OF INFORMATION, CUSTOMER AND PARKING SERVICES

6. DATA PROTECTION AND INFORMATION SECURITY UPDATE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To provide an update on the Council's management of Data Protection and Information Security
- To invite the Committee to take up a role in the Council's governance framework for Information Security.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE That:</u>	
(A)	The Council's Data Protection Action Plan and Governance Framework be scutinised;
(B)	Corporate Business Scrutiny Committee considers and adopts it's recommended role in the governance arrangements for Data Protection and monitoring the completion of the Data Protection Action Plan;
(C)	A training session to support the governance role of Members of Corporate Business Scrutiny Committee be endorsed; and
(D)	The Executive be advised of any recommendations regarding the Information Security Framework now detailed.

1.0 Background

- 1.1 Corporate Management Team (CMT) authorised an independent review of Data Protection (DP) across all services on 13 March 2012.
- 1.2 The review made recommendations regarding DP policies and guidance. CMT approved an Information Security Policy

Framework and the priorities for policy development on 25 September 2012.

1.3 CMT received a DP update report on 13 March 2012. This established basic governance of DP including: Heads of Services' (HOS) responsibility to ensure their teams are aware of the impact and requirements of the DP Act; and alignment of DP risk assessment and review alongside the Council's existing arrangements for managing and monitoring risks.

2.0 Report

2.1 Data Protection Review

2.1.1 An extensive DP review including 16 individual service reports, resulted in an action plan to continue to enhance the Council's approach to managing the requirements of the DP act. This action plan is presented as **Essential Reference Paper B**.

2.1.2 During the review, immediate actions were taken to begin addressing any concerns identified where possible.

2.2 Approach to Information Security

2.2.1 The review identified that:

- The Council had a basic set of DP policies, which can be enhanced to reflect the demands that are now placed on Councils, driven in part by the increased use of information technology.
- The establishment of enhanced policies would also be beneficial by increasing knowledge amongst all staff.
- The establishment of enhanced policies would also increase knowledge amongst all staff.

2.3 Data Protection Policies and Procedures

2.3.1 The existing policies covering DP, were established over time, as needs arose. The Council is now implementing a structured framework under an Information Security policy that reflects best practice. Some specific policies addressing single issues are required. An example is home working. The number of staff 'home working' has grown from fewer than 10 to almost 50. Previously a

small addition to an existing policy was fit for purpose, a more comprehensive policy with guidance is now required.

2.3.2 The order of policy development is based on potential risk to the Council and need. This order is shown in **Essential Reference Paper C**. The initial priorities were 'Use of Social Media', now completed, and 'Councillor Guidance', on track for completion by end of March 2013.

2.4 Policies Covering the Computing Environment

2.4.1 East Herts' Systems and Network Manager and its Development Manager have confirmed that a number of policies are required in respect of Information Security and ICT (shown in **Essential Reference Paper C**). CMT have endorsed that the ICT shared service address establish common security policies at an early stage of the project. Specific ICT security policies required in addition to these will then be progressed.

2.5 Monitoring Progress – Governance

2.5.1 The existing Arrangements were approved on 13th March 2012 by CMT:

- A quarterly DP compliance monitoring report to CMT, to ensure prompt and committed progress whilst tracking the completion of DP risk assessments and resulting actions.
- That all Head of Service (HoS) must ensure their teams are aware of the impact of, and their responsibilities under, the DP Act in their service, with assistance and guidance provided by the Information Management team.
- That all services include an annual DP risk assessment as part of the established Medium Term Financial Planning (MTFP) process.
- That Directorate Management Teams (DMTs) will monitor risks and associated actions quarterly with significant matters flagged on the corporate risk register.

2.5.2 The DP action plan recognises the need for enhanced monitoring and governance to ensure a strong level of assurance in compliance with DP requirements. The governance structure is presented in **Essential Reference Paper D**.

2.5.3 East Herts Council's Annual Governance Statement defines the

role of Overview and Scrutiny committees (Corporate Business Scrutiny, Community Scrutiny and Environment Scrutiny) as *'the review and/or scrutiny of decisions made or actions taken in connection with the discharge of any of the Council's functions, developing the capacity and capability of members and officers to be effective'*. Audit Committee provides *'assurance about the adequacy of internal controls, financial accounting and reporting arrangements, and that effective risk management is in place'*.

2.5.4 It is proposed that Corporate Business Scrutiny committee takes a strategic oversight of the completion of the DP action plan and DP compliance with a formal annual report.

2.6 Roles and Responsibilities - Organisation

2.6.1 **Essential Reference Paper D** sets out the DP governance arrangements within the Council as approved by CMT on 13 March. The specific roles and responsibilities are shown with the reporting arrangements in place.

2.6.2 The Chief Executive and Director of Community and Customer Services is the Senior Information Risk Owner (SIRO) with overall ownership of the Council's Information Risk Policy, acting as the champion for information risk on CMT.

2.6.3 The management and responsibility for the implementation of the Council's DP Risk Policy will be given to the Deputy SIRO, the Head of Information, Parking and Customer Services. The post holder will lead the Council's DP compliance and will be a source of challenge and advice on DP matters, standing in for the SIRO as required.

2.7 Data Protection Compliance Officer

2.7.1 In order to deliver efficient and focused change CMT have established a one year post of Data Protection Compliance Officer.

2.7.2 The one year role is required to support the Information Management team and organisation to deliver the Information Security Policy Framework, its sub-policies and the DP Action Plan. The role will ensure:

- Organisational risks will be mitigated swiftly.
- Services will be supported to develop knowledge of information flows, risks and risk mitigation.

- Services will be supported to develop appropriate in-service training to mitigate data protection risks.
- All staff will benefit from the implementation of up to date Data Protection policies that reflect our organisational needs.
- CMT will benefit from the assurance that a dedicated project officer supports the Data Protection Action Plan across the whole organisation.

2.8 Members and Data Protection

- 2.8.1 Members are covered by the Council's own Data Protection registration with the Information Commissioner whilst undertaking duties as a member of the Council. The Council's training will support members in these roles in respect of Data Protection and Information Security matters. Specific training will be provided to the Licensing Committee due to the nature of their work, Corporate Business Scrutiny due to the proposed governance role and the Executive and political group leaders so they are a source of peer support.
- 2.8.2 Members are individually responsible and liable under the Data Protection Act if they hold or use and personal data for the purpose of constituency casework or for canvassing political support amongst the electorate. This is likely to be the case for any active Ward Councillor. It is each individual member's responsibility to ensure they have individually complied with the requirements of the Data Protection Act and registered as a Data Controller with the Information Commissioner's Office.
- 2.8.3 The Member Development Charter Group agreed that essential training for members be offered in the format of:
- An induction pack/Introductory Guide to Data protection for Members
 - Essential e-learning for Members on Data Protection and Information Security, both backed up with hard copy workbooks as an alternative by exception where e-learning is not the best format for learning
 - Additional information for Members to be highlighted on the Member intranet – Guidance for Local Councillors from the Information Commissioner and the Local Government Association.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report are detailed in **Essential Reference Paper A.**

Background Papers

CMT 25 September 2012 – Information Security Policy.

CMT 15 May 2012 – Data Protection Update Report.

Contact Member: Councillor Tony Jackson – Leader of the Council,
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Contact Officer: Neil Sloper, Head of Information, Customer and
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Report Author: Neil Sloper, Head of Information, Customer and
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neil.sloper@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<p>Priority: People</p> <p>This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Corporate Objective: Maintain our core services to a good standard and ensure high satisfaction with the council as measured through the biennial Residents Survey.</p>
Consultation:	<p>This report seeks to invite the Corporate Business Scrutiny committee to take up an assurance role within the governance of Data protection and Information Security.</p> <p>Corporate Management Team and Heads of Service have been consulted in the preparation of the action plan and audit.</p>
Legal:	<p>Failure to meet the requirements of the Data Protection Act is illegal. It impacts the reputation of the Council and the Information Commissioner's office will issue fines in the event of DP breaches as well as public decision notices.</p> <p>A failure to guard personal data may result in identity theft.</p>
Financial:	None
Human Resource:	<p>The HR policy template will be used for all elements of the policy development. HR will be fully involved in the production of the policies.</p> <p>All policies will be progressed through the Local Joint Panel and endorsed by the HR Committee.</p>
Risk Management:	<p>In order to ensure compliance with the DP Act the Council needs to have: a clear policy framework, guidance in place for all customers, staff and members to ensure safe information management; clear governance; embedded risk assessment and review processes and complete the Data Protection action plan.</p>

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ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
<p>1. There is no formal Information Governance Management Framework to manage Data Protection and Information Security.</p>	<p>Without a recognised framework, There is a risk that Data Protection (DP) and Information Security (IS) issues could be overlooked, leading to organisational systematic errors.</p>	<p>H</p>	<p>An Information Governance (IG) Framework is put in place to manage Data Protection and Information Security as a central part of the business. All service areas should play a key role within that framework which feeds into the Councils Corporate Management Team. Key components under this Framework will consist of</p> <ul style="list-style-type: none"> • Information Governance Management • Confidentiality and Data Protection Assurance • Information Security Assurance (Support and Infrastructure, both physical and electronic) • Data Sharing (internal and External) Use Assurance • Corporate Information Assurance 	<p>Yes</p>	<p>The council considers that this endeavour should be adopted into the standing agenda of Senior Management Group and the Corporate Management Team.</p> <p>By directly integrating IG into the roles of the existing Senior Management Group, the council believes this will close the gap between strategic/corporate management and operational management, creating a more engaged approach and strengthening the service level understanding and application of DP Principles</p> <p>The following steps are under consideration:</p> <p>Data Protection Compliance Governance Framework DP and IG to become a standing item on CMT Agenda DP and IG to become standing item on SMG Agenda DP and IG to become a standing item on IT Steering Group Agenda</p> <p style="text-align: center;">GREEN - COMPLETED</p>	<p>31/12/12</p>

ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
<p>Policies and procedures are available to staff covering some parts of Information Governance and Data Protection, however these are spread throughout other policies, need updating. Some staff have difficulty locating them and there is a lack of understanding of personal responsibility. This situation does not offer sufficient strength for robust disciplinary responses in the case of breaches.</p>	<p>Multiple policies containing references to DP risks conflict of statement when policies are updated or amended at different times.</p> <p>The council also risks being unable to respond to breaches, with staff being unclear on responsibilities.</p>	M	<p>A comprehensive suite of basic, well structured Information Governance polices to be written and embedded into the organisation. Compliance with all policies should be monitored, and lack of adherence to them acted upon.</p>	Yes	<p>Work has already started on a review and redrafting of existing policies into a modular suite of discrete, but cross referenced policies.</p> <p>Information Security Policy Framework approved at CMT on 25th September along with priorities for policy development.</p> <p>ON TARGET</p>	<p>Policies all completed by 31/12/13</p>

ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
3. There are no explicit confidentiality or Data Protection compliance statements in staff contracts. Information Governance and Data Protection is not part of the routine operational management processes.	Difficulty in the organisation presenting a corporate response to staff who breach the Organisational Policy in line with legislation.	H	An addendum to staff contracts to include basic compliance statements with Confidentiality and Data Protection. Line Managers to embed Information Governance and Data Protection requirements in operational management processes.	No	The Council achieves contractual compliance through its policies that apply to all staff. GREEN - COMPLETED	Linked to Policy Development
4. There is a lack of understanding of how Data Protection principles impact day to day activities in individual services, and the level of individual responsibility required by the DPA	The council risks local service level breaches through error. This carries risk of significant fines from the ICO	M	Annual staff training in Information Governance and Data Protection to ensure staff compliance and understanding of their responsibilities.	Yes	A new multimedia DP training suite has been deployed, and completion has been mandated by CMT. Service level needs will be assessed following reports of service by service completion. Services should annually assess DP issues to ensure that compliance, and ensure that appropriate training is available to staff to mitigate risks and address service specific issues. Basic corporate training for all staff should be maintained at a corporate level. Each service to develop its own induction to the data protection risks and controls for delivery to new team members, annual review of the content linked to the annual risk assessment. ON TARGET	Completed 31/03/13 and annually thereafter Completed and in place for induction and basic training 12/12/13

ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
There is a lack of formal records of procedures relating to data management	There is a risk that procedures will not be followed, or staff may introduce anomalies into processing workflows, resulting in DP breaches	M	Services produce maps of data moving into and out of their workflows, and produce formal procedure records on main tasks and work areas	Yes , on a risk based approach	There are significant resourcing implications for this recommendation so it will be undertaken on a risk based approach linked to the risk assessment of data protection compliance within each service. Key areas of risk will need to have information flows reviewed and appropriate controls evaluated. NOT STARTED	31/03/14
6. Staff Intranet presents relevant DP policies in a number of different locations. Version control required	Without a coherent and structured presentation, there is a risk of confusion about which policy to follow, and that some policies may become out of date.	M	Intranet needs to be reviewed to ensure policies are up to date and accurate. The Structure needs to be addressed to ensure staff find it user friendly to locate policies	Yes	Intranet DP assets have been reviewed and a new DP section describing individual responsibilities has been launched. The new Information Security Policy framework will be held here, new policies added as they are developed and approved and cross linked to HR and IT sections. The HR policy template for is being used to ensure that review is built into the policy lifespan. ON TARGET	31/03/13
7. Laptops have not been encrypted	Risk of client machine information being accessed by third parties in instances of theft or accidental loss.	H	All laptops to be recalled to ensure that encryption is installed as a matter of urgency.	Yes	Immediate action is being taken to secure relevant laptops. ITSG to receive report at every meeting regarding status and control of mobile devices, member's IT equipment and device encryption. ON TARGET	31/05/13

ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
8. Emails containing client sensitive data sometimes sent and received to and from outside the organisation without encryption. Information unsecured in transit.	Risk of interception or information sent to wrong recipient in error	H	Content encryption needs to be used when sending client identifiable and sensitive data outside the organisation and offered to customers sending information to the council.	Yes	Existing processes reviewed in a report to ITSG by IT to make best use of document level encryption. NOT STARTED	31/03/13
9. Confidential Waste Bins: The bins for secure waste and ordinary waste are the same colour, shape and size	There is potential for them to be mixed up by staff using them.	M	Bins should be different colours or marked clearly.	Yes	This has already been undertaken, with confidential waste bins marked by a red lock covering, and non-confidential waste bins marked by a warning label GREEN - COMPLETED	Completed
10. Visitors Sign In at main reception and should be issued a Visitor badge/sticker. This sometimes does not happen	Risk of unauthorised person being observed in the building, but mistaken for a legitimate visitor	M	The visitors system needs to be reviewed and compliance addressed to ensure that visitors wear Visitor badges whilst on site.	Yes	Supply of visitor badges reviewed. Visitor compliance to be addressed through SMG GREEN - COMPLETED	Completed
11. Data Breach Policy and Procedures: The policy/procedure to follow regarding breaches is not widely understood	Risk of inconsistent reporting and lack of reporting of incidents	M	Data Breaches Policy should be reviewed and clearly integrated into general policies.	Yes	Breach Policy has been reviewed, and will be moved to the new Intranet DP section. GREEN - COMPLETED	31/12/12

ERP B - Data Protection Action Plan

Observation	Risk	Risk Rating	Recommendation	Agreed Yes/No	Management Response	Target
12. Consultations conducted without centralised control or oversight – varying degrees of understanding among those concerned about DP issues	Risk of non-standardised approaches and non-compliant processing leading to DP breaches	M	Notification of ANY consultations to the Consultation officer (Community Projects/Engagement) and Information Manager be mandatory and enforced at Directorate level. Review of Consultation Tool-kit to assure fit for purpose for assisting DP compliance	Yes	To be raised in Staff Briefing, SMG compliance. Is written in to existing policies for consultation. GREEN - COMPLETED	31/12/12

H – High Risk
M – Medium Risk
L – Low Risk

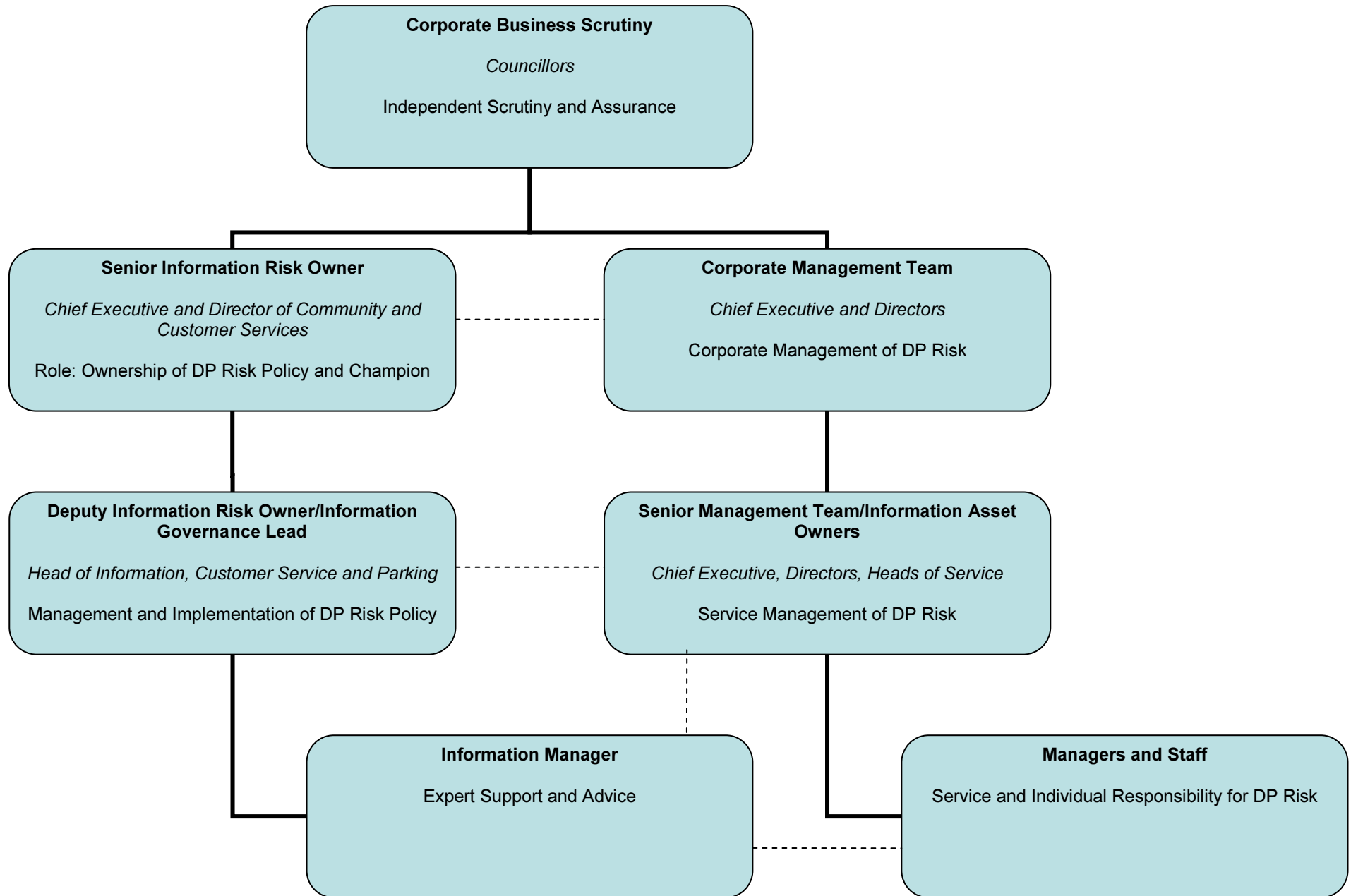
Information Security Policy Framework

Policy	Topics	Lead Service	Lead Officer	Priority	Status
Information Security Policy	All policies	Customer Service (Information Management)	Head of Customer Service and Parking		Agreed
<u>Sub Policies</u>					
Security Policy	Breaches and Incidents	Customer Service (Information Management)	Information Manager	H	
Compliance Policy	Audits and Risk Assessment	Customer Service (Information Management)	Head of Customer Service and Parking	H	
<u>Records Management</u>					
Document Retention	Service Retention Lists	Customer Service (Information Management)	Information Manager	H	In Progress
Exchange and Sharing of Data	Data Sharing Protocol	Customer Service (Information Management)	Information Manager	H	
Information Classification	Security Levels	Customer Service (Information Management)	Information Manager	M	
<u>User Policies</u>					
Internet Use	At work and Council supplied home broadband	ICT	Network Systems and Support Manager	L	
Email Use		ICT	Network Systems and Support Manager	M	
Personal Use of IT	Time, Monitoring, Storage	ICT	Network Systems and Support Manager	M	
Web Authoring	Checking posted content	Customer Service (Information Management)	Web Manager	H	
Passwords		ICT	Network Systems and Support Manager	L	
Social Media		Communications	Communications Team Leader	H	Completed
Home Working		ICT	Network Systems and Support Manager	H	
Mobile Devices	Laptops, Smartphones, Tablets	ICT	Network Systems and Support Manager	H	
Storage Media	USB sticks, CD, DVD, Pictures	ICT	Network Systems and Support Manager	H	
Use of Personal Kit	Mobiles, Tablets, Laptops, Encryption	ICT	Network Systems and Support Manager	H	
<u>Computing Environment</u>					
Anti-Virus		ICT	Network Systems and Support Manager	L	

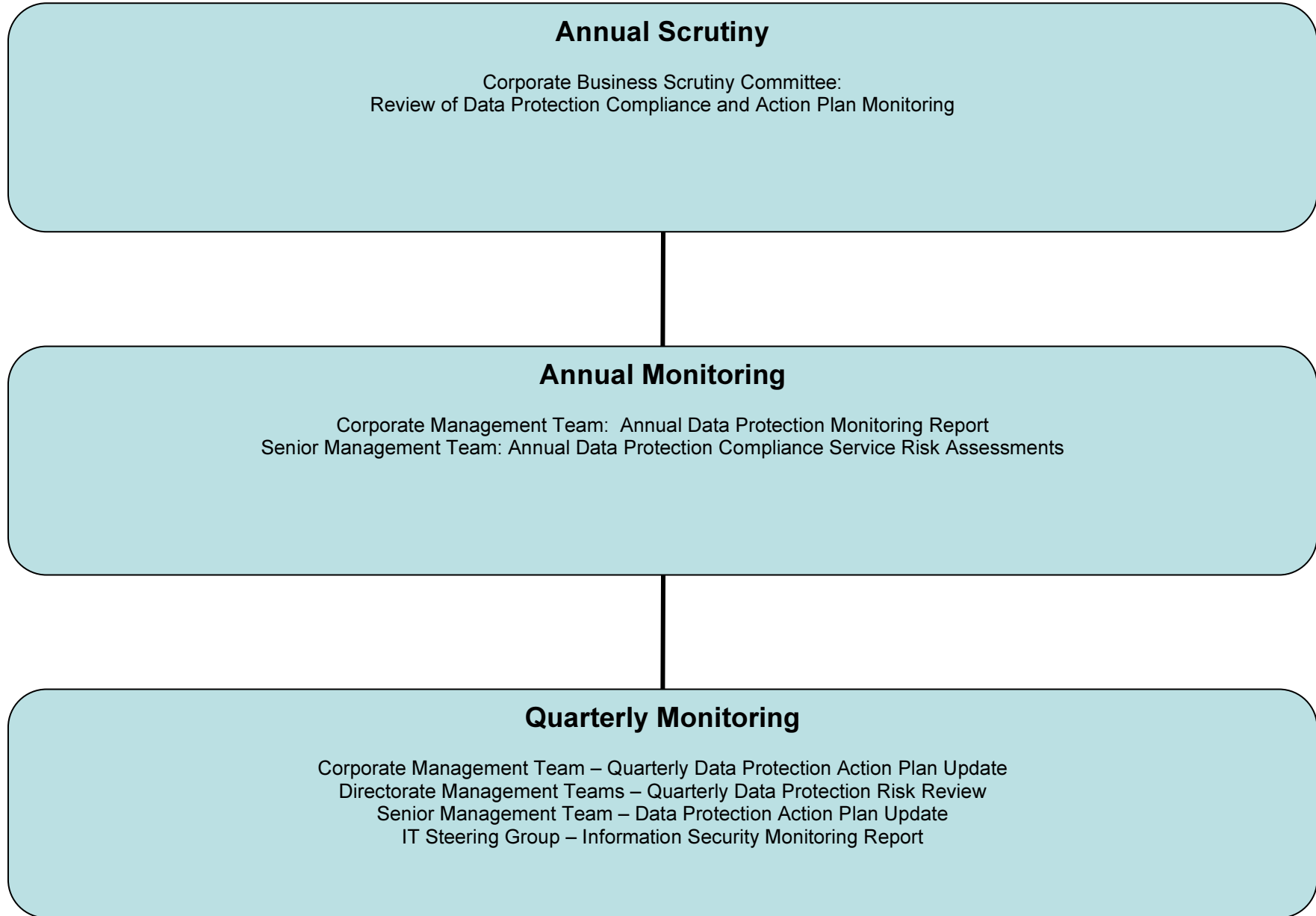
ERP C - Information Security Policy

Firewall		ICT	Network Systems and Support Manager	L	
Website and Intranet		ICT	Network Systems and Support Manager	L	
Physical Security	Server Rooms	ICT	Network Systems and Support Manager	M	
Access Control		ICT	Network Systems and Support Manager	M	
Patch Management Policy		ICT	Network Systems and Support Manager	M	
Information Back up Policy		ICT	Network Systems and Support Manager	M	
Remote Access		ICT	Network Systems and Support Manager	M	
File Store Policy	Use of drives C:, shared, removable	ICT	Network Systems and Support Manager	M	
Network Connection Points		ICT	Network Systems and Support Manager	H	
Device Port Control		ICT	Network Systems and Support Manager	H	
Payment Security	File transfer, banking	ICT	Network Systems and Support Manager	H	
Use of Private Equipment	Staff, members, visitors and customers inc Wi-Fi	ICT	Network Systems and Support Manager	H	
Back Office Systems		ICT	Network Systems and Support Manager	L	
MPLS	LAN, WAN	ICT	Network Systems and Support Manager	H	
File Transfer	Smart Phones, Laptops, Tablets, Cameras, Voice Recordings, Video Recordings	ICT	Network Systems and Support Manager	H	
Email	Storage, archive	ICT	Network Systems and Support Manager	M	
<u>Councillors</u>					
Members Information Security Guidance		Customer Service (Information Management)	Information Manager	H	In Progress
Members Using Their Own Equipment		ICT	Network Systems and Support Manager	H	
Member's Use of the Website		Customer Service (Information Management)	Web Manager	H	
ICO Good Practice Note		ICO	ICO	N/A	Completed
IDE&A Guide to DP		IDE&A	IDE&A	N/A	Completed

ESSENTIAL REFERENCE PAPER D – DATA PROTECTION COMPLIANCE GOVERNANCE
Data Protection Compliance – Governance Framework



ESSENTIAL REFERENCE PAPER D – DATA PROTECTION COMPLIANCE GOVERNANCE
Data Protection Compliance – Reporting Framework



EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 19 MARCH 2013

REPORT BY HEAD OF INFORMATION, CUSTOMER AND PARKING SERVICES

7. WEBSITE UPDATE

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To provide an update on the changes underway to the Council's website.
- To present the website action plan to the Committee for scrutiny.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE That:</u>	
(A)	The Council's Website Action plan be scutinised; and
(B)	The Executive be advised of any recommendations regarding the action plan now detailed.

1.0 Background

1.1 Structured development of the website has been ongoing for the last 4 years, with continual reference to statistical and behavioural analysis to inform updates of the structure to the dominant uses.

1.2 The web team commissioned an independent review (**Essential Reference Paper B**) of the status of our website in October 2012 against the key criteria used by SOCITM in assessing the status of Council websites. This was used to validate the establishment of a Website and Digital Media Action Plan ('Action Plan' enclosed as **Essential Reference Paper C**).

1.3 Corporate Management Team (CMT) approved the Council's outline Website and Digital Media Development plan on 13 November 2012. CMT agreed that each Head of Service (HoS) must take responsibility for their services' website content (size and quality) and on-line service offer (top tasks).

- 1.4 A presentation was given to Senior Management Group (SMG) on 6 December 2012 to highlight the key issues and priorities.
- 1.5 CMT received a further update report on 19th March 2013. This updated CMT on the progress of the 'Action Plan' and provided a more detailed breakdown of actions and milestones led by the Web Team.

2.0 Report

2.1 What is a Council Website?

2.2 A council website is primarily a channel for the delivery of services. East Herts Council's site is structured to allow the majority of it's users to reach the most commonly used goal pages as quickly and cleanly as possible, while maintaining a logical framework.

2.3 The website is also a valuable electronic medium for the storage of information about services and democratic processes.

2.4 The website is also a medium for keeping updated about the Council and its services. This includes changes to services due to adverse weather conditions through to initiatives and services to benefit the district and its community.

2.5 Our On-line Aims

Council services must:

- Ensure customers can quickly and easily complete their top tasks, the things they want to do on-line.
- Make decisions about website content and services based on evidence and facts from customer use not opinions.
- Identify our customers' top tasks based on what they do, not on what they say they do.
- Keep content as concise and simple as possible.
- Act on customer feedback and behaviour.

2.6 Measuring Use

It is important to focus on task completion; so that customers can easily and quickly complete their top tasks. Measuring the number of page views and visitor numbers give an idea of how many

people are viewing, not doing. The East Herts Action Plan is prioritised on top tasks.

2.7 Top Tasks

2.8 User Identified Tasks

2.9 Analysis of the most common activities on the website gave a clear indication of the top tasks users want to complete. These are:

Task Rating	Task	Visits (Jan – Apr 2012)
1	View Planning Applications	32,142
2	Contact the Council	7,285
3	Job Search	6,894
4	Pay Online (General)	4,456
5	Pay Council Tax	3,683
6	Online Benefits calculator	1,810
7	Pay/Challenge PCN	1,445

(130,426 total visits Jan – Apr 2012)*

2.10 *After this time the European Regulations for monitoring web use changed creating a gap in user information, guidance from the Information Commissioners' Office has subsequently been amended to allow us to monitor use, this was re-established in February 2013.

2.11 Commonly Expected Tasks (SOCITM Annual Review)

2.12 The Council also monitors tasks identified in the Society of IT Managers' (SOCITM) Better Connected review as "commonly expected". These tasks are used to grade council websites.

2.13 In 2012, the outcome was:

- Object to a planning application (Unable to Complete)
- Apply for a job (Unable to Complete)
- Find refuse collection schedules (Successfully Completed)
- Find swimming pool opening times (Unable to Complete)
- Pay Council Tax (Successfully Completed)

2.14 The council commissioned an independent report using the SOCITM "Better Connected" criteria and methodology (ERP B). The report confirmed the approach to website development as appropriate. The recommendations are included in the website

action plan.

2.15 Service Efficiencies (Self Service on the Web)

2.16 Delivering services via the web, with direct integration to back office systems, is a method of delivering service efficiencies. However, achieving integration with existing systems to unlock efficiency often needs significant IT resources. Where a business case is identified by a Head of Service for a web self service project, the web team provide support as required to the IT development team. The team also support and advise on the evaluation of the opportunities for efficiencies and the production of the business case.

2.17 There are opportunities in the procurement of new systems to ensure that web self service is an integral part of the specification, assessment and evaluation of solutions. The web team provide advice and support on the evaluation of the self service opportunities provided.

2.18 On 15 May 2012, CMT agreed an endorsement of a report on self service at East Herts. The report described a vision of self service opportunities and proposed a priority for addressing and investigating such opportunities. The web team support services in their developments to achieve on-line service delivery and continue highlight to CMT the priority areas for such development based on customer information.

2.19 Website Size

2.20 The council's website contains over 7000 pages, over 5000 PDF's (Portable Document Format; a downloadable, human readable, file format e.g. flyers, leaflets, published reports) and over 1000 Word documents.

2.21 In a commercial, corporate environment, this would be unheard of. For example, the support website for Microsoft Office Excel, one of the largest software support sites on the web, has only 1000 pages, including step-by-step guides and 'How-To' tutorials. Most commercial websites have pages numbering in hundreds.

2.22 Some council services have a profile the size of a business in their own right and could easily occupy their own website. Planning for example, spread across Planning Policy, Development Control and

Building Control, produce 467 pages of content.

2.23 The top 5 content areas by number of visitors are:

Rank	Content Area	Number of Visitors (Jan – Apr 2012)
1	Planning	72,700 (Top Task – View Planning Application 32,142)
2	Waste and Recycling	21,945 (Top Task – Find Collection Dates 1,126)
3	Council Tax	18,298 (Top Task – Pay Council Tax 3,683)
4	Parking	14,238 (Top Task – Pay/Challenge PCN 1,445)
5	Housing	13,699 (Top Task – Apply for Housing/Register 2,381)

2.24 The Council is focused on reducing the size of its site and every page is to have a maximum one year expiry date, such that its use and content will be reviewed against the value it offers to customers.

2.25 Page Content

2.26 Heads of Service are responsible for content and its production. Each service either uploads their own content or receives assistance from the web team to do so as their resources allow.

2.27 Maintaining content of value to the customer is a key priority of the web action plan. The challenge is to support services that are publishing content less than one day a week to do it to a high standard. It is also recognised that with a website of large size the volume of information can diminish its value.

2.28 The web team now reviews the top ten top content pages for each service to prepare suggestions to enhance customer value of the pages by raising the quality and reduce the quantity of information.

2.29 A monthly review of customer use and comment will be reported on the intranet. The web team will review pages to see if this information has been acted upon by services and recommend action when required.

2.30 Continuous improvement based on evidence from testing with real

customers is at the core of the web action plan.

2.31 Accessibility

2.32 Our website's style sheets and templates were reviewed for accessibility 3 years ago, and were found to be broadly industry standard for compliance with accessibility requirements, with some good and excellent features. These style sheets were updated to include recommendations from the review, but have not been substantially amended since then, maintaining the standard of accessibility.

2.33 Additionally, the SOCITM review includes a report from the Royal National Institute for the Blind (RNIB) and a Yes/No rating for accessibility. East Herts Council continues to be rated as accessible by the RNIB.

2.34 Video on the Web

2.35 The web team offer filming editing and video deployment on the web for a number of service areas as a no cost service which would cost thousands of pounds per project. Work includes:

- Recording, edit and broadcast of meetings held in external venues (such as Development Control meetings held at the Charis Centre in Bishop's Stortford).
- Live broadcast of planning hearings.
- Filming community project events, for example the 3Music event, using a multi camera set up with a volunteer crew.
- Filming marketing assets (such as promoting Summer Activity funding for the Community Projects team, promoting Hertford Theatre pantomimes and promoting Budget Consultations).
- Skills in motion graphics and video effects mean that such material is of a commercial industry quality including a suite of "virtual tours" to promote the venue hire business activities at Hertford Theatre.

2.36 How People Find Us

2.37 Search Engines

69% of visitors (96,157 visits Jan – Apr 2012) use a search engine

to find the Council's website:

2.38 Top 10 Search Terms (Jan – Apr 2012)

	Keywords	Visits	Council Google Ranking
1	east herts council	18,400	1
2	east herts planning	4,297	1
3	east herts district council	3,362	1
4	east herts	3,228	1
5	www.eastherts.gov.uk	1,945	1
6	eastherts	1,064	1
7	east herts council tax	937	1
8	east hertfordshire district council	817	1
9	ehdc	760	2
10	East herts council planning	738	1

2.39 Home Page

2.40 Only 37% of visitors came in via the Home Page with the remainder using links and the specific service related links offered by search engines.

2.41 Top Entry Pages (Jan – Apr 2012)

Page	Number of Entrances
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more (Home Page)	49,073
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/Planning and Building /Online Planning	5,581
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Council Tax	4,830
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Jobs and Careers	4,293
/Home Page - Council Tax, Planning, Refuse and Recycling,	3,325

Parking, Community Development and more/ Housing	
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Planning and Building	2,682
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Customer Service/ Contacting the Council	2,567
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Waste and Recycling	2,475
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Planning and Building / The Planning System	2,296
/Home Page - Council Tax, Planning, Refuse and Recycling, Parking, Community Development and more/ Parking and Transport/ Parking/ Car Parks/ Bishop's Stortford Car Parks	1,467

- 2.42 The current interface (home page) for the website or home page; its colours, style and presentation, were designed approx 5 years ago. While this design is not unpleasant, the behaviours and expectations of our users have evolved, and there is an opportunity to redevelop to better accommodate them.
- 2.43 The Council's home page is important and the web action plan prioritises delivery of a simplified and customer configurable home page that will make it easier for customers to access services and information in the way they want to. This will be live by the end of May.
- 2.44 However, more important is the need to develop service interfaces (home pages), to act as the access points from links and external search provider results to provide clear and easy access to a particular service as this is what the users of our website are looking for. These will be implemented during the top page reviews across all services.
- 2.45 Navigation
- 2.46 A key challenge the East Herts website faces is for its search engine to be truly effective in delivering what customers are looking for. This is made difficult by the wide variety of services and quantity of content that is 'searched'.
- 2.47 The actions to reduce content (page numbers and size) and enhance quantity of information will assist the search engine.

2.48 The Council is also re-writing the code of the search engine so that we can monitor the words used to search for content and monitor the results given and content accessed. These search words will be indexed as keywords to prioritise the information offered in response to a search based on the actual use of the search engine.

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report are detailed in **Essential Reference Paper A**.

Background Papers

CMT 13th November 2012 – Website Update Report

CMT 22nd February 2013 – Website Update Report

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<p>Priority: People</p> <p>This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Corporate Objective: Maintain our core services to a good standard and ensure high satisfaction with the council as measured through the biennial Residents Survey.</p>
Consultation:	Corporate Management Team and Heads of Service have been consulted in the preparation of the action plan and audit.
Legal:	There are no legal implications to this report
Financial:	None, within existing budgets
Human Resource:	There are no Human resource implications to this report
Risk Management:	<p>Failure to develop a customer focused transactional website will result in an inability for our residents and customers to transact with the Council on-line, 24/7.</p> <p>Transactional website services can be significantly cheaper than non-automated services and continued development in delivering services digitally will help to reduce the Council's operational costs across many services.</p>

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GOSS Website Assessment for East Herts Council Preparing for Better Connected 2013

Version 1.0 – November 2012



Web Content Management • Hosting • Websites • Design • Digital Marketing • Online Efficiency

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Amendment History

Version	Date	Name	Description
1.0	01/11/2012	RESOLVE Team	Release Version

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1 Better Connected 2013

1.1 Background

The purpose of Better Connected is to identify good practice in the development of local authority websites using extensive evidence-based research. It is managed by SOCITM and is now in its 14th year. This report has been produced to assist East Herts Council (EHC) in your preparation and readiness for their Better Connected 2013 review and assessment.

Source: (SOCITM, Society of IT Managers | Better Connected Service)

1.2 The 2013 Approach

SOCITM have published the list of "top tasks" that will be tested this year, as follows:

Topic	Task		Councils	Comments
1	Jobs	Apply for a council job	All	Same as in BC2012
2	Planning	Object to a planning application	All, exc counties	Same as in BC2012
3	Leisure	Find opening times for local swimming pool	All, exc counties	Same as in BC2012
4	Social care	Find out about getting help at home	All, exc shire dists	Same as in BC2012
5	Democracy	Find out about my councillor	All	
6	Libraries	Reserve library book	All, exc shire dists	
7a	Rubbish	Arrange old bed collection	All, exc counties	Either....
7b	Rubbish	Find out opening times for waste recycling centre	Counties onlyor
8	Schools	Find out about nursery places	All, exc shire dists	
9	Parking	Pay parking fine	All	
10	Buses	Apply for concessionary bus pass	All, exc London/mets	
11	Housing	Find out how to get on the housing list	All, exc counties	
12	Business	Start new business	All, exc shire dists	
13	Roads	Report pothole	All, exc shire dists	

Source: (SOCITM, Society of IT Managers | Better Connected Service)

1.2.1 Access from mobile devices

As in the past two years Socitm will also carry out a survey of the quality of the experience of completing at least one task for each council from a mobile device (probably an iPhone). However, in

2012/13, the results will for the first time be built into the process for ranking sites. The tasks most likely to be selected for this test are:

- Report a pothole (single-tier and county councils)
- Arrange old bed collection (shire districts and NI districts)

Source: (SOCITM, Society of IT Managers | Better Connected Service)

1.2.2 Timetable for 2013 report

Fri 28 September	Evaluation of pilot
Fri 5 October	Announcement of tasks in final survey
Sun 28 October	Start of survey
Sat 8 December	End of survey
Fri 1 March 2013	Publication of report on http://www.socitm.net

1.2.3 The GOSS Service

To help review your website in advance and to identify amendments to content and functionality GOSS provides you this tailored report which considers SOCITM's focused processes and makes detailed and practical recommendations for improvements.

Your report will help provide you with a detailed business case for change to offer useful and practical enhancements that will improve citizen user journey's and can help increase online engagement and channel shift in these key areas.

What are other people saying about the GOSS service:

"We really appreciated the work that GOSS has put in to helping us assess our site ahead of Better Connected 2013. The assessment was to a very high standard and provided real value for money. It has really shaped our planning for BC13"

Caroline Anderton, Customer Communications and Engagement Manager, Gloucestershire County Council

"Goss provided us with a detailed report which helped us recognise some shortcomings and highlighted some examples of good practice that we can apply across the site. The resource we have to manage our website is very stretched, it's easy to get bogged down in the day to day stuff so the review service was invaluable, helping us to quickly identify improvements to the site to improve customer satisfaction in this difficult climate."

Sharon Hudson, Communications and Partnerships Manager, Craven District Council

1.2.4 EHC's Report

Please find in the following section the Top Task Assessment for East Herts Council.

2 Top Task Assessments

2.1 Jobs - Apply for a council job

2.1.1 Why important

Applying for a job has always been a popular top task on council websites. Ensuring the user experience is an effective one is key to helping maximise the completion rate by visitors.

2.1.2 Assessment

All Google searches perform well whilst the onsite search does not return results on the first page when using the phrase “apply for council job”, using “jobs” does. The A-Z is effective as the only result under “J”. Where the site could be improved is regarding the landing page and access/links to it, as defined in the recommendations section.

Using search term “East Herts council jobs” on Google brought back www.eastherts.gov.uk/index.jsp?articleid=147 East Herts District Council - Jobs and Careers as 1st entry on 1st page of results.

The homepage lists “Jobs and Careers” in the main left hand navigation but it is not promoted as a top task.

When using the internal search facility the search term “Apply for a council job” does not appear on the 1st results page but does appear on page 2 under “Jobs and Careers”.

“Job Vacancies” appears as the only entry in the A-Z under “J”

“Job and Careers” is the jobs landing page and from there I can apply for any available jobs.

I am unable to sign up for email alerts or take an RSS feed for new vacancies.

I am unable to access information about working for the council (eg flexible working hours).

I am able to download a copy of the job description and/or person specification for specific jobs.

I am unable to apply online for a vacancy but can download the application form, but it then has to be emailed to hcc.perm.recruit@manpower.co.uk

2.1.3 Recommendations

- Understand the demand on the www.eastherts.gov.uk/index.jsp?articleid=147 “East Herts District Council - Jobs and Careers” page. If substantial, look to promote “Apply for a Council Job” more on the homepage as a top task.
- Review the design and functionality of the landing page to enable visitors to:
 - subscribe to the page to receive email updates as new jobs become available
 - provide links to other key HR information on the site relating to applying for jobs and working for the Council
 - Is there an HR system that could be integrated in to the website to enable the online application process to take place directly on the website?

2.2 Planning - Object to a planning application

2.2.1 Why important

Every planning application submitted to a local authority must undergo a period of public consultation which varies in length between three and eight weeks.

If citizens want to have their say on a planning application in their area they will need to contact the local planning authority. There are a number of ways to do this:

- If they are a neighbour affected by a planning application they will be notified automatically with information on how to have a say
- They could contact the planning offices of their local authority to involve themselves in the consultation process
- The local planning authority may offer a service on its website
- They are allowed to attend planning committee meetings to hear applications being considered
- They are also allowed to have a say at these meetings but must notify the council in advance of the meeting

Source: (Planning Portal)

It is therefore important that an effective online feedback system is provided to enable as many interactions to be made through the cheapest possible online channel.

2.2.2 Assessment

Google and the internal search both work well and you can find the required terms at the top of the results pages.

The A-Z does not provide a direct link to objecting to a Planning Application and there is a general lack of good information and links to ensure the users journey is logical and assisted.

The interface to the Online Planning Applications uses a legacy application which has a different visual appearance to the main site and although some work has been done to display it in a similar style to the main site, much more could be done. This includes the help text provided to ensure the right information is provided to undertake a search, rather than ensuring the search system works effectively, i.e. 'If you want to find applications relating to a specific property, it is important to remember to put your text inside inverted commas e.g. "132 Test Street, Hertford".'

Using the search term "East Herts council object planning application" on Google returns www.eastherts.gov.uk/index.jsp?articleid=15501 "East Herts District Council - Objecting to Planning Applications" page as the top entry on the 1st search results page.

There is no link on the homepage, nearest is a link to the "Online Planning" landing page, but even the landing page does not contain a link to "Objecting to Planning Applications"

There is no 'My property' or 'Find my nearest' facility linking me to planning information for local properties.

When using the internal search facility, using the search term "object planning application" returns "Objecting to Planning Applications" as the first result.

The following results were found using the A-Z list to find this task using the search terms:

- planning = yes "P"
- planning applications = yes "P"
- comment on planning applications = no
- object to a planning application = no

By taking the following user journey I discovered the home of the "Objecting to Planning Applications":

- Home page

Page 58 Planning Online (which actually take me to the "Online Planning" page)

- > Viewing Planning Applications/Decisions (based on my experience of the planning process and intuition)
- > Objecting to Planning Applications – found it in the left hand nav as was not shown on the main page as a useful link

A link is provided for viewing all current planning applications:

- View online planning - search page (This allows you to specify your own date range)
- View Online Planning - Decisions
- View the week by week list of planning applications (previous 10 weeks)

If I follow a link 'Search planning applications', I am not told I will be able to comment on planning applications as well as just view them. Objections must be put in writing (discovered when reading "Objecting to Planning Applications" in full.

"Objecting to Planning Applications" informs you "You should put any objections in writing as soon as possible and you may also want to ask your local Councillor to speak on your behalf."

"Objecting to Planning Applications" informs you that "If you make your opinions known they are put on a public file where they can be seen by anyone, including the applicant."

It was not clear how I might obtain assistance if required when trying to find out how to object.

All the relevant pieces of information/pages for this task were not linked together to make a smooth, coherent journey. "Objecting to Planning Applications" was quite well hidden and then can only be made in writing, not online.

2.2.3 Recommendations

- Understand the demand on the www.eastherts.gov.uk/index.jsp?articleid=15501 "East Herts District Council - Objecting to Planning Applications" page. If substantial, look to promote "Object to a planning application" more on the homepage as a top task.
- Consider the benefits of implementing a 'My property' or 'Find my nearest' facility
- Add entries to the A-Z in:
 - "C" for "comment on planning applications"
 - "O" for "object to a planning application"
- Redesign the service landing page so links are provided directly to this task and other appropriate tasks for when making a planning application
- With regard the Online Planning Application:
 - Review the user journey and the supporting information provided to the user whilst completing this task
 - Investigate the integration of mapping during the completion of this task
 - If possible, modify the CSS used by the online application so that the interface is more consistent with the main site
 - If possible, modify the HTML of the online web application to enhance usability and bring it in line with modern accessibility guidelines

2.3 Leisure - Find opening times for local swimming pool

2.3.1 Why important

Leisure centres provide healthy activities for local citizens and it is important that customers can find out about their locations, opening times and the available activities in each centre.

2.3.2 Assessment

The Leisure Services are now run by Everyone Active and therefore the Council website provides some information and more detailed info is found at the <http://www.everyoneactive.com> website.

A clear strategy of what should be provided on the main Council site and what should be included on the Leisure World site would definitely assist focus of what content should be provided where.

Using the search term “East Herts council swimming pool opening” on Google displays www.eastherts.gov.uk/index.jsp?articleid=3623 “East Herts District Council - East Herts Leisure Facilities” as the first entry which contains the opening times.

The home page does not link me directly to the task.

A search for the task description does not return the correct result listed in the first three results.

The following results were found using the A-Z list to find this task using the search terms:

- swimming pool[s] = yes
- swimming pool opening times = no
- swimming times = no

The service landing page links me directly to the East Herts Leisure Facilities page.

By selecting Fanshawe Pool & Gym (specific centre sites operated by <http://www.everyoneactive.com>):

- I can see the timetable of public swimming sessions.
- I cannot see how the timetable differs in school holidays, only Main Pool Term Time Programme provided.
- I can find out about having swimming lessons at this pool?
- It is clear how I might obtain assistance if required

2.3.3 Recommendations

- Understand the demand on the various Swimming Pool opening times pages and consider:
 - If substantial, look to promote “Find opening times for local swimming pools” more on the homepage as a top task.
 - Consider a combined page which contains all the times for all pools to provide an easy view for the citizen rather than having to find the individual pool first
- A clear strategy of what should be provided on the main Council site and what should be included on the Everyone Active site would definitely assist focus of what content should be provided where.
- Do you want visitors to be directed straight to the Council site or the Everyone Active site from Google? This should be informed by the development of the above strategy.

2.4 Democracy - Find out about my councillor

2.4.1 Why important

In the modern world of democratic accountability, finding out who your local councillor is can be a key task for a citizen when wanting to engage with the council. Making this as simple and effective as possible is very important.

2.4.2 Assessment

It is simple and effective to find out about your councillor which ever route you take to finding the information, be that Google, navigation, A-Z or internal search. Once at the Your Councillors page

you have multiple ways to find your Councillor and also the landing page for each Councillor provides plenty of useful information about them.

Using the search term “Find out about my East Herts councillor” on Google takes me to www.eastherts.gov.uk/index.jsp?articleid=7411 “East Herts District Council - Councillors, Committees and Council” as the 2nd entry on the 1st results page.

The home page link does not take me directly to the task. The left hand navigation takes me to “Councillors, Committees and Council Information” which then has link to “Councillors”.

A search for the task description using the internal search returns the correct result listed in the first three results.

The A to Z list includes “C” for Councillors.

The service landing page links me directly to this task.

It is not clear how I might obtain assistance if required.

Once at the “Your Councillors” page you can find the information you need in multiple ways:

- Find your councillor
- Your councillors alphabetically
- Your councillors by political party
- Your councillors by ward
- Full list of contact details
- Member attendance summary
- View councillors in a table

2.4.3 Recommendations

- Understand the demand on the Your Councillors page and consider if substantial, look to promote “Find out about my councillor” more on the homepage as a top task.

2.5 a) Rubbish - Arrange old bed collection

2.5.1 Why important

Arrangements for special collections for large items, such as furniture or items with special disposal requirements (e.g. refrigerators, tyres). Householders can usually book this service in advance and there may be a charge for the collection which may provide additional revenue and prevent fly tipping and damage to the environment.

2.5.2 Assessment

Google works well but not the internal search based on the use of the required terms. Using the local “Bulky Waste” derivative returns it as the first result.

The A-Z does not provide a direct link to any permutation of “Arrange old bed collection” but again works based on the preferred local derivative of “Bulky Waste”. There is also a general lack of good information and links to ensure the users journey is logical and assisted and ultimately the task can only be carried out offline via the telephone.

Using the search term “East Herts arrange old bed collection” on Google returns it as the 1st result on the 1st page www.eastherts.gov.uk/index.jsp?articleid=16890 “East Herts District Council - Bulky Waste Collections”.

The home page does not link me directly to the task, only via “Waste and Recycling” in left hand nav. A search for the task description using the internal search does not return the correct result listed in the first three results, but using the local “Bulky Waste” derivative returns it as the first result.

The following results were found using the A-Z list to find this task using the search terms:

- arrange = no
- old = no
- bed = no
- collection = no
- local term (Bulky Waste Collections) = Yes in “B”

The service landing page does not link me directly to this task. The Waste and Recycling landing page takes me to the Household landing page which then links to “Bulky Waste Collections”.

I am unable to arrange a collection online. “To book your bulky waste collection please contact our Environmental Services Team on 01279 655261 ext 3507. We will provide you with a collection date over the phone.”.

It is clear how I might obtain assistance if required.

All the relevant pieces of information/pages for this task were not linked together to make a smooth, coherent journey.

2.5.3 Recommendations

- Understand the demand on the “Arrange old bed collection” page and consider if substantial, look to promote “Arrange old bed collection/Arrange Bulky Waste collection” more on the homepage as a top task.
- Look to provide online form for requesting a collection and look to de emphasise telephone as primary point of contact for requesting the service.
- Redesign the service landing page so links are provided directly to this task and other appropriate tasks for when arranging an old bed collection.

2.6 Parking - Pay parking fine

2.6.1 Why important

If you receive a parking fine ticket, a simple online payment system makes it easy to ensure the payment is made. It is important not just to make the online payment as easy as possible for people to use, but also to promote the different channels for them to make payment.

2.6.2 Assessment

Google works well and the task is also promoted well on the homepage, but unfortunately no answers are returned by the internal search based on the use of the required terms. .

There is plenty of supporting information to help the user journey whilst on the EHDC site but once you leave to the “Manage your penalty charge notice (PCN)” online payment system, the user experience is not great.

Using the search term “pay parking fine East Herts” on Google returns www.eastherts.gov.uk/index.jsp?articleid=25461 “Parking Penalty Charge Notice - Pay or Challenge - East Herts” as the 1st result on the 1st page.

On the homepage I am provided with the link “Parking Penalty Charge Notice - Pay or Challenge” which on that landing page I get the option to “Pay a Penalty Charge Notice”.

A search for the task description does not return the correct result listed in the first three results, “Parking Penalty Charge Notice - Pay or Challenge” was the 6th entry

The A to Z list includes “P” = “Parking Penalty Charge Notices - Pay or Challenge”.

On the “Parking Penalty Charge Notice - Pay or Challenge” landing page I get the option to “Pay a Penalty Charge Notice” which then takes you to the “Manage your penalty charge notice (PCN)” online payment system.

The landing page explains “You should either pay the penalty charge, or if you think the PCN should not have been issued (for example; you have received a PCN for parking in a disabled parking place without a valid Blue Badge, but the badge had slipped off the dashboard) you should contact the council and explain what happened. Our new online system allows you to view the details of the contravention, including any photographs that are available. The PATROL website contains further information on challenging a PCN, including a description of formal Representations and the Appeal/Adjudication process”.

The landing page provides useful information to assist you.

All the required information was available on either the Parking Penalty Charge Notice - Pay or Challenge” landing page or the “Pay a Penalty Charge Notice” page.

2.6.3 Recommendations

- Review the internal search terms associated with the page(s) to ensure the term “Pay parking fine” is within the top 3 entries.
- With regard the “Manage your penalty charge notice (PCN)” online payment system:
 - Review the user journey and the supporting information provided to the user whilst completing this task
 - If possible, modify the CSS used by the online application so that the interface is more consistent with the main site
 - If possible, modify the HTML of the online web application to enhance usability and bring it in line with modern accessibility guidelines

2.7 Buses - Apply for concessionary bus pass

2.7.1 Why important

The concessionary bus pass entitles holders to travel free of charge on off-peak local bus services anywhere in England. Some authorities may offer additional benefits if their funding permits. It is important this process is as straight forward as possible for all applicants.

2.7.2 Assessment

Google and internal search and the A-Z take me directly to the Bus Passes page. The only challenge was navigating to the service from the home page where I was slightly confused by where it should be located.

Once on the Hertfordshire County Council - Bus Pass scheme site you can apply online for renewing your pass but not to apply for a new or replacement pass. The addition of an online application form for new/replacement forms would certainly help all customers. The information provided is good and helps the user journey.

Using search term “concessionary bus pass East Herts” on Google returns the top result as www.eastherts.gov.uk/index.jsp?articleid=10283 “East Herts District Council - Bus Passes”.

The home page does not link me directly to the task. I eventually found that “Bus Passes” was located under “Parking and Transport > Community Transport” which wasn’t my first route to find it, I had tried “Parking and Transport - Public Transport” as I thought Bus Passes would have been against the Public Transport “Bus” area.

Using the internal search facility “Apply for concessionary bus pass” returns as the 1st result.

The A to Z list includes “B for “Bus Passes” and you also get a quick link direct to the “Hertfordshire County Council - Bus Pass scheme”.

The service landing page links me directly to this task. Once I found that “Bus Passes” was located under “Parking and Transport > Community Transport”, which wasn’t my first route to find it, I had tried “Parking and Transport - Public Transport” as I thought Bus Passes would have been against the Public Transport “Bus” area.

I was unable to download application forms. The most straightforward method is to apply for your pass online.

I was able to apply online for a bus pass renewal. You can renew your elderly free bus pass online now bus pass. Unfortunately I was unable to apply for a New/Replacement Pass online. To obtain a new pass or to replace it if has been lost, stolen, worn or damaged you have to collect a paper form at your local library, district/borough council office, tourist information office or one-stop-shop.

I can find out if I am eligible for a concessionary bus pass and it is fully explained and with links to DirectGov, etc... for further info.

It is clear how I might obtain assistance if required. For more information and terms and conditions, please click on the links below or contact the Concessionary Travel Team by email on: csc.concessionarytravel@hertscc.gov.uk or call on 0300 123 4050.

All the relevant pieces of information/pages for this task were linked together to make a smooth, coherent journey. The only challenge is that you are crossing to an external site for applying but the journey is as smooth as possible.

2.7.3 Recommendations

- Understand the demand on the “Bus Passes” page and consider if substantial, look to promote “Apply for concessionary bus pass” more on the homepage as a top task.
- Consider the location in the Information Architecture of the Bus Passes page – should it be under “Community Transport” or “Public Transport”?
- Liaise with and look to provide online application forms on the Hertfordshire County Council site for requesting new and replacement passes.

2.8 Housing - Find out how to get on the housing list

2.8.1 Why important

If you’re looking for a place to live, a council property could be the answer – although you’ll probably have to wait for one. You should be able to find out who is eligible for council housing, how to apply, how councils decide who gets housing and where to get housing advice.

2.8.2 Assessment

Google returns the results well but the internal search, the A-Z and link from homepage do not pass the test requirements.

Once on the Applying for Affordable Housing and the Housing Register page the information provided is good and helps the user journey.

Using search term “Find out how to get on the housing list east herts” on Google brought back www.eastherts.gov.uk/index.jsp?articleid=10298 “East Herts District Council - Applying for Affordable Housing and the and the Housing Register” as the 2nd entry on the 1st page of results. The 1st entry was to www.eastherts.gov.uk/index.jsp?articleid=10299 “East Herts District Council – Housing”.

The home page does not link me directly to the task. Following the left hand navigation item “Housing” I am taken to the landing page and can then I can select “Applying for Affordable Housing and the Housing Register”.

Using the internal search and using the local search term “get on the housing register” it returned as 4th in the list.

The A to Z list does not include this task. “H” for Housing does not display anything relating to “Housing Register”.

The service landing page links me directly to this task. From the “Housing” landing page I can select “Applying for Affordable Housing and the Housing Register”. Only potential confusion is that above the fold I am told “You should contact the Housing Options Service if you want to apply for affordable housing and be put on the housing register”. It is only if you scoll below the fold that there is actually a link to the “Applying for Affordable Housing and the Housing Register” page.

The landing page provides useful information to assist you.

All the relevant pieces of information/pages for this task linked together to make a smooth, coherent journey. All the required information was available on the “Applying for Affordable Housing and the Housing Register” page.

2.8.3 Recommendations

- Review the A-Z entry(s) and ensure appropriate phrases are used so the entry appears in the expected place, as a minimum under “H” for Housing Register.
- Understand the demand on the “Applying for Affordable Housing and the Housing Register” page and consider if substantial, look to promote “Apply to get on the housing list/register” more on the homepage as a top task.

2.9 Access from mobile devices - Arrange old bed collection

As in the past two years Socitm will also carry out a survey of the quality of the experience of completing at least one task for each council from a mobile device (probably an iPhone). However, in 2012/13, the results will for the first time be built into the process for ranking sites.

2.9.1 Assessment

The page displays ok for a mobile by using standard smartphone pinch and stretch features to enlarge size of display. There is a lot of textual content which would benefit from being optimised for mobile.

Please refer to screenshot below.



You are unable to book a collection via the mobile or the desktop website. “To book your bulky waste collection please contact our Environmental Services Team on 01279 655261 ext 3507. We will provide you with a collection date over the phone.”.

2.9.2 Recommendations

- Review the content of the “East Herts District Council - Bulky Waste Collections” page and optimise content for use on the mobile phone.
- Consider the implementation of the GOSS Mobile Websites Solution.

3 GOSS Mobile Websites Solution

Engage with customers by delivering multi-channel content to mobile devices.

Maintaining your mobile channels has never been easier

Delivering a good mobile website is the key to optimising your customers' online experience and driving channel shift savings. Enabling your customers to quickly access top tasks in a friendly and accessible mobile web interface is vital to being better connected.

"After extensive research , we chose GOSS Mobile Web due to the powerful content management functionality, ease of sharing content between multiple digital channels and because of the rich user experience."

Wendy Pain, Web Services Manager, North Yorkshire County Council (4 Star Socitm Better Connected 2012)



Fully functional solution

GOSS Mobile Web is a powerful low cost addition to the industry leading GOSS iCM content management platform, delivering award winning 4 star websites and optimum user experiences.

Content on your website and mobile website is fully managed within GOSS iCM (intelligent Content Management), ensuring content, brand and service consistency across multiple channels.

1. Increase ease of use
2. Increase access to services
3. Increase channel shift
4. Reduce costs and accelerate rollout
5. Publish once to multiple devices
6. CloudStore approved

Mobile website strategy whitepaper



Deciding to delivery your mobile website as a sub-site is just one aspect of developing a mobile website strategy. This whitepaper examines user trends and what businesses can do to capitalise on the opportunities that mobile websites offer and includes:

- Macro trends
- Defining a mobile strategy
- Mobile website delivery options
- Defining and refining user journeys
- Mobile landing page best practice

[Download your copy here](#)

4 Summary and Next Steps

4.1 Summary

Overall the site would benefit from a content review and redesign to maximise the opportunity that the new style top task focused websites are adoption. This is very important going forwards as user confidence is a key issue when channel shifting citizens to the cheaper online channel.

4.2 Recommended Next Steps

Review the recommendations in each of the 9 sections in the Top Task Assessments chapter and implement them in 2 phases:

4.2.1 Phase 1 - Those that will make an immediate impact to assist your Better Connected 2013 assessment

- Add required entries to the A-Z
- Understand the demand on the tasks and if substantial, look to promote them more on the homepage as a top task.
- Review the search terms/keywords declared on pages to ensure both Google and internal searches are as effective as possible.
- Review the content of the “East Herts District Council - Bulky Waste Collections” page and optimise content for use on the mobile phone.
- Consider a combined page which contains all the times for all pools to provide an easy view for the citizen rather than having to find the individual pool first
- Consider the location in the Information Architecture of the Bus Passes page – should it be under “Community Transport” or “Public Transport”?

4.2.2 Phase 2 - Those that will have a longer term benefit but are unlikely to be achieved for Better Connected 2013

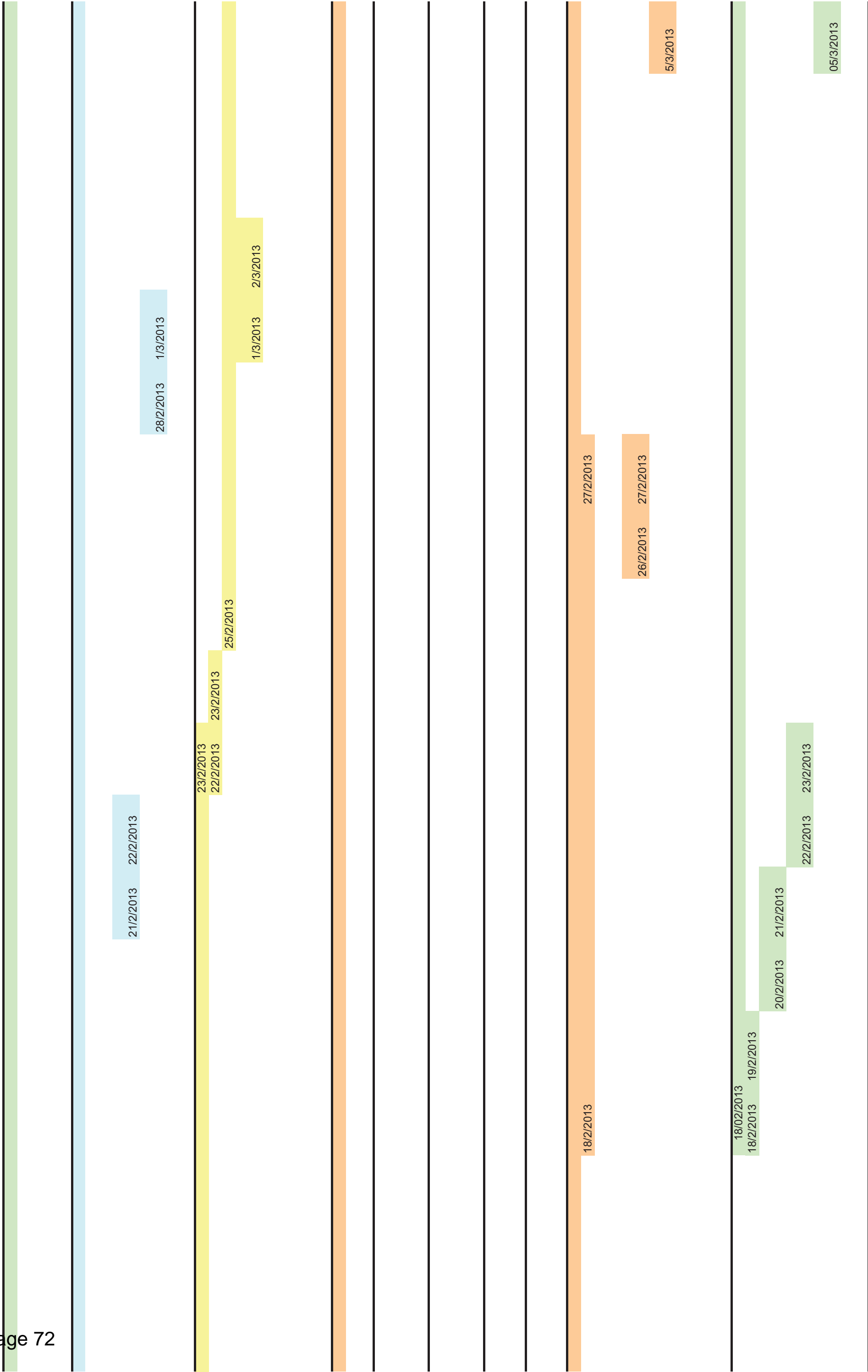
- Review the design and functionality of the Applying for Jobs landing page to enable visitors to:
 - subscribe to the page to receive email updates as new jobs become available
 - provide links to other key HR information on the site relating to applying for jobs and working for the Council
 - Is there an HR system that could be integrated in to the website to enable the online application process to take place directly on the website?
- Consider the benefits of implementing a 'My property' or 'Find my nearest' facility
- Redesign the service landing page so links are provided directly to this task and other appropriate tasks for when making a planning application
- A clear strategy of what should be provided on the main Council site and what should be included on the Everyone Active site would definitely assist focus of what content should be provided where.
- Look to provide online form for requesting a collection and look to de emphasise telephone as primary point of contact for requesting the service.
- Redesign the service landing page so links are provided directly to this task and other appropriate tasks for when arranging an old bed collection.
- For all 3rd party integrated applications and subsites:
 - Review the user journeys and the supporting information provided to the user whilst completing the tasks

- Modify the CSS used by the online application so that the interface is more consistent with the main site
- If possible modify the HTML of the online web application to enhance usability and bring it in line with modern accessibility guidelines.
- Liaise with and look to provide online application forms on the Hertfordshire County Council site for requesting new and replacement passes.
- Consider the implementation of the GOSS Mobile Websites Solution.

If you would like to review these recommendations in more depth and/or review your current approach to Channel Shift, please arrange a meeting with the GOSS RESOLVE team so we can ensure you benefit from our expertise.

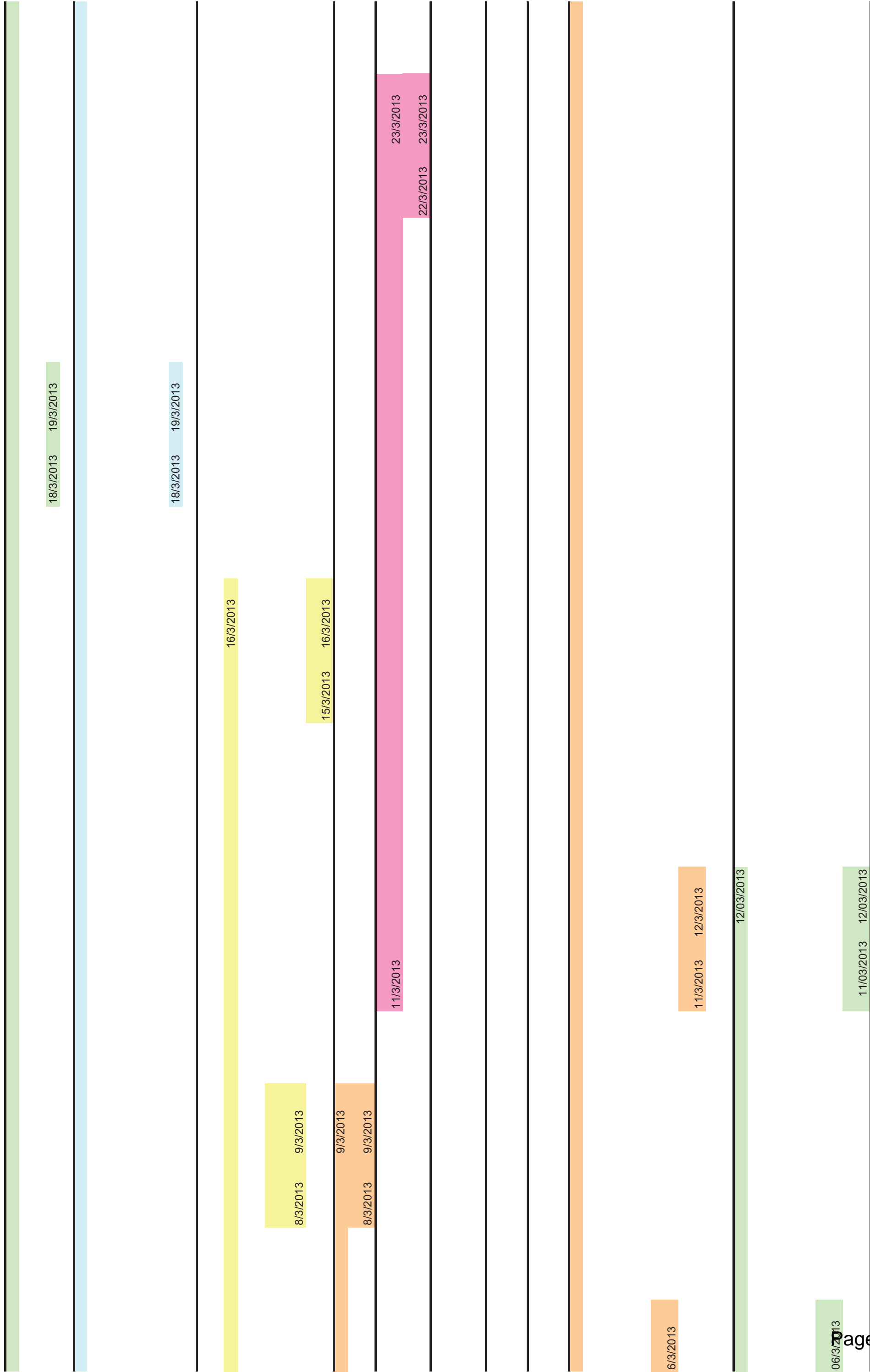
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Goss Search Engine re-write KEY MILESTONE - Goss Search Engine re-write - PO agree	31/1/2013														
KEY MILESTONE - Search Engine rewrite testing KEY MILESTONE - Search Engine Deploy Live	31/1/2013	1/2/2013													
Goss Homepage Dev	31/1/2013														
KEY MILESTONE - Goss Homepage Dev - PO agreed KEY MILESTONE - Homepage Dev design meet - discuss base template and default view KEY MILESTONE - Homepage Dev - default feeds (RSS) and widgets (weather and traffic?) indexed KEY MILESTONE - Homepage Testing Release KEY MILESTONE - Homepage Deploy live	31/1/2013	1/2/2013													
Mobile optimised template KEY MILESTONE - Mobile Template testing Mobile Mini-site KEY MILESTONE - Mobile Mini site services identified (google analysis) KEY MILESTONE - Mini Mobile site testing on multiple devices (Android, iOS, Win - both small device and tablet, multiple browsers) KEY MILESTONE - Mobile Mini site review on deployment with NS										11/2/2013					
Planning top 10 pages - content review and flagging KEY MILESTONE - Planning content - draft improvements to HoS										11/2/2013					
Refuse and Recycling top 10 pages - content review and flagging KEY MILESTONE - Refuse and recycling content - draft improvements to HoS															
Council Tax Top 10 Pages - content review and flagging KEY MILESTONE - Council Tax content - draft improvements to HoS															
Parking Top 10 Pages - content review and flagging KEY MILESTONE - Parking content - draft improvements to HoS															
Housing Top 10 Pages - content review and flagging KEY MILESTONE - Housing content - draft improvements to HoS															
Markets Filming Markets Filming - Storyboard and base script KEY MILESTONE - Markets Filming - meeting with Andrei (presenter)										11/2/2013					
KEY MILESTONE - Markets Filming - draft script to Andrei KEY MILESTONE - Markets Filming Andrei to deliver recipe and shoot date												13/2/2013	14/2/2013		
KEY MILESTONE - Markets filming - proposed shoot date KEY MILESTONE - Markets filming edit for review with PP, TA, AL and DW															
HT Filming Volunteers KEY MILESTONE - HT filming Volunteers KEY MILESTONE - HT Filming - CGI/FX ident / intro agreed and rendered (Drafts 1 to 4 already rendered) KEY MILESTONE - HT Filming - agree soundtrack and sync audio KEY MILESTONE - HT Filming Volunteers 1st EDIT delivered (with audio + soundtrack) KEY MILESTONE - HT filming - Deploy video to Youtube and embed widget on HT volunteers pages															
Search Engine SEO monitoring KEY MILESTONE - Search Engine SEO Monitoring - Monthly Report															



Calendar

06-Mar-13 07-Mar-13 08-Mar-13 09-Mar-13 10-Mar-13 11-Mar-13 12-Mar-13 13-Mar-13 14-Mar-13 15-Mar-13 16-Mar-13 17-Mar-13 18-Mar-13 19-Mar-13 20-Mar-13 21-Mar-13 22-Mar-13 23-Mar-13 24-Mar-13



25-Mar-13 26-Mar-13 27-Mar-13 28-Mar-13 29-Mar-13 30-Mar-13 31-Mar-13 01-Apr-13 02-Apr-13 03-Apr-13 04-Apr-13 05-Apr-13 06-Apr-13 07-Apr-13 08-Apr-13 09-Apr-13 10-Apr-13 11-Apr-13 12-Apr-13

30/3/2013

29/3/2013 30/3/2013

30/3/2013

29/3/2013 30/3/2013

25/3/2013

6/4/2013

5/4/2013

6/4/2013

8/4/2013

28/3/2013 29/3/2013

1/4/2013

13-Apr-13 14-Apr-13 15-Apr-13 16-Apr-13 17-Apr-13 18-Apr-13 19-Apr-13 20-Apr-13 21-Apr-13 22-Apr-13 23-Apr-13 24-Apr-13 25-Apr-13 26-Apr-13 27-Apr-13 28-Apr-13 29-Apr-13 30-Apr-13 01-May-13

20/4/2013

19/4/2013

20/4/2013

22/4/2013

02-May-13 03-May-13 04-May-13

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4/5/2013
03/05/2013 04/05/2013
4/5/2013

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 19 MARCH 2013

REPORT BY THE LEADER OF THE COUNCIL

8. MONTHLY CORPORATE HEALTHCHECK – OCTOBER 2012 TO JANUARY 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 that covers the period October 2012 to January 2013.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY</u>

<u>COMMITTEE:</u> that

(A)	The budget variances and performance be scrutinised; and
-----	--

(B)	The Executive be informed of any recommendations.
-----	---

1.0 Background

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




1.2 The report contains the following breakdown of information by each corporate priority where remedial action is needed:



- Salary, Capital and Revenue variance.
- An overview of performance, in particular where there have been issues and remedial actions taken during the period. Should members want more detailed information on a specific month, they should refer to that month's Executive Corporate Healthcheck report available on the council website.
- The indicators where data is collected monthly, with performance for January 2013 presented in detail (the most up to date available) with previous months summarised in a trend chart.
- The indicators where data is collected quarterly, with

performance for Quarter 3 presented in detail (the most up to date available) with previous quarters summarised in a trend chart.

- 1.3 **Essential Reference Paper ‘B’** shows the full set of performance indicators that are reported on a monthly/quarterly basis.
Essential Reference Paper ‘C’ shows detailed information on salaries.
Essential Reference Paper ‘D’ shows detailed information capital programme.
Essential Reference Paper ‘E’ shows explanations of variances on the Revenue Budget reported in previous months.

The codes used in relation to performance indicator monitoring are as follows:

Status	
	This PI is 6% or more off target.
	This PI is 1-5% off target.
	This PI is on target.

Short Term Trends	
	The value of this PI has changed in the short term.
	The value of this PI has not changed in the short term.

2.0 Report – Directorate Position

REVENUE FINANCIAL SUMMARY

- 2.1 The financial aspects of this report are based on budgetary information from April 2012 to January 2013.

	Position as at 31.01.13				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						
Turnover	157	0	212	0	153	0
Community Planning	0	11	0	0	0	11
Pest Control (wasps)	0	5	0	3	0	10
Animal Control	5	0	0	0	6	0
Revs & Bens	0	21	0	0	0	21
Emergency Planning	7	0	0	0	5	0
Imp Grant repayment	18	0	0	0	18	0
Housing Options Supps & Serv	8	0	1	0	14	0
Housing Options Service	62	0	5	0	45	0
Hillcrest Hostel Rent income	0	0	0	6	0	10
Electoral Registration	0	62	0	0	0	13
Cost of Change Contingency	70	0	40	0	73	0
Summons costs recovered	0	0	0	0	0	14
Housing Benefit Subsidy	79	0	8	0	106	0
New Homes Bonus Grant	0	57	0	6	35	0
Section 106 receipts	63	0	0	0	63	0
Wallfields Rates	36	0	0	0	26	0
Leisure Contract	37	0	4	0	27	0
Wallfields toilets	33	0	0	0	40	0

	Position as at 31.01.13				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						
Waste contract (various budgets)	167	0	17	0	200	0
Dry Recycling income						
Organic Waste Collect	0	53	0	11	0	7
Materials Handling	42	0	4	0	40	0
Bulky Waste Income	7	0	1	0	8	0
Recycling Bank maint.	0	1	0	0	0	2
Clinical Waste income	5	0	0	0	7	0
Kerbside dry collections	8	0	0	0	15	0
Alternative Financial Model	0	32	4	0	0	29
Trade Waste	0	0	0	0	0	60
Paper/Textile Banks	22	0	4	0	16	0
Clinical Waste collec/disposal	0	3	0	1	4	0
Trade Waste bins/disposal	6	0	1	0	10	0
Street Cleansing	32	0	0	78	32	0
Land Drainage	104	0	6	0	104	0
Police C.S O	0	20	0	3	0	33
Hertford Theatre Cafe	0	0	0	0	0	30
Depot electricity	0	10	2	0	0	13
	17	0	0	0	15	0

	Position as at 31.01.13				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
Hertford Theatre income	102	0	23	0	60	0
Refuse transport subsidy	16	0	21	0	16	0
Street Name Plate renewal	12	0	12	0	9	0
Refuse Contract	171	0	0	0	15	0
(3) Prosperity						
Building Control income	0	134	0	4	0	195
Pay and Display income	0	30	126	0	120	0
PCN income	0	99	0	1	0	120
Parking Enforce. Contract	132	0	9	0	74	0
Investment Income	342	0	35	0	410	0
External Audit fees	98	0	0	11	72	0
SIAS-Audit Fees	0	45	0	0	0	7
Treasury Mgt Fees	65	0	8	0	34	0
DC Adverts/postage/photo	26	0	4	0	25	0
Local Dev Framework	45	0	0	18	50	0
DC income	110	0	133	0	0	0
Democratic Core	31	0	4	0	22	0
Market Income	0	13	0	2	0	9
DC Pre-Application advice	49	0	3	0	52	0
Engineers Copyright fees	7	0	1	0	8	0

	Position as at 31.01.13				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
Public Conveniences	17	0	0	0	20	0
Dev Cont Prof training	17	0	1	0	8	0
Dev Con Appeals costs	0	16	0	18	0	25
Consultants budget	24	0	24	0	31	0
District by-elections	10	0	10	0	10	0
Pay & Display machines	9	0	9	0	10	0
Economic Development	0	36	0	0	124	0
TOTAL:	2,268	648	732	162	2,232	609
Net Projected Variance					1,623	
Supported by supplementary estimates						
Total Supplementary Estimates						

- 2.2 Subject to all other budgets being equal, this would result in an underspend of £1,623k. This compares to the December reported underspend of £1,333k, resulting in a net favourable month on month position of £290k.

The principal favourable movements over £20k are;

- Cost of Change Contingency £43k
- Wallfields toilets £40k
- Street Cleansing £20k
- Local Development Framework £20k
- Consultants budget £31k
- Economic Development £124k

The principal adverse movements are;

- Building Control income £15k
- Alternative Financial Model £19k

- 2.3 Salary budgets are constantly monitored and **Essential Reference Paper 'C'** shows a projected underspend of £153k.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

People

Financial analysis

- 2.4 After allowing for further shared service preparation costs of £17k the Cost of Change budget is anticipating an underspend of £73k.
- 2.5 A review of the Bad Debt provision required for overpaid Housing Benefit may utilise any underspend that is estimated to be generated.
- 2.6 CMT have requested further costings for the refurbishment of the toilets in Wallfields. Therefore there is likely to be an underspend in 2012/13 of £40k.

Performance analysis

- 2.7 **EHPI 129 – Response time to anti social behaviour (ASB) complaints made to East Herts Council.** Performance was 'Red' for January 2013. There were six reports made to the Anti Social

Behaviour officer at East Herts Council, five of which were responded to within the minimum two working days. The one that was not responded to in time was because the person had made complaints previously and advice from senior staff was required. The estimated outturn is expected to achieve the annual target.

- 2.8 **EHPI 3a – Usage: number of swims (under 16).** Performance was 'Red' for quarter three. Quarter three shows that there has been a decline in throughput for this period when comparison for throughput is made (7,715 in quarter 3 2011/12 against 6,805 in quarter 3 2012/13). Although throughput did decrease against the previous 2012/13 quarter in line with seasonal trends. This reduction in junior swims may be due to the prevailing economic climate. The service is monitoring the continuing decline and is actively in discussion with SLM on ways to improve throughput for this age group. The estimated outturn for the year is not expected to meet the target. Future year's targets have been revised to reflect the lower estimated outturn. The Executive considered this revision on 5 March 2013.
- 2.9 **EHPI 4a - Usage: Gym (16 – under 60 year olds).** Performance was 'Red' for quarter three. Performance has not achieved the target for this quarter. Generally leisure centre membership numbers are increasing, although it appears the frequency of attendance of these members has reduced for this quarter. The estimated outturn for the year is expected to be on target.
- 2.10 **EHPI 4b – Usage: Gym (60 + year olds).** Performance was 'Red' for quarter three. Throughput is lower than target or the normal seasonal trend. This may be due to seasonal factors but generally the leisure centre membership has increased but frequency of use seems to have reduced. The estimated outturn for the year is expected to be on target.
- 2.11 The following indicator was 'Green', meaning that the target was either met or exceeded for January 2013. It is:
- NI 181 – Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.

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

Place

Financial analysis

- 2.12 Due to staffing resources the spend on Street Name Plate renewal is likely to be £9k less than the budget of £14k.
- 2.13 There is an expectation of a £15k underspend on the Domestic Refuse contract. This is in addition to any other sums reported above.

Performance analysis

- 2.14 **NI 157a – Processing of planning applications: Major applications.** Performance was 'Red' for January 2013. 6 decisions made with 3 within target timescale. The three which fell outside of the target timescale either had associated legal agreements which involved extensive negotiations or were significant schemes for which extensive local consultation was undertaken. The estimated outturn is expected to be just under the annual target.

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

Prosperity

Financial analysis

- 2.15 The demand on the corporate consultancy budgets suggests that there will be an underspend of £33k.
- 2.16 The £10k budget in the event of any District by-elections will not be required this year. However there may be pressure on the 2013/14 budget in the event of any by-elections in May.
- 2.17 The maintenance of the car parks pay and display machines are now accommodated within the NSL contract, therefore there will be a saving of £10k.
- 2.18 The use of Priority Spend monies funded from the New Homes Bonus grant was allocated to support the Council's Economic Development Strategy. There is a projected underspend of £124k with the intention of putting this into an earmarked reserve.

Performance analysis

- 2.19 **EHPI 5.2a - % of complaints about the Council and its services that are upheld: 1st stage.** Performance was 'Red' for Quarter 3. 5 cases were upheld out of a total of 23. The five cases that were upheld covered various services: Failure to collect bin – 2 cases, Tell us once when notifying the council about an event e.g. a death is not in place, Air condition not working at one of the pools and Planning failed to follow consultation policy in its entirety. This is a return to previous levels over the past year. The estimated outturn for the year is not expected to meet the target, as a result the service has proposed that future annual targets be amended from 25.00% to 30.00%. The Executive considered this revision on 5 March 2013.
- 2.20 **EHPI 12a - No. of short-term sickness absence days per FTE staff in post.** Performance was 'Red' for January 2013. Management are actively monitoring to identify any trends. Short-term absence for the year so far is 3.68 days. The estimated outturn for the year is expected to be on target.
- 2.21 **EHPI 7.35 – Commitment compared to profile.** Performance was 'Amber' for January 2013. Commitment £325,994 against profile £335,000 being 2.7% below profile. The commitment for the month of January 2013 is a little below the anticipated profile regarding Repairs & Maintenance and General Annual Maintenance Agreements. However, it is expected that commitment will come into line with profile over the coming months. The estimated outturn for the year is expected to be on target.
- 2.22 **EHPI 8 - % invoices paid on time.** Performance was 'Amber' for January 2013. Management have taken corrective action to ensure that future invoices are paid on time. The estimated outturn for the year is expected to be on target.
- 2.23 The following indicators were 'Green', meaning that targets were either met or exceeded for January/Quarter 3 2013. They were:
- EHPI 5.1 - % of complaints resolved in 14 days or less.
 - EHPI 5.2b - % of complaints about the Council and its services that are upheld: 2nd stage – appeal.
 - EHPI 5.4 - % of complaints to the Local Government Ombudsman that are upheld.
 - 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.

CAPITAL FINANCIAL SUMMARY

2.24 The table below sets out expenditure to 31 January 2013 against the Capital Programme. Members are invited to consider the overall position. **Essential Reference paper 'D'** contains details of the 2012/13 Capital Programme. Comments are provided by the Project Control Officers in respect of individual schemes.

	Column 1	Column 2	Column 3	Column 4	
Summary	2012/13 Original Estimate	2012/13 Revised Estimate	2013/13 Actual Commit to date	2012/13 Projected spend	Variance Col 4 – Col 2
	£	£	£	£	£
People	3,003,400	2,116,460	1,770,532	2,057,890	(58,570)
Place	824,600	629,310	425,009	567,520	(61,790)
Prosperity	1,000,150	1,406,210	914,763	1,332,280	(73,930)
Re-profiling potential slippage	(250,000)	0	0	0	0
Total	4,578,150	4,151,980	3,110,304	3,957,690	(194,290)

2.25 Executive were asked to support a request to re-profile £4,700 of the Scotts Grotto Renovation budget from 2012/13 into 2013/14. The work has commenced, but the balance will slip into 2013/14 as the project is weather dependant.

2.26 Executive were asked to support a request to re-profile £50,000 of the Private Sector Improvement grants from 2012/13 into 2013/14. For Disabled Facilities Grants (mandatory) Hertfordshire County Council advise that the demand for Occupational Therapy assessments is increasing. As referrals are received late in the year they will not be completed on site. Therefore a further £50k will slip into 2013/14.

- 2.27 Executive were asked to support a request to re-profile £4,350 of the Drill Hall budget from 2012/13 into 2013/14. Retention of £4,639 is anticipated to be paid in July 2013.
- 2.28 Executive were asked to support a request to re-profile £19,700 of the Hertford Theatre budget from 2012/13 into 2013/14. Works may have to be carried out on the fire alarm in August when the Theatre is closed.
- 2.29 Executive were asked to support a request to re-profile £45,000 of the Energy Efficiency and Carbon Reduction Measures budget from 2012/13 into 2013/14. Funding is allocated to two projects. A web based 'smart metering' system for Wallfields to monitor and improve energy use by building zones and deliver energy efficiency savings. The second scheme is investigating rainwater harvesting at Council buildings to address summer drought issues and reduce water costs. This scheme may need planning permission.
- 2.30 Executive were asked to support a request to re-profile £66,240 of the Bircherley Green multi storey car park budget from 2012/13 into 2013/14. Further works are required on the passenger lifts following a detailed consultants report. The works need to be programmed, therefore start on site will not be until April 2013.

CONCLUSION:

2.31 In conclusion Members are asked to:

- Note the performance indicator analysis for the period October 2012 to January 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'**.

3.2 **Essential Reference Papers**

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

3.4 **Essential Reference Paper C** – Detailed information on salaries

3.5 **Essential Reference Paper D** – Detailed information on capital

3.6 **Essential Reference Paper E** – Explanations of variances on the Revenue Budget reported in previous months.

Background Papers:

2011/12 Estimates and future targets report, **Essential Reference Paper B** – For complete list of performance indicators that are being monitored for 2012/13.

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:

Mick O'Connor – Principal Accountant,
Extn: 2054, mick.oconnor@eastherts.gov.uk

Report Author:

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

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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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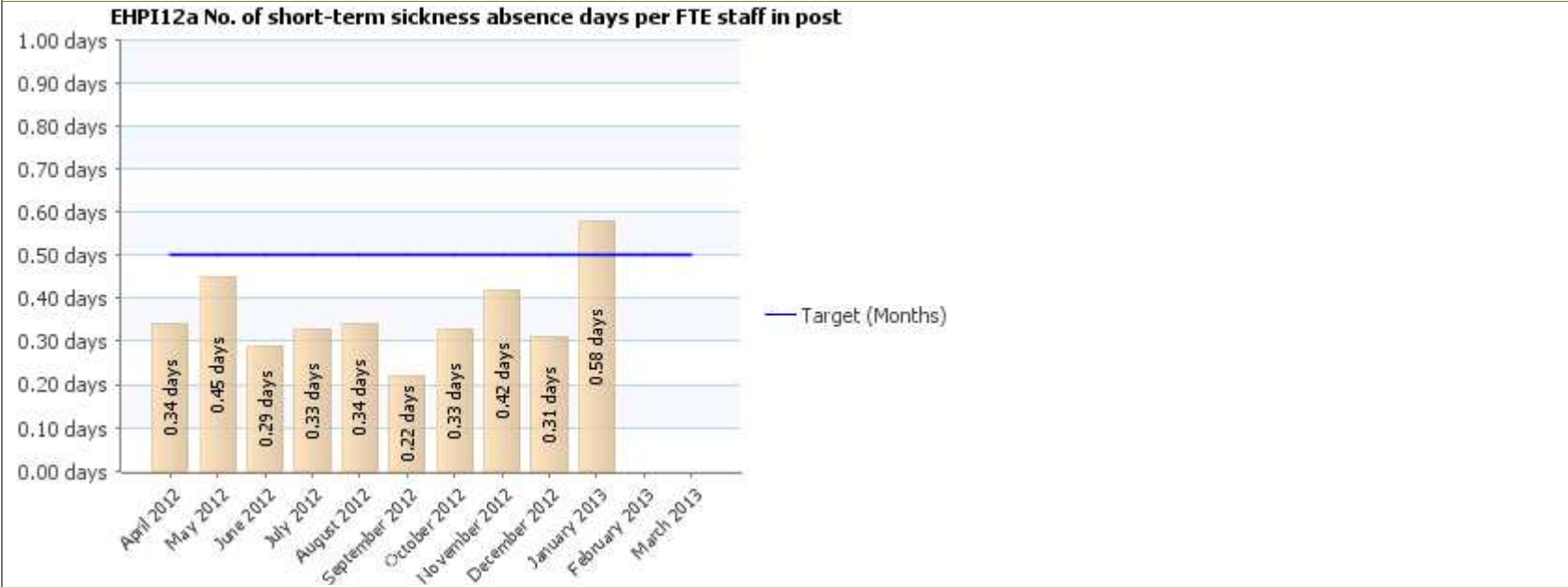
October 2012 to January 2013 Corporate Business Scrutiny Corporate Healthcheck 2012/13

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

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 th November 2012.
EHP112a	No. of short-term sickness absence days per FTE staff in post		0.58 days	0.50 days		Cumulative Short term absence for the year so far is at 3.68 days.	None

Trend Chart **Performance Gauge**

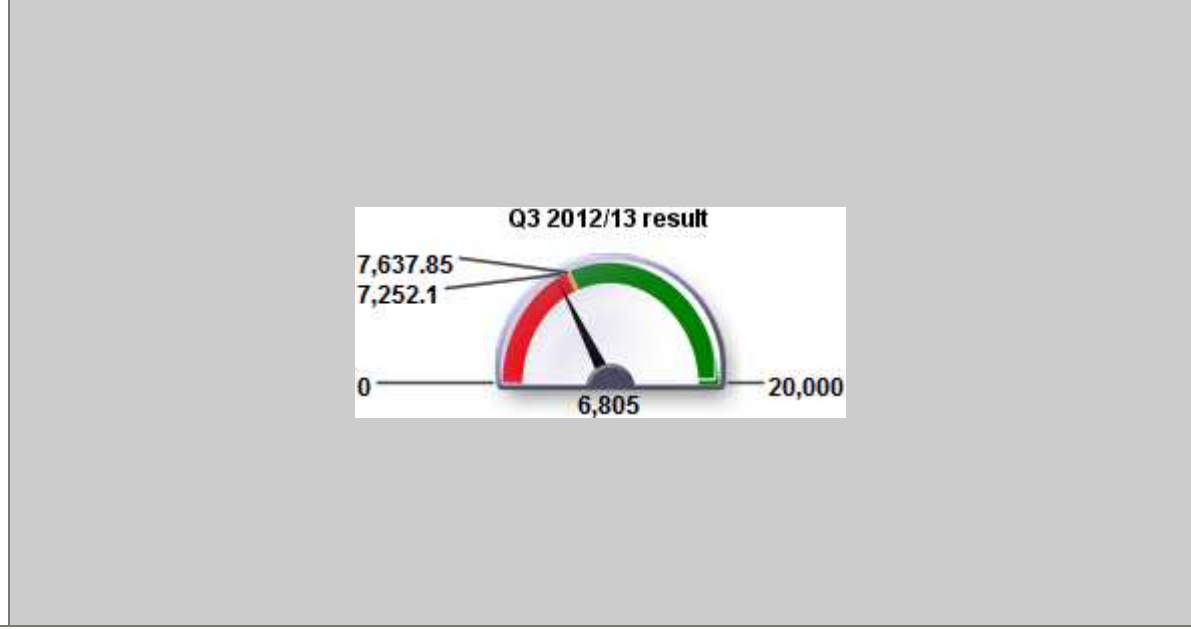




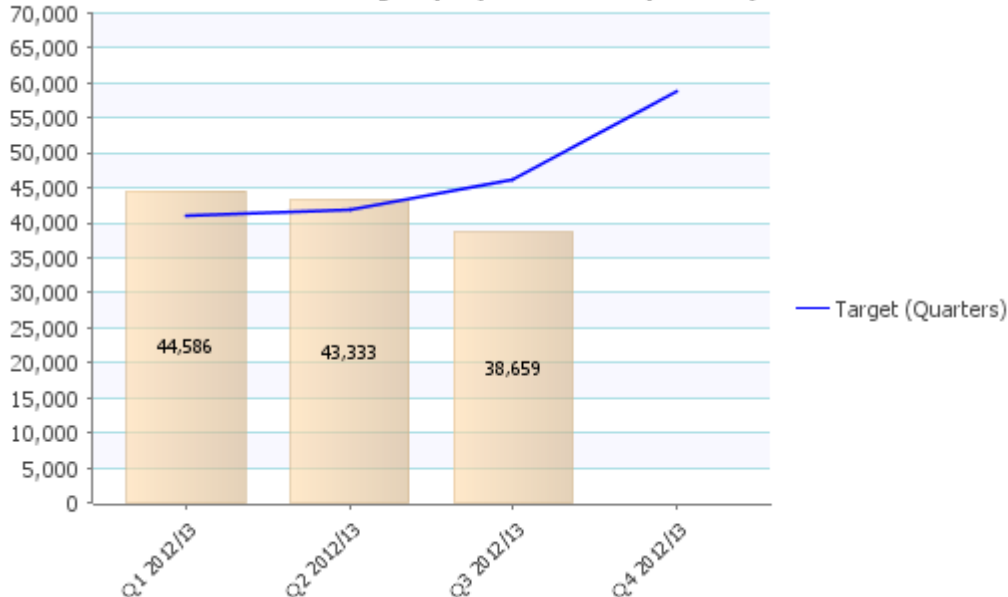

Traffic Light Red
Description People





Community and Cultural Services



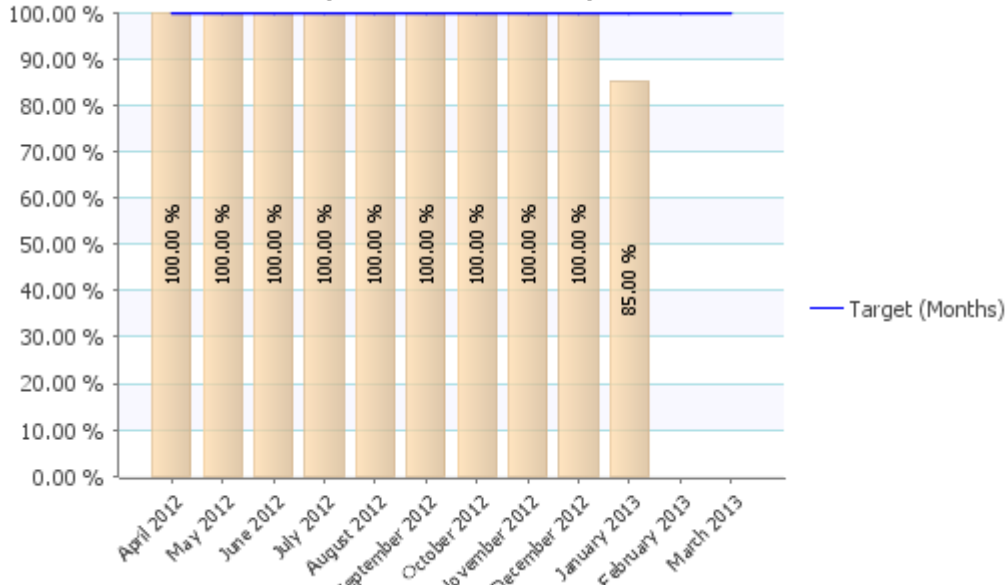

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.
EHPI3a	Usage: number of swims (under 16)		6,805	7,715		Quarter 3 shows that there has been a decline in throughput for this period when comparison is made, throughput does decrease against the previous 2012/13 quarter in line with seasonal trends. This reduction in Junior swims may be due to the prevailing economic climate. The service is monitoring the continuing decline and is actively in discussion with SLM on ways to improve throughput for this age group.	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 th November 2012.																									
EHP14a	Usage: Gym (16 <sup>â€</sup> under 60 year olds)		38,659	46,146		Performance has not achieved the target for this quarter. This may be down to the current economic climate, but leisure centre membership numbers are increasing, it appears the frequency of attendance of these members has been reduced for this quarter.	None																									
Trend Chart						Performance Gauge																										
<p>EHP14a Usage: Gym (16 – under 60 year olds)</p>  <table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Usage</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>44,586</td> <td>41,000</td> </tr> <tr> <td>Q2 2012/13</td> <td>43,333</td> <td>42,000</td> </tr> <tr> <td>Q3 2012/13</td> <td>38,659</td> <td>46,000</td> </tr> <tr> <td>Q4 2012/13</td> <td>-</td> <td>59,000</td> </tr> </tbody> </table>						Quarter	Usage	Target (Quarters)	Q1 2012/13	44,586	41,000	Q2 2012/13	43,333	42,000	Q3 2012/13	38,659	46,000	Q4 2012/13	-	59,000	<p>Q3 2012/13 result</p>  <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> <th>Zone</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>Red</td> </tr> <tr> <td>43,377.24</td> <td>Red/Green</td> </tr> <tr> <td>45,684.54</td> <td>Green</td> </tr> <tr> <td>70,000</td> <td>Green</td> </tr> </tbody> </table>		Value	Zone	0	Red	43,377.24	Red/Green	45,684.54	Green	70,000	Green
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70,000	Green																															

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 th November 2012.
EHPI4b	Usage: Gym (60 + year olds)		3,785	4,230		Throughput is not in line with target or the normal seasonal trend. This may be due to the current seasonal target but generally the leisure centre membership has increased but frequency of user seems to have reduced.	None
Trend Chart				Performance Gauge			
							

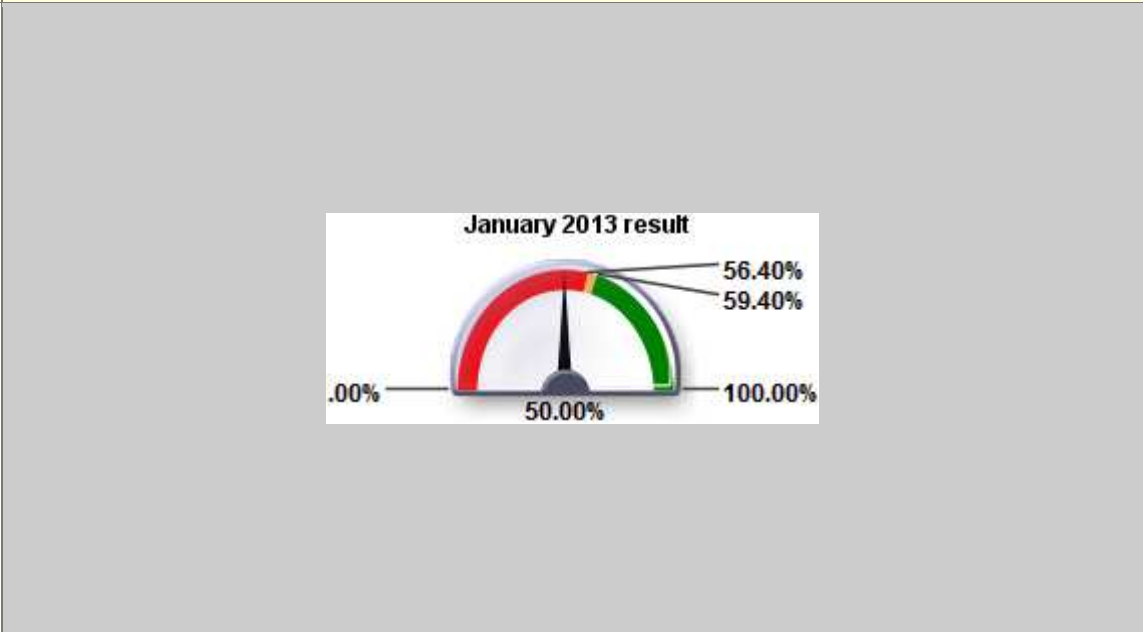
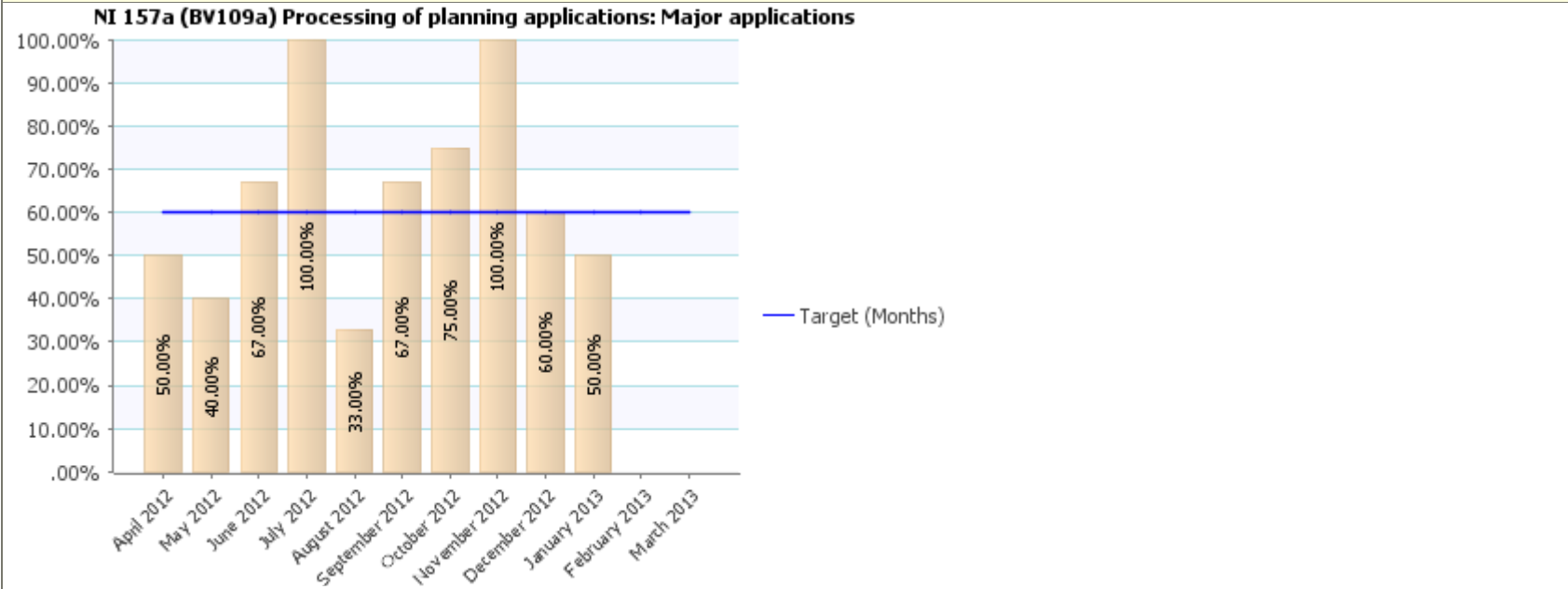
Licensing and Community Safety																																							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.																																
EHP1129	Response time to ASB complaints made to EHC.		85.00 %	100.00 %		There were six reports made to the ASB officer at EHC, five of which were responded to within the minimum two working days. The one that was not responded to in time was because the person had made complaints previously and advice from senior staff was required.	None																																
Trend Chart						Performance Gauge																																	
<p>EHP1129 Response time to ASB complaints made to EHC.</p>  <table border="1"> <caption>Response Time Data (from Trend Chart)</caption> <thead> <tr> <th>Month</th> <th>Response Time (%)</th> </tr> </thead> <tbody> <tr><td>April 2012</td><td>100.00 %</td></tr> <tr><td>May 2012</td><td>100.00 %</td></tr> <tr><td>June 2012</td><td>100.00 %</td></tr> <tr><td>July 2012</td><td>100.00 %</td></tr> <tr><td>August 2012</td><td>100.00 %</td></tr> <tr><td>September 2012</td><td>100.00 %</td></tr> <tr><td>October 2012</td><td>100.00 %</td></tr> <tr><td>November 2012</td><td>100.00 %</td></tr> <tr><td>December 2012</td><td>100.00 %</td></tr> <tr><td>January 2013</td><td>85.00 %</td></tr> <tr><td>February 2013</td><td>-</td></tr> <tr><td>March 2013</td><td>-</td></tr> </tbody> </table>						Month	Response Time (%)	April 2012	100.00 %	May 2012	100.00 %	June 2012	100.00 %	July 2012	100.00 %	August 2012	100.00 %	September 2012	100.00 %	October 2012	100.00 %	November 2012	100.00 %	December 2012	100.00 %	January 2013	85.00 %	February 2013	-	March 2013	-	 <p>January 2013 result</p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>0.00 %</td></tr> <tr><td>85.00 %</td></tr> <tr><td>94.00 %</td></tr> <tr><td>99.00 %</td></tr> <tr><td>100.00 %</td></tr> </tbody> </table>		Value (%)	0.00 %	85.00 %	94.00 %	99.00 %	100.00 %
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100.00 %																																							

Traffic Light Red
Description Place

Planning and Building Control



PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.
NI 157a (BV109a)	Processing of planning applications: Major applications		50.00%	60.00%		Target not achieved: 6 decisions made with 3 within target timescale. The three which fell outside of the target timescale either had associated legal agreements which involved extensive negotiations or were significant schemes for which extensive local consultation was undertaken.	None

Trend Chart **Performance Gauge**

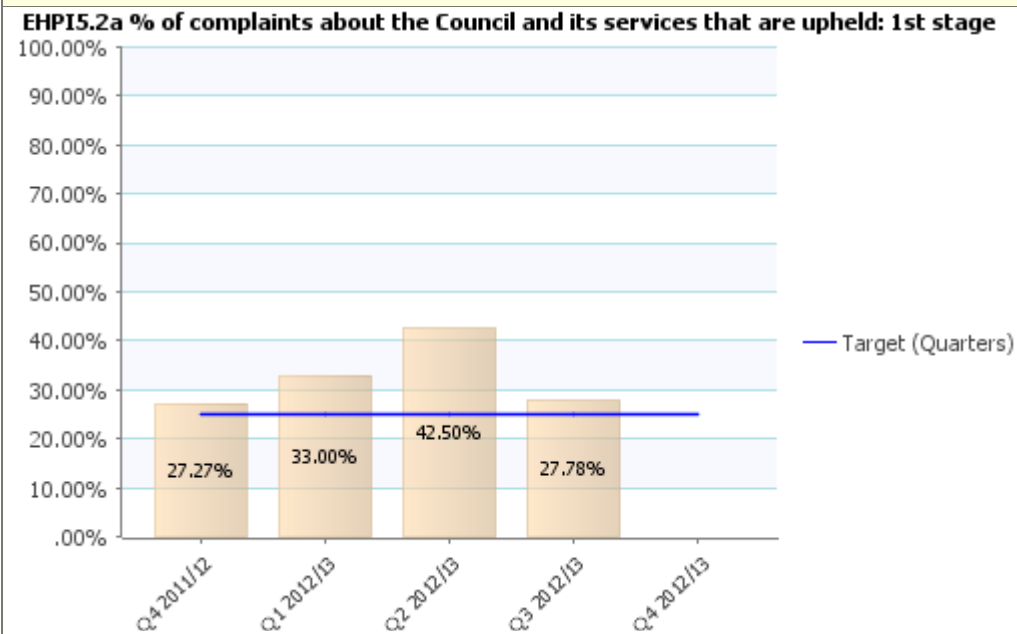


Traffic Light Red
Description Prosperity

Customer Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.
EHP15.2a	% of complaints about the Council and its services that are upheld: 1st stage		27.78%	25.00%		Only 5 cases were upheld out of a total of 23. The five cases that were upheld covered various services: Failure to collect bin - 2 cases, Tell us once when notifying the council about an event e.g. a death is not in place, Air condition not working at one of the pools and Planning failed to follow consultation policy in its entirety. This is a return to previous levels over the past year.	None

Trend Chart





Performance Gauge

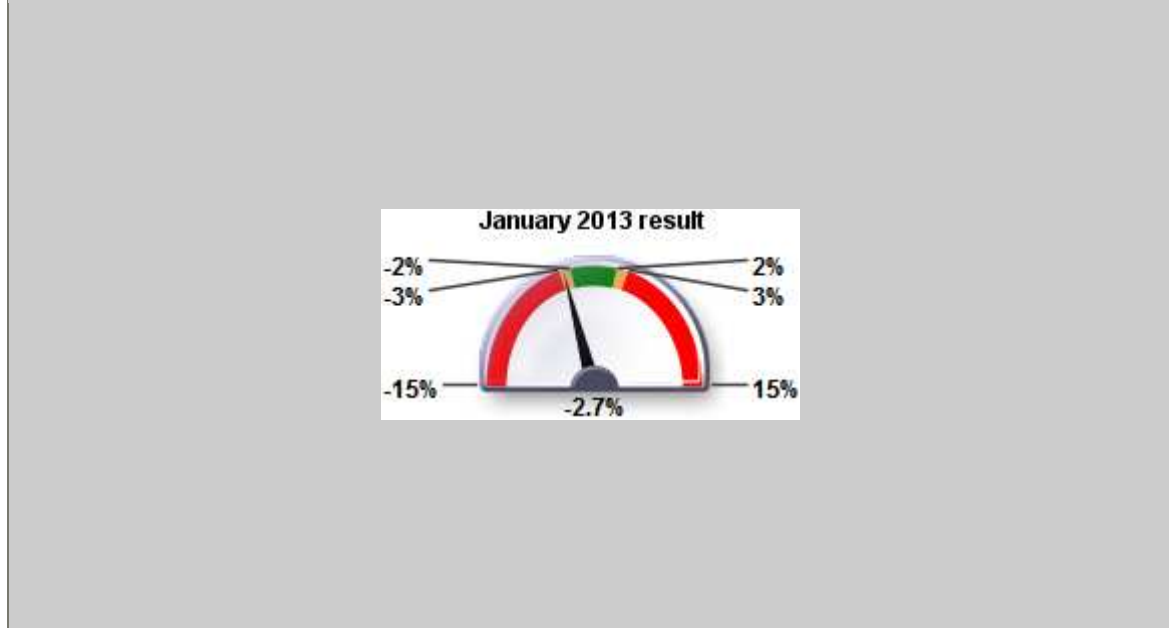
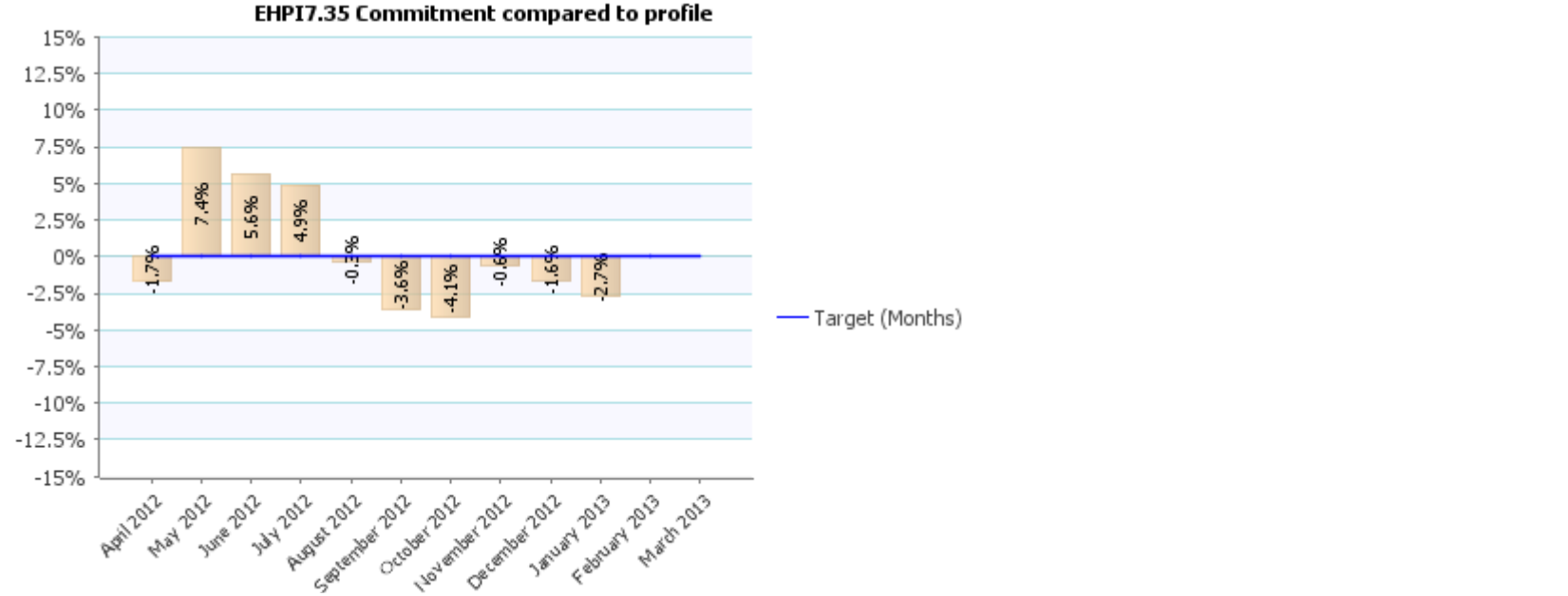


Traffic Light Amber
Description Prosperity

Business Support Service

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.
EHP17.35	Commitment compared to profile		-2.7%	0%		Commitment of £325,994 against profile £335,000 being 2.7% below profile. The commitment for the month of January 2013 is a little below the anticipated profile regarding Repairs & Maintenance and General Annual Maintenance Agreements. However, it is expected that commitment will come into line with profile over the coming months.	None

Trend Chart **Performance Gauge**



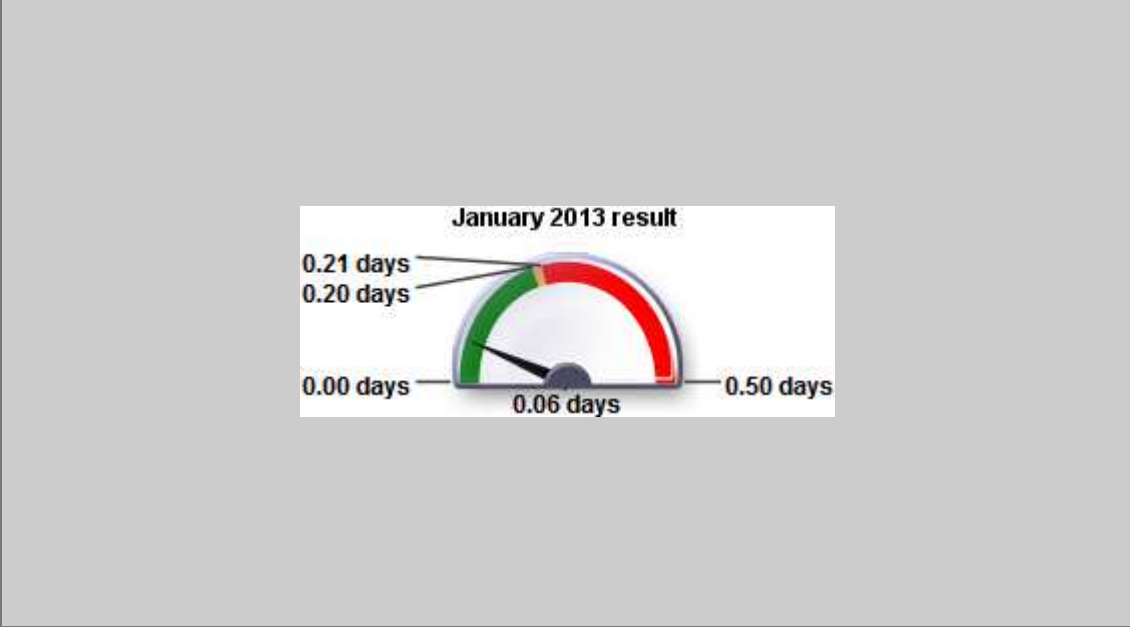
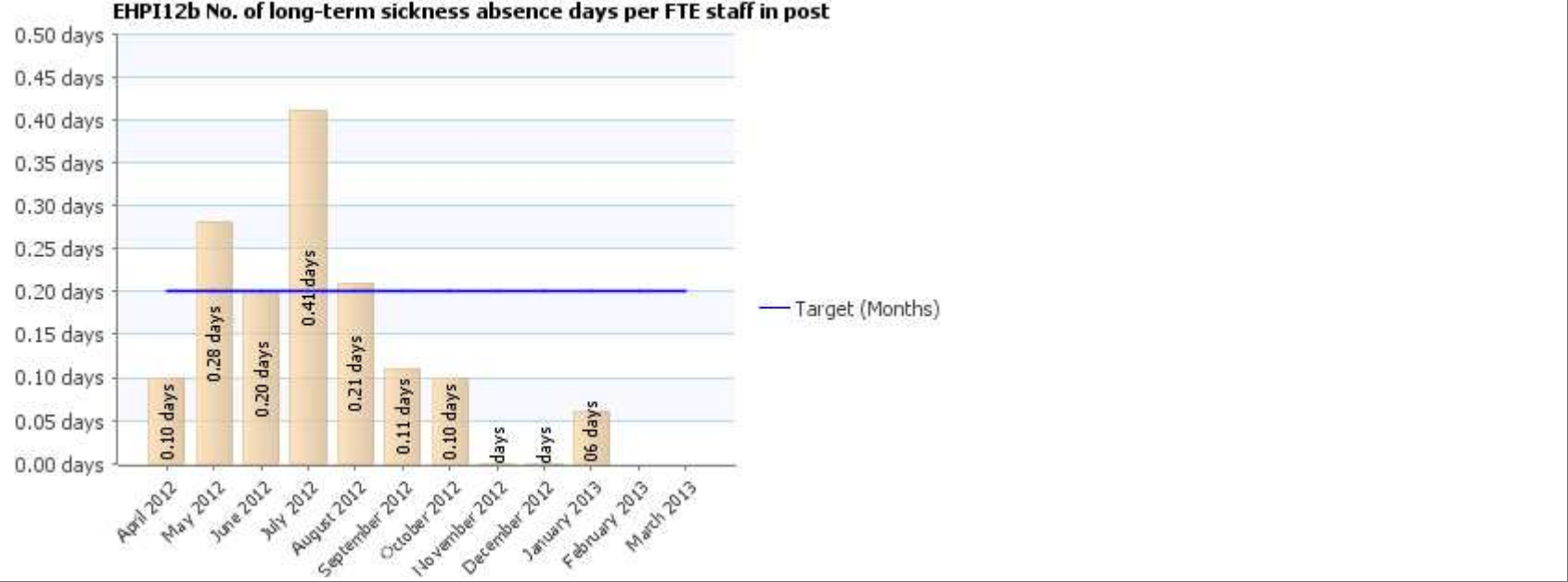
Financial Support Services																													
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.																						
EHP18	% of invoices paid on time		94.92%	98.00%		The number of invoices paid on time is below target this month.	None																						
Trend Chart					Performance Gauge																								
<p>EHP18 % of invoices paid on time</p> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>% of invoices paid on time</th> </tr> </thead> <tbody> <tr><td>April 2012</td><td>97.63%</td></tr> <tr><td>May 2012</td><td>97.78%</td></tr> <tr><td>June 2012</td><td>97.20%</td></tr> <tr><td>July 2012</td><td>96.30%</td></tr> <tr><td>August 2012</td><td>96.11%</td></tr> <tr><td>September 2012</td><td>96.61%</td></tr> <tr><td>October 2012</td><td>97.59%</td></tr> <tr><td>November 2012</td><td>98.93%</td></tr> <tr><td>December 2012</td><td>98.95%</td></tr> <tr><td>January 2013</td><td>94.92%</td></tr> </tbody> </table>					Month	% of invoices paid on time	April 2012	97.63%	May 2012	97.78%	June 2012	97.20%	July 2012	96.30%	August 2012	96.11%	September 2012	96.61%	October 2012	97.59%	November 2012	98.93%	December 2012	98.95%	January 2013	94.92%	<p>January 2013 result</p>		
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Traffic Light Green
Description Fit for purpose, services fit for you; Prosperity

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 th November 2012.
EHP112b	No. of long-term sickness absence days per FTE staff in post	✓	0.06 days	0.20 days	↓	Long-term absence for the year so far is 1.51 days.	None

Trend Chart **Performance Gauge**

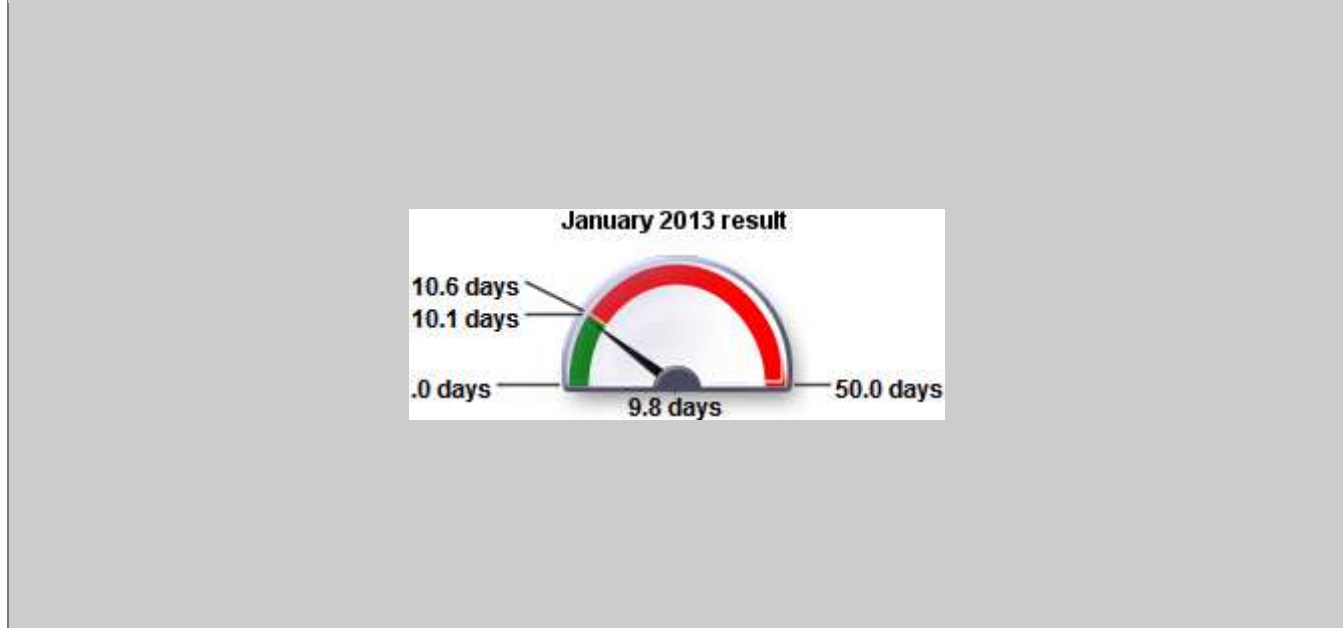
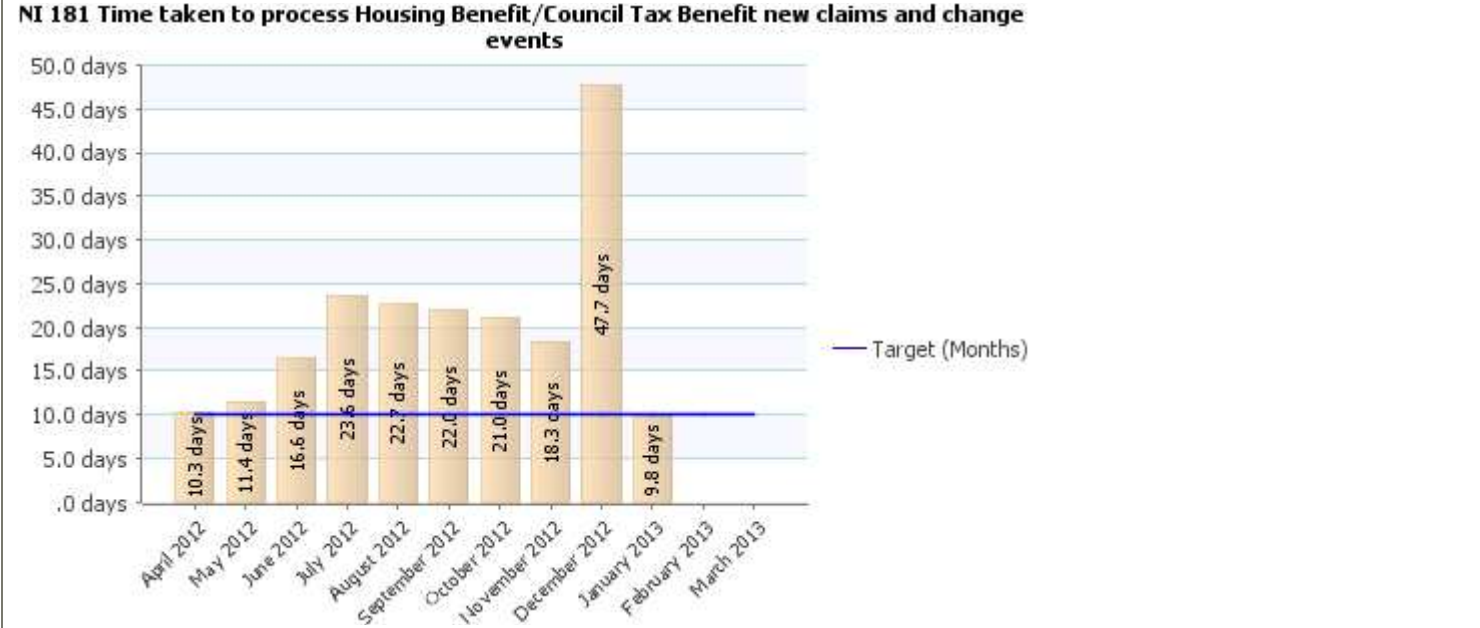


Traffic Light Green
Description People

Revenues and Benefits Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events		9.8 days	10.0 days		For the period 21 January 2013 to 19 February 2013 performance is 9.83 days. This has made the cumulative 22.36 days.	Executive members agreed during the meeting on 4th September 2012 that additional resources are allocated to help improve performance. This resource is providing intensive support to target backlogs and reduce waiting times

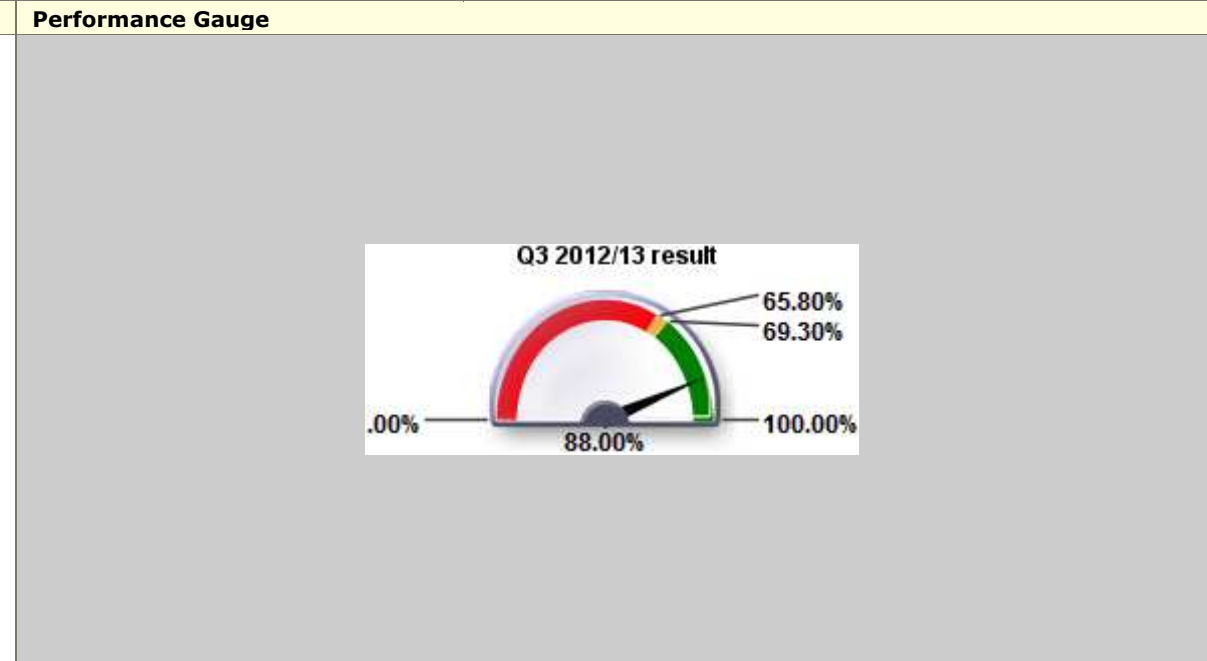
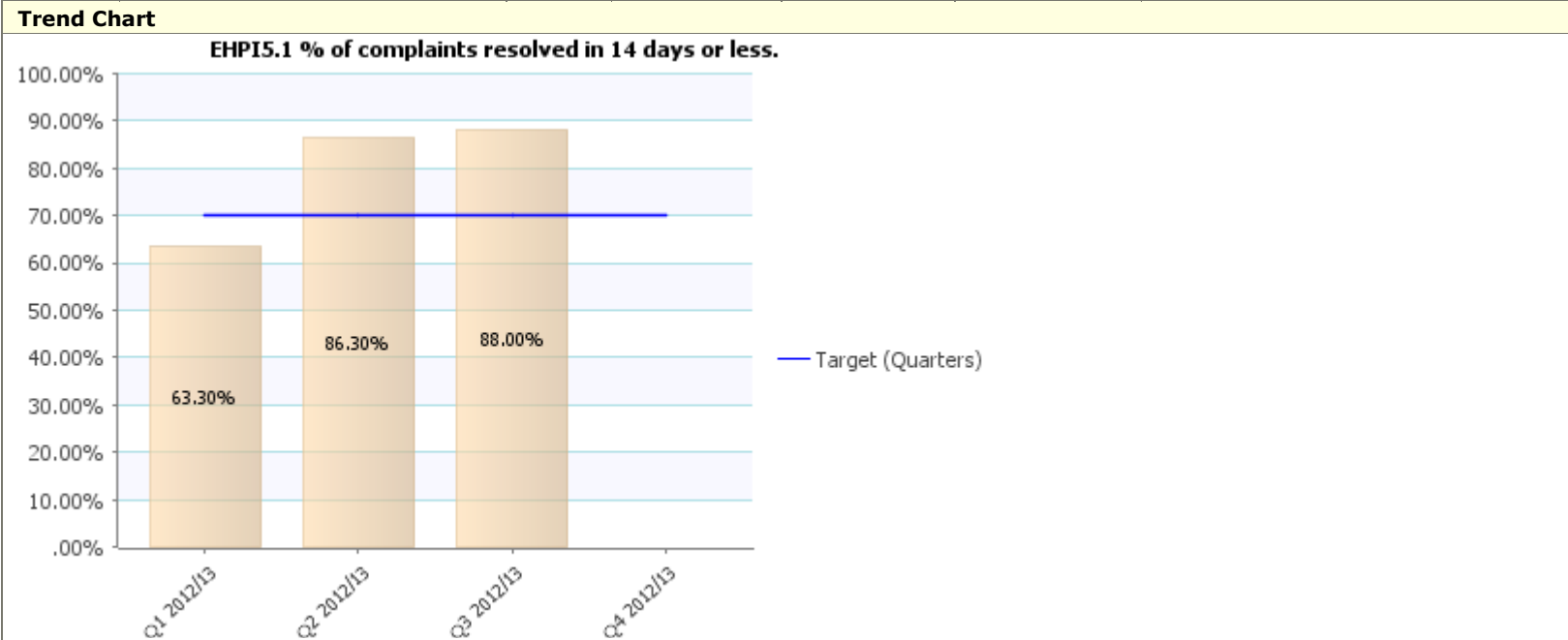
Trend Chart **Performance Gauge**



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 th November 2012.
EHP15.1	% of complaints resolved in 14 days or less.		88.00%	70.00%		Continuing improvement - 22 cases out of the 25 received this quarter were dealt with within 10 working days.	None



Customer Services																														
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.																							
EHP15.2b	% of complaints about the Council and its services that are upheld: 2nd stage - appeal		.00%	25.00%		7 cases dealt with in this period and none were upheld.	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 for EHP15.2b</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q4 2011/12</td> <td>12.50%</td> <td>25.00%</td> </tr> <tr> <td>Q1 2012/13</td> <td>.00%</td> <td>25.00%</td> </tr> <tr> <td>Q2 2012/13</td> <td>.00%</td> <td>25.00%</td> </tr> <tr> <td>Q3 2012/13</td> <td>.00%</td> <td>25.00%</td> </tr> <tr> <td>Q4 2012/13</td> <td>.00%</td> <td>25.00%</td> </tr> </tbody> </table>						Quarter	Current Value	Target (Quarters)	Q4 2011/12	12.50%	25.00%	Q1 2012/13	.00%	25.00%	Q2 2012/13	.00%	25.00%	Q3 2012/13	.00%	25.00%	Q4 2012/13	.00%	25.00%	<p>Q3 2012/13 result</p> <table border="1"> <caption>Performance Gauge Data for EHP15.2b</caption> <thead> <tr> <th>Value</th> </tr> </thead> <tbody> <tr> <td>26.50%</td> </tr> <tr> <td>25.25%</td> </tr> <tr> <td>100.00%</td> </tr> <tr> <td>0.00%</td> </tr> </tbody> </table>		Value	26.50%	25.25%	100.00%	0.00%
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Customer Services																									
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 27 th November 2012.																		
EHP15.4	% of complaints to the Local Government Ombudsman that are upheld		.00%	.00%		Only one Planning case was considered by the LGO during this period and the decision was not to initiate an investigation.	None																		
Trend Chart						Performance Gauge																			
<p>EHP15.4 % of complaints to the Local Government Ombudsman that are upheld</p> <table border="1"> <caption>Trend Chart Data for EHP15.4</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>.00%</td> <td>.00%</td> </tr> <tr> <td>Q2 2012/13</td> <td>.00%</td> <td>.00%</td> </tr> <tr> <td>Q3 2012/13</td> <td>.00%</td> <td>.00%</td> </tr> <tr> <td>Q4 2012/13</td> <td>.00%</td> <td>.00%</td> </tr> </tbody> </table>						Quarter	Current Value	Target (Quarters)	Q1 2012/13	.00%	.00%	Q2 2012/13	.00%	.00%	Q3 2012/13	.00%	.00%	Q4 2012/13	.00%	.00%	<p>Q3 2012/13 result</p> <table border="1"> <caption>Performance Gauge Data for EHP15.4</caption> <thead> <tr> <th>Value</th> </tr> </thead> <tbody> <tr> <td>.00%</td> </tr> <tr> <td>100.00%</td> </tr> </tbody> </table>		Value	.00%	100.00%
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Q4 2012/13	.00%	.00%																							
Value																									
.00%																									
100.00%																									

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 th November 2012.
EHPI12c	Total number of sickness absence days per FTE staff in post		0.64 days	0.70 days		Total absence for the year so far is 5.19 days.	None

Trend Chart	Performance Gauge																						
<p>EHPI12c Total number of sickness absence days per FTE staff in post</p> <table border="1"> <caption>Monthly Sickness Absence Data</caption> <thead> <tr> <th>Month</th> <th>Sickness Absence Days per FTE Staff</th> </tr> </thead> <tbody> <tr><td>April 2012</td><td>0.45</td></tr> <tr><td>May 2012</td><td>0.73</td></tr> <tr><td>June 2012</td><td>0.49</td></tr> <tr><td>July 2012</td><td>0.74</td></tr> <tr><td>August 2012</td><td>0.55</td></tr> <tr><td>September 2012</td><td>0.33</td></tr> <tr><td>October 2012</td><td>0.43</td></tr> <tr><td>November 2012</td><td>0.42</td></tr> <tr><td>December 2012</td><td>0.31</td></tr> <tr><td>January 2013</td><td>0.64</td></tr> </tbody> </table>	Month	Sickness Absence Days per FTE Staff	April 2012	0.45	May 2012	0.73	June 2012	0.49	July 2012	0.74	August 2012	0.55	September 2012	0.33	October 2012	0.43	November 2012	0.42	December 2012	0.31	January 2013	0.64	<p>January 2013 result</p>
Month	Sickness Absence Days per FTE Staff																						
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October 2012	0.43																						
November 2012	0.42																						
December 2012	0.31																						
January 2013	0.64																						

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 31.01.13	Actual to 31.01.13	Variance to Profile	Projected outturn	Projected Outturn Variance to Estimate
	£	£	£	£	£	£
Executive/ Corp Support	198,800	165,667	70,566	-95,101	87,170	-111,630
Internal Services	5,052,120	4,210,100	4,199,822	-10,278	5,077,290	25,170
Neighbourhood Services	3,805,200	3,170,651	3,106,518	-64,133	3,719,710	-85,490
Customer & Community	2,747,960	2,291,467	2,324,545	33,078	2,791,630	43,670
Summary	11,804,080	9,837,885	9,701,451	-136,434	11,675,800	-128,280
Additional NI contributions	25,000	20,833	0	-20,833	0	-25,000
TOTAL	11,829,080	9,858,718	9,701,451	-157,267	11,675,800	-153,280

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Exp. To 31/01/13

SUMMARY	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 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	3,003,400	2,116,460	1,770,532	2,057,890	(58,570)
Place - focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	824,600	629,310	425,009	567,520	(61,790)
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities	1,000,150	1,406,210	914,763	1,332,280	(73,930)
TOTAL	4,828,150	4,151,980	3,110,304	3,957,690	(194,290)
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)	0		0	0
	4,578,150	4,151,980	3,110,304	3,957,690	(194,290)
Reconciliation of Original to Revised Estimate					
Other Amendments	(949,550)				
Slippage from 2011/12	523,380				
	<u>4,151,980</u>				

Exp Code	2012/13 Approved Schemes	Exp. To 31/01/13				2012/13 Variance between Proj Spend and Approved Estimate £	COMMENTS
		2012/13 Original Estimate £	2012/13 Revised Estimate £	2012/13 Total Spend to Date £	2012/13 Projected Spend £		
Various	Hartham	52,000	38,660	9,691	38,660	0	Preliminary works commenced on main pool pump. Main works may slip due to programming with SLM. Specification stage on learner pool pump.
Various	Grange Paddocks	87,000	0	0	0	0	Slipped into 2013/14 as works need to be carried out after end of football season & in the summer months.
Various	Fanshawe	20,000	104,000	84,012	104,000	0	Specification stage on pool filters as awaiting approval to spend.
Various	Leventhorpe Pool	29,000	28,980	0	28,980	0	Order placed for gym equipment
72347	<u>Ward Freman</u> External Repairs & Decorations	10,000	6,140	6,137	6,140	0	Completed.
72596	Hillcrest Hostel Fire Alarm	15,000	14,740	14,739	14,740	0	Completed.
72597	Hillcrest Hostel Fire Escape Upgrade	15,000	13,100	13,111	13,100	0	Completed.
72599	Scotts Grotto Renovation	10,000	10,000	5,298	5,300	(4,700)	Works commenced. Balance will slip into 13/14 as weather dependant.
Various	Private Sector Improvement Grants	820,000	470,000	277,107	420,000	(50,000)	For Disabled Facilities Grants HCC advise the demand for OT assessments is increasing, therefore we should see a marked increase in referrals. As the referrals are received late in the year, they will not all complete on site, therefore, £100k has slipped into 13/14. Projected spend is now around £410,000, therefore further slippage of £50k. Disabled facilities (Discretionary), 2 big schemes identified at this stage, projected spend is around £10k.
72604	Energy Grants	20,000	15,000	0	15,000	0	The HEEP (Herts Essex Energy Partnership) scheme replaced this budget in the previous 2 years. Although HEEP is now closing, energy suppliers are still offering good deals for insulation, so council energy grants are not currently being promoted. Reducing this budget to £15k would allow emergency response if needed for boilers for up to 3 vulnerable households. No slippage necessary.
72685	Social Housing Schemes	700,000	0	0	0	0	Council support has not been required by Registered Providers as they have secured funding via the New Affordable Homes Programme of the Homes and Communities Agency. The Housing Team are developing a strategic plan for future spend on affordable housing priorities. Slipped into 13/14.
72607	Local Authority Mortgage Scheme (Note 1)	1,000,000	1,000,000	1,000,000	1,000,000	0	Completed.

PEOPLE

Exp Code	2012/13 Approved Schemes	Exp. To 31/01/13					COMMENTS
		2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	
		£	£	£	£	£	
71201	Capital Salaries	25,400	25,400	0	25,400	0	
72442	Community Capital Grants	100,000	147,700	122,051	147,700	0	Committed, unspent money will be rolled over. A lot of it has already been claimed/paid out but some (especially those that were only allocated in Dec 12) will naturally roll over because the projects will not complete until the new financial year. Successful applicants have 1 year to complete and claim their project and typically many straddle the financial years.
72578	Drill Hall	100,000	200,000	195,645	195,650	(4,350)	Retention of £4,638.83 still to be paid in July 2013, therefore, balance will slip into 13/14.
72545	Presdales - Replace Pavilion	0	0	0	0	0	Remaining budget (slippage of £9,400 from 11/12) to be spent on further works needed on pavilion & car park. Slipped into 13/14.
72582	LSP Capital Grants	0	42,740	42,741	43,220	480	LSP board determines when grants are going to be awarded. £34,750 has been b/fwd from the 13/14 budget of £47,670 to fund payment of £34,750 to CVS for Broxbourne & East Herts. Further £480 paid out in February. Sum of £30,790 held in Capital Grants in Advance.
TOTAL		3,003,400	2,116,460	1,770,532	2,057,890	(58,570)	
Reconciliation of Original to Revised Estimate							
Other Amendments		(859,320)					
Slippage from 2011/12		(27,620)					
		2,116,460					

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

Note 1. This funding will be returned as a capital receipt at the end of the guarantee period.

CAPITAL MONITORING 2012/13

PLACE

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
Various	Hertford Theatre	90,000	206,630	137,806	186,930	(19,700)	Works may have to be carried out on the Fire Alarm in August when the Theatre is closed, so will slip into 13/14.
74106	Heart of B/S - Market Improvement Scheme	0	1,000	1,158	1,160	160	Slipped into 13/14.
72701	Hartham Art Project	0	10,000		10,000	0	Winning design agreed, installation due in the Spring, exact date tbc. Fully funded from Sainsbury's S106 monies.
72592	New Stall Covers for Hertford & Ware Markets	0	1,430	1,425	1,430	0	Completed.
71272	Castle Gardens Bungalow - Replace Roof Covering	7,500	17,500	15,092	17,500	0	See above comment on 72595.
74102	Historic Building Grants	51,800	52,660	45,273	52,660	0	On target
Various	Refuse Collection & Recycling	139,000	156,300	141,462	159,050	2,750	Demand for bins and boxes slightly higher than expected. Forecast outturn currently £115,050. This includes £2,750 funded from S106 contributions providing for bins on new housing developments.
72504	Provision of Play Equipment	50,000	50,000	39,003	50,000	0	Spend profiled for second half of 2012/13.
72506	Art in Parks Project (Note 1)	5,000	0	0	0	0	Still seeking to identify a suitable project so slipped into 2013/14.
72585	The Bourne, Ware - Play Area Development Programme	40,000	0	0	0	0	Project has slipped to 2013/14 as sources of external funding not yet identified
72507	Pishiobury Park Wetland Habitat Project (Note 2)	20,000	20,000	0	20,000	0	Currently developing plans for a boardwalk at Pishiobury Park for completion by the end of the March 2013.

CAPITAL MONITORING 2012/13

PLACE

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72584	Sacombe Road, Hertford - Play Area Development Programme	0	10,000	0	10,000	0	Project at the procurement stage and expect to complete by the end of the financial year
72508	Hartham Common-Parks Development Plan Project (Note 3)	25,000	0	0	0	0	Project has slipped to 2013/14 as staff resources undertaking other priorities.
75168	Energy Efficiency & Carbon Reduction Measures (Note 4)	45,000	45,000	0	0	(45,000)	Funding is allocated to two projects. Web based 'smart metering' system for Wallfields to monitor and improve energy use by building zones and deliver energy efficiency savings. Scheme will slip into 13/14.
72591	Castle Weir Micro Hydro Scheme	219,000	8,790	8,790	8,790	0	Currently subject to Planning Approval. Further delays due to Environment Agency requirements mean that this project has slipped into 2013/14. Spend to date relates to consultation fees.
74105	Town Centre Environmental Enhancements	132,300	50,000	35,000	50,000	0	Town Council's to give an update on their spend. In the process of lapsing a traffic order in North St B/S. Balance slipped into 13/14.
TOTAL		824,600	629,310	425,009	567,520	(61,790)	
Reconciliation of Original to Revised Estimate							
Other Amendments		(337,850)					
Slippage from 2011/12		142,560					
		<u>629,310</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

Exp Code	2012/13 Approved Schemes	Exp. To 31/01/13					COMMENTS
		2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	
		£	£	£	£	£	
71374	Network, Servers & Storage Upgrade	30,000	10,000	0	10,000	0	£20k has slipped into 13/14 as dependant on shared services decision.
71370	Development Control EDM	0	7,000	0	6,000	(1,000)	Invoice for £6,000 paid February
71377	BACS	0	0	0	0	0	Put on hold re Revs & Bens EHDC migration. Has slipped into 13/14.
71379	Authentication	31,000	0	0	0	0	Slipped into 13/14.
71388	GIS	0	3,470	0	3,470	0	Awaiting invoice from HCC for £3.5k for Aerial Mapping. Remaining £2k has slipped into 2013/14.
71389	Small Systems	0	0	0	(2,550)	(2,550)	Commitment from 2011/12 cancelled in February.
71395	EDM - Corporate	18,000	17,070	12,000	17,070	0	£10k for Revs & Bens licences. £7k for scanners. Remaining £11k has slipped into 2013/14.
71408	Housing Benefits System	0	15,200	15,216	15,200	0	Relates to 'Risk & reward' payment to Capita. Remaining amount of £16,100 to be paid in 2013/14.
71409	Locata	0	(5,300)	(5,300)	(5,300)	0	The £14,000 LOCATA capital budget will not be spent in 2012/13. The installation of the LOCATA housing register renewals module is likely to be delayed by ourselves and our local authority partners until after April 2013 following the implementation of a new Housing Register and Allocations Policy. £10,000 has slipped to 2013/14.
71413	New Telephone System	0	0	0	(600)	(600)	Commitment from 2011/12 cancelled in February.
71414	Hardware Funding	90,000	57,180	45,696	57,180	0	Slipped £30k into 13/14 as dependant on shared services decision.

CAPITAL MONITORING 2012/13

PROSPERITY

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71415	Applications	55,000	78,850	60,524	78,850	0	
71416	Merging systems - Licensing & Env Health	0	0	0	0	0	Original contract on Lalpac contract still running, therefore, software will be purchased once this has run out. Initial thoughts from officers are that the M3 system can cope but may be too unwieldy. Original slippage of £15,000 has slipped again into 13/14.
71418	Mayrise Upgrade	30,000	20,000	0	20,000	0	To be spent on hardware and software for Mayrise Mobile working system. £10k slipped into 13/14.
71419	IT support regarding above scheme	20,000	20,000	0	20,000	0	
71420	Integrated DC & BC Systems	60,000	0	0	0	0	Slipped into 13/14.
71421	IT support regarding above scheme	20,000	20,000	0	20,000	0	
71422	Shared Services Infrastructure Integration	50,000	50,000	2,475	50,000	0	
71423	Replacement Condensers to Server Room	20,000	20,000	13,042	20,000	0	Further works to be carried out.
71362	Capital Salaries	107,000	107,000	0	107,000	0	
Various	Other Car Parks	240,250	238,930	215,313	236,430	(2,500)	Saving achieved on Apton Road Car Park
75249	Bircherley Green MSCP - Major Refurb. & Repairs	0	400,800	334,555	334,560	(66,240)	Further works required on the passenger lifts following detailed consultants report. Works need to be programmed, therefore, start on site will not be until April, therefore will slip into 13/14.

CAPITAL MONITORING 2012/13

PROSPERITY

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
75242	Bircherley Green MSCP - Upgrade Lift Cars	0	100	99	100	0	Completed.
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	0	4,580	(3,884)	4,580	0	Completed, further fees to be paid.
75166	Replace Footbridge Library Car Park Ware	0	133,000	113,396	133,000	0	90% completed, retention & fees to be paid 2013/14, therefore balance has slipped into 13/14.
75258	Grange Paddocks Overspill Refurbishment	0	(320)	(320)	(320)	0	Completed.
75259	Grange Paddocks New Pedestrian Bridge	0	1,340	0	300	(1,040)	Completed, saving achieved.
75237	Buntingford Car Park - Imp. To Surface Water Drainage	0	70	74	70	0	2nd phase of project not now required. Saving achieved.
71267	Upgrade Pedestrian Route Grange Paddocks to Causeway	0	21,800	10,782	21,800	0	95% completed, retention still to be paid
71270	Wallfields Upgrade Car Park Lighting	10,000	10,000	10,000	10,000	0	75% completed.
71273	Wallfields Fire Alarm Upgrade to Old Building	20,000	20,000	15,229	20,000	0	75% completed.
72598	Cricketfield Lane - Resurface Footpath & Retainment Works	75,000	0	0	0	0	Works may now be included in the proposed health centre development - to be reviewed. Has slipped into 2013/14 as if works are carried out, it will be during the summer months.
72590	Vantorts Open Space - Resurface Footpaths	0	0	0	0	0	Saving achieved. (scheme to be shown as there was slippage from 11/12).

CAPITAL MONITORING 2012/13

PROSPERITY

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71262	Elizabeth Road Shops - Renew Water Main	0	0	0	0	0	Saving achieved. (scheme to be shown as there was slippage from 11/12).
71203	Replacement Chairs & Desks	10,000	15,670	12,422	15,670	0	Various items of furniture still need to be replaced.
71268	Stevenage BC Shared Service, Furniture & Equipment	0	680	681	680	0	
75160	River & Watercourse Structures	47,500	67,090	57,168	67,090	0	Remedial safety work continues on EH bridges in Hartham Park. We are also awaiting quotes from specialist contractors/suppliers for suitable anti slip surfacing to be fitted to one of the bridges. Feasibility of replacement bridge at Pishiobury Park is ongoing in liaison with Parks to DDA requirements, EA approval is also required. Order for works to construct a barrier across the river at Hartham has been issued and works are ongoing.
75157	Footbridge over River Stort	0	3,480	3,480	3,480	0	Outstanding dispute with contractor still unresolved. Therefore balance has slipped into 2013/14.
72568	North Drive - reconstruct road & drainage	0	2,120	2,115	2,120	0	Currently under discussion with Gillian Field and is also dependant on a private development coming forward that we will try and tap into but it's not expected to be resolved before March. Therefore balance has slipped into 2013/14.
71266	Capital Salaries	53,600	53,600	0	53,600	0	
71251	Automated Telling Machines at Hertford & B/S	12,800	12,800	0	12,800	0	Project on track for implementation by Q4
	TOTAL	1,000,150	1,406,210	914,763	1,332,280	(73,930)	

PROSPERITY

Exp. To 31/01/13

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend to Date	2012/13 Projected Spend	2012/13 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
	Other Amendments	(2,380)					
	Slippage from 2011/12	408,440					
		<u>1,406,210</u>					

ESSENTIAL REFERENCE PAPER 'E'

SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

		Projected Outturn 31 March 2013 £'000	
1.1	April	0	
	May	100	Favourable
	June-July	331	Favourable
	August	333	Favourable
	September	538	Favourable
	October	872	Favourable
	November	1,006	Favourable
	December	1,333	Favourable

ITEM (in order of Corporate Priority)		MONTH(S) REPORTED
1.2	People TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows the budget is broadly in line with the projected expenditure.	May
1.3	TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected small under spend of £4k.	June-July
1.4	REVENUES AND BENEFITS At the Joint Revenues and Benefits Committee on 19 July 2012 it was identified that due to the increased workload and to avoid increasing backlogs of work both councils needed to fund an additional £201k each for agency staff to support the service. As a consequence a Supplementary Revenue estimate from the council of £120k requires approval. The greater than allowed for under spend in 2011/12 permits for this funding to be	June-July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
approved from the general reserve.	
1.5 COMMUNITY PLANNING Income of £58,800 was received in 2011/12 for Community Planning Resource Mapping, but the final payment of £11,169 was not made until 2012/13.	June-July
1.6 STANSTED AREA HOUSING PARTNERSHIP Stansted Area Housing Partnership – As part of the process for granting planning permission for the expansion of Stansted Airport, the section 106 agreement provided a sum of money for affordable housing in East Hertfordshire. This sum of money amounts to approximately £358,000. At present a site in Sawbridgeworth is being developed, with section 106 agreement providing for affordable homes. The site meets the location criteria of the Stansted S.106.	June-July
1.7 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected small under spend of £34k.	August
1.8 PEST CONTROL Due to extremely low levels of wasp nest treatments income is anticipated to be down by £16k. This is partly off set by a reduction in external resources, to supplement house resources of £11k. Giving a net £5k projected adverse position.	August
1.9 ANIMAL CONTROL Envirocrime and the Dog Control Officer have been very effective at re-homing stray dogs and keeping kennelling costs to a minimum, despite no reduction in the number of stray dogs. Thus projecting a saving of £6k.	August
1.10 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected small under spend of £71k.	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.11 PEST CONTROL</p> <p>Due to extremely low levels of wasp nest treatments income is anticipated to be down by £16k. This is partly off set by a reduction in external resources, to supplement in house resources, of £11k giving a net £5k projected adverse position.</p>	September
<p>1.12 ANIMAL CONTROL</p> <p>The Dog Control Officer has been very effective at re-homing stray dogs and keeping kennelling costs to a minimum, despite no reduction in the number of stray dogs. Thus projecting a saving of £6k.</p>	September
<p>1.13 TURNOVER</p> <p>Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected small under spend of £97k.</p>	October
<p>1.14 REVENUES AND BENEFITS SHARED SERVICE</p> <p>There is a net of £21k as a consequence of finalising the 2011/12 outturn position regarding the Revenues and Benefits Shared Service with Stevenage Borough Council.</p>	October
<p>1.15 EMERGENCY PLANNING</p> <p>The £5k budget for Emergency Planning equipment will not be required this year.</p>	October
<p>1.16 IMPROVEMENT GRANTS</p> <p>Predicted windfall sums totalling £8k are expected as recipients of Improvement Grants repay them according to the terms and conditions on which they were awarded.</p>	October
<p>1.17 HOUSING OPTIONS TEAM</p> <p>The Housing Options Team's Supplies and Services budget is expecting to be under spent by £13k.</p>	October
<p>1.18 HOUSING OPTIONS SERVICE</p> <p>It is expected that not all the budgeted expenditure within the Housing Options Service will be required totalling</p>	October

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
£36k.	
1.19 HILLCREST HOSTEL The rent income derived from Hillcrest Hostel should exceed the budget by £5k.	October
1.20 ELECTORAL REGISTRATION The Electoral Registration budget is estimating an over spend of £12k.	October
1.21 REVENUES AND HOUSING BENEFITS Summons Costs recovered due to non payment of Council Tax and National Non Domestic Rates is estimating to be £14k adverse from the original estimate.	October
1.22 HOUSING BENEFITS SERVICE The net overall position on the Housing Benefits Service is a favourable £106k. This is based on subsidy being greater than that estimated and in line with the 2011/12 actual position.	October
1.23 NEW HOMES BONUS GRANT Income from the New Homes Bonus Grant is anticipated to be £35k greater than that estimated in part due to timings in payments made to East Herts Council.	October
1.24 SECTION 106 RECEIPTS Following a review of Section 106 receipts held by the Council CMT recommended on the 25 September 2012 a sum of £62,634.64 be added to the General Reserve as the Council's obligations are deemed to have been met.	October
1.25 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected small under spend of £119k.	November
1.26 WALLFIELDS RATES A successful challenge to the rateable value of Wallfields has resulted in a net back dated reduction of £26k in the sum paid as National Non Domestic Rates.	November

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.27 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected underspend of £165k.	December
1.28 LEISURE CONTRACT There is an expected under spend of £22k on the leisure contract management fee due to a negotiated reduction following the Council's capital investment in new gym equipment.	December
1.29 WEB FRONT PAGE TEMPLATE £5,000 in respect of a 'web front page template'. It is recommended that this is funded by an underspend in the external customer services security budget.	December
Place	
1.30 WASTE CONTRACT Early indications show that the costs of transition to the new waste contract have to date been lower than expected and an under spend of up to £100k is possible.	May
1.31 RECYCLING INCOME An under recovery of £59k of recycling income is expected from the sale of recyclable materials collected at the kerbside believed to be due to the economic downturn and the increasing use of electronic communication (reducing the amount of newspapers and magazines consumed).	June-July
1.32 ORGANIC WASTE There is a likely under spend in the contracted costs of organic waste collection of £50k	June-July
1.33 MATERIALS HANDLING An under spend of £7k is expected in the costs of materials handling at the Service Centre.	June-July
1.34 ENVIRONMENT AGENCY The Environment Agency has withdrawn the funding for	June-July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>the land drainage work East Herts carries out on their behalf. This has repercussions for the cost of any similar work that would have been carried out by East Herts under the same terms. A separate report will be considered by Corporate Management Team.</p>	
<p>1.35 BULKY WASTE INCOME</p> <p>Bulky waste income is forecasting a £6k adverse variance believed to be due to the economic climate.</p>	June-July
<p>1.36 RECYCLING BANKS</p> <p>As there are less recycling banks to maintain there is a forecast under spend of £7k.</p>	June-July
<p>1.37 CLINICAL WASTE COLLECTION</p> <p>Clinical Waste Collection income is forecasting additional income of £6k due to additional business in the first part of the year.</p>	June-July
<p>1.38 KERBSIDE DRY RECYCLING</p> <p>The kerbside dry collections budget is likely to be overspent by £18k. £11k is due to indexation on fuel being higher than forecasted and £7k is due to property growth, as approximately 1,000 more flats are receiving full recycling services.</p>	August
<p>1.39 ALTERNATIVE FINANCIAL MODEL</p> <p>The latest Alternative Financial Model (waste reduction) income forecast for 2011/12 is £419,000. £16k below the sum accrued.</p>	August
<p>1.40 TRADE WASTE COLLECTION</p> <p>The Trade Waste Collection service is estimating an additional £20k of income due to an increased level of business. This will be partly off set by additional costs of £12k, giving a net £8k favourable position.</p>	August
<p>1.41 WASTE CONTRACT</p> <p>The waste contract covers various budgets but there are lower costs of transition to date and an under spend of £200k is anticipated for 2012/13. This may not be transferable into 2013/14 base budgets if recycling</p>	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
collection costs increase with the removal of card from the organic bins. A report will be brought to the Executive in December 2012.	
1.42 PAPER AND TEXTILE BANKS The income and expenditure budgets relating to paper and textile banks are predicting a net £9k favourable variance due to a combination of lower paper usage and additional textile tonnage collected.	September
1.43 CLINICAL WASTE COLLECTION The clinical waste collection and disposal budgets are currently under spending amounting to circa £7k.	September
1.44 KERBSIDE DRY COLLECTIONS The kerbside dry collections budget is likely to be overspent by £18k. £11k is due to indexation on fuel being higher than forecasted and £7k is due to property growth, as approximately 1,000 more flats are receiving full recycling services.	September
1.45 ALTERNATIVE FINANCIAL MODEL The latest Alternative Financial Model (waste reduction) income forecast for 2011/12 is £419,000. £16k below the sum accrued.	September
1.46 TRADE WASTE COLLECTION The Trade Waste Collection service is estimating an additional £21k of income due to an increased level of business. This will be partly offset by additional costs of £10k, giving a net £11k favourable position.	September
1.47 TRADE WASTE BINS The delivery of trade waste bins coupled with lower trade waste disposal costs shows a £22k favourable under spend. £2k relates to under spending on bin delivery and £20k relates to lower disposal costs due to businesses producing less weight per capita.	September
1.48 STREET CLEANSING There is £4k additional street cleansing income received and a possible £50k under spend on the street cleansing	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
contract due to lower than expected ad-hoc cleansing work. This may vary according to weather conditions, particularly if there is the need for ad-hoc work in the winter months.	
1.49 LAND DRAINAGE The Environment Agency has withdrawn the funding for the land drainage work East Herts carries out on their behalf. This has repercussions for the cost of any similar work that would have been carried out for East Herts under the same terms. In addition, circa £40k of administrative costs will be lost. A separate report will be forwarded to CMT on the subject in due course.	September
1.50 SAFER STRONGER COMMUNITIES Only £28k was received from Herts County Council for Safer Stronger Communities against a budgeted figure of £55k. A proportion of this was to fund Police Community Support Officers. There is also a requirement from the Home Office to compile a specialised report on a Homicide within the District. This will result in an estimated net adverse position of £21k.	September
1.51 HERTFORD THEATRE There is a predicted £8k overspend on the Hertford Café Supplies budget.	October
1.52 STREET CLEANSING There is a possible underspend due to lower than expected ad-hoc cleansing work within the Street Cleansing contract of £80k. This may vary according to the weather conditions need for ad-hoc work in winter months. There is also an additional £4k of income received for cleansing services. Last month these were reported as £54k favourable (£50k AND £4k).	December
1.53 BUNTINGFORD SERVICE CENTRE There is a predicted underspend of £15k on the Buntingford Depot electricity budget largely due to an over estimated amount relating to 2011/12.	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
1.54 HERTFORD THEATRE Income from Hertford Theatre is predicting to be £50k more than estimated. £20k of this sum is from the pantomime.	December
1.55 TRANSPORT SUBSIDY-REFUSE COLLECTION The transport subsidy for Refuse Collection is expected to be £11k higher than estimated.	December
Prosperity	
1.56 BUILDING CONTROL INCOME If the current trend continues the indications are a short fall of circa £150k in Building Control income. Processes being considered to rectify the situation are to possibly increase fees and potential other sources of income.	June-July
1.57 CAR PARKING PAY AND DISPLAY Car Parking Pay and Display income is predicted to produce a £89,000 favourable variance by year end.	June-July
1.58 CAR PARKING PENALTY CHARGE NOTICE Car Parking Penalty Charge Notice income is under achieving as at the end of July and is likely to show a shortfall of circa £75k. This is due in part to the bedding in of the new enforcement contract and the inability to process Notices to owners due to a new system migration at DVLA.	June-July
1.59 INVESTMENT INCOME Investment funds have been and are continuing to be placed on fixed deposit with U.K. clearing banks to take advantage of the rates being offered. (See report to Council July 2012). Expectations are that the 2012/13 estimated Investment income will be exceeded by circa £350k.	June-July
1.60 AUDIT FEES A reduction in core audit fees of £20k will result in a favourable variance.	June-July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.61 SHARED INTERNAL AUDIT SERVICE</p> <p>The Shared Internal Audit Service Board agreed on the 7 December 2011 to increase the daily charge for Audit services from £240/day to £255/day. An increase of 6.25%. The effect of this coupled with a prior year adjustment will have an adverse £17k on the budget.</p>	August
<p>1.62 PARKING ENFORCEMENT CONTRACT</p> <p>The Parking Enforcement contract is anticipated to show an under spend of £89k. Two projects (mobile camera enforcement and vehicle removals) will go live next year so operational costs will not be incurred this financial year. There is also a contractor under spend relating to vacancies in management which the Council benefits from.</p>	September
<p>1.63 PENALTY CHARGE NOTICE INCOME</p> <p>Penalty Charge Notice income remains as an adverse variance currently projected to be £150k due to the failure of contractor equipment and management arrangements.</p>	September
<p>1.64 INVESTMENT INCOME</p> <p>As a consequence of withdrawing investment income from the Council's fund managers and re-investing in fixed term deposits, fees for managing these funds will reduce by £30k.</p>	September
<p>1.65 SHARED INTERNAL AUDIT SERVICE</p> <p>The Shared Internal Audit Service Board agreed on 7 December 2011 to increase the daily charge rate for Audit Services from £240/day to £255/day. An increase of 6.25%. The effect of this will have an adverse £7k on the budget.</p>	September
<p>1.66 DEVELOPMENT CONTROL</p> <p>Budgets within Development Control for advertising and postage are estimated to underspend by £25k. Advertising is in line with last year's expenditure and other forms of communication are being used therefore</p>	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>postage costs are falling.</p> <p>1.67 LOCAL DEVELOPMENT FRAMEWORK</p> <p>Commitments to date on the Local Development Framework suggest there will be a saving of £10k.</p>	September
<p>1.68 DEVELOPMENT CONTROL INCOME</p> <p>Development Control income is down by £80k against profile. Some of the shortfall may be recovered depending on when a large application for Bishop's Stortford is received.</p>	September
<p>1.69 CORPORATE AND DEMOCRATIC CORE</p> <p>Expenditure relating to the Democratic Core projects an under spend of £22k. Primarily due to savings on Members Expenses (£17K) and Allowances (£5K).</p>	October
<p>1.70 MARKETS</p> <p>The Traffic Regulation Order on North Street Bishop's Stortford is not being renewed which will have an on going £8k adverse effect on income.</p>	October
<p>1.71 DEVELOPMENT CONTROL SERVICE</p> <p>There is considerable public interest in receiving pre-planning advice which is generating an additional £35k of income.</p>	October
<p>1.72 DEVELOPMENT CONTROL SECTION</p> <p>The budget for Planning copyright fees of £8k will not be required this year.</p>	October
<p>1.73 BIRCHERLEY GREEN CAR PARK</p> <p>A large credit of £19k has been received from Veolia Water following a leak at the public conveniences in Bircherley Green car park.</p>	November
<p>1.74 INVESTMENT INCOME</p> <p>The planned changes to the investment portfolio have now been completed including the withdrawal of all funds from Scottish Widows Investment Partnership. Investment interest is now predicted to exceed the budget by £410k for 2012/13.</p>	November

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.75 CAR PARK INCOME</p> <p>Given the current use Pay and Display income will exceed the budget by £120k. This was reported last month as £90k favourable.</p> <p>Furthermore, problems with the DVLA systems resulted in a write off of approximately £20k in Penalty Charge Notice income. The systems fully operational now. The failure of the contractors IT equipment and changes in contractor staff including management have impacted on PCN issue which has impacted on income. Close contract supervision has now rectified performance and the projected adverse variance is now £120k compared to £150k last month. These two movements between months has resulted in a net £60k favourable variance.</p>	December
<p>1.76 DEVELOPMENT CONTROL INCOME</p> <p>A number of development proposals have materialised that were unforeseen and the plans for the large development at Bishop's Stortford North are about to be submitted thus indicating that the budget will be achieved this year and the £80k adverse variance reported last month will not now occur.</p>	December
<p>1.77 DEVELOPMENT CONTROL</p> <p>A saving on staff training in Development Control is expected as all current staff has completed their professional training.</p>	December
<p>1.78 DEVELOPMENT CONTROL APPEALS</p> <p>There will be additional Development Control Appeals costs of circa £15k as there are additional consulting costs associated with the Bennington Turbine appeal.</p>	December

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 19 MARCH 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 (CBS) Committee's future work programme.

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

1.0 Background

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

2.0 Report

2.1 An article explaining the role of scrutiny and inviting suggestions from residents was published in the spring 2012 'council tax' edition of LINK magazine. No new topics for scrutiny were received during the year from external sources. A new item for inclusion in spring 2013 edition of LINK is being drafted. Ideas for this draft from any member of the Committee can be given to the Scrutiny Officer.

2.2 There will be a workshop in April for all scrutiny members to evaluate the work of the scrutiny committees (and Health and Wellbeing Panel) during 2012/13 and to plan for the coming year. All topics proposed during this planning phase will be offered to the relevant scrutiny committee at their first meeting in the new civic year for consideration for the 2013/14 work programme.

2.3 Using the same model introduced by the Audit Committee, some essential training for members (in respect of their particular role on CBS) has been scheduled as part of some meetings during 2013/14. The first session on Data Protection Governance was agreed by members at the last meeting. Members are now asked to agree to another session in the autumn designed to outline the new and changing landscape of local government finance in advance of the next budget setting cycle.

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.

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Contact Officer: Jeff Hughes – Head of Democratic and Legal Support Services, Extn 2170.
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Report Author: Marian Langley – Scrutiny Officer, Extn: 1612.
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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>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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Scrutiny Work Programme Essential Reference Paper B

Corporate Business Committee Work Programme (Provisional) 2013/14

meeting	date	topic	Contact officer/lead	Next Exec
2013/14	Civic Year			
1 in 13/14	28 May 2013 Report deadline 15 May	<ul style="list-style-type: none"> • MEMBERS' TRAINING: Data Protection Governance • Shared Services - Business Plan (for ICT, Business Improvement, Print and Design) • 2012/13 Out-turns and Targets • Healthcheck (included/separate?) • Service Plan Oct 2012 – March 2013 monitoring • Work Programme 2013/14 	<ul style="list-style-type: none"> • Head of Information, Customer and Parking Services • Interim Head of ICT • Lead Officer - Performance • Lead Officer - Performance • Lead Officer – Corporate Planning • Scrutiny Officer 	4 June 2013
2 in 13/14 NOTE: change of date	09 02 July 2013 Report deadline 26 19 June	<ul style="list-style-type: none"> • Annual Governance Statement 2012/13 and action plan 2013/14 • First report on Data Protection action plan (covering 6 months) • Comments, Compliments and Complaints (3Cs) 2012/13 review • Work programme 	<p><i>Might be delayed to Aug to allow for period of public consultation</i></p> <ul style="list-style-type: none"> • Head of Information, Customer and Parking Services • Head of Information, Customer and Parking Services • Scrutiny Officer 	9 July 2013 (moved from 2 nd) 6 Aug 2013
3 in 13/14	27 Aug 2013 Report deadline 14 Aug	<ul style="list-style-type: none"> • Corporate Annual Report 2012/13 • 4 year Corporate Strategic Plan (2014/15 to 2017/18) • Medium Term financial strategy (2014/15 to 2017/18) • Healthcheck through to June 2013 • Work programme 	<ul style="list-style-type: none"> • Lead Officer – Corporate Planning • Lead Officer – Corporate Planning • Director of Finance and Support Services • Lead Officer - Performance • Scrutiny Officer 	3 Sept 2013 1 Oct 2013

Scrutiny Work Programme Essential Reference Paper B

meeting	date	topic	Contact officer/lead	Next Exec
4 in 13/14	08 Oct 2013 Report deadline 25 Sept	<ul style="list-style-type: none"> • Draft revisions to the Council Tax support scheme for 2014/15 • Vacancy • Vacancy • Work programme 	<i>Provisional date: timing subject to change and confirmation</i> <ul style="list-style-type: none"> • X • X • Scrutiny Officer 	5 Nov 2013
5 in 13/14	26 Nov 2013 Report deadline 13 Nov	<ul style="list-style-type: none"> • MEMBERS' TRAINING: Council funding – where does the money come from and the Budget cycle key dates • Revisions to the Council Tax support scheme for 2014/15 • Partnership register – risk monitoring • Service Plan April 2013 – Sept 2013 monitoring • Healthcheck through to Sept 2013 • Work programme 	<ul style="list-style-type: none"> • Director of Finance and Support Services <i>Provisional date: timing subject to change and confirmation</i> <ul style="list-style-type: none"> • Risk Assurance Officer • Lead Officer – Corporate Planning • Lead Officer - Performance • Scrutiny Officer 	3 Dec 2013
Member information		Proposed Service Options covering all committee remits		
6 in 13/14 JOINT	14 Jan 2014	BUDGET REPORTS to cover <ul style="list-style-type: none"> • Capital Programme • Fees and Charges • Revenue Budget • Medium Term Financial Plan 	<ul style="list-style-type: none"> • Director of Finance and Support Services 	4 Feb 2014
7 in 13/14 JOINT	11 Feb 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 	<i>Provisional date: may have to be reported to CBS in March 2014</i> <ul style="list-style-type: none"> • Lead Officer – Corporate Planning • Lead Officer – Performance 	4 Mar 2014

**Scrutiny Work Programme
Essential Reference Paper B**

meeting	date	topic	Contact officer/lead	Next Exec
8 in 13/14	18 Mar 2014 Report deadline 5 Mar	<ul style="list-style-type: none"> • Update on Communications action plan – focus on data re on-line communications • Web Site one-year action plan - lessons learned and closure report • Healthcheck through to Jan 2014 • Work programme 2014/15 	<ul style="list-style-type: none"> • Head of Communications, Engagement and Cultural Services • Head of Information, Customer and Parking Services • Lead Officer - Performance • Scrutiny Officer 	8 April 2014 6 May 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	<ol style="list-style-type: none"> 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 any item in the Forward Plan, within the remit of the Committee, to be considered by the Executive (except items of urgent business) before the item is considered by the Executive if requested by the Chairman of the Scrutiny Committee. The relevant report to the Executive will made available to the scrutiny committee. 9. To consider matters referred to the Committee by the Executive/Portfolio Holder on matters within the remit of the Committee and refer the matter to the Executive following consideration of the matter.
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