



MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 4 JUNE 2013
TIME : 7.00 PM

MEMBERS OF THE EXECUTIVE:

Councillor Tony Jackson	- Leader of the Council
Councillor Malcolm Alexander	- Deputy Leader and Executive Member for Community Safety and Environment
Councillor Mike Carver	- Executive Member for Strategic Planning and Transport
Councillor Linda Haysey	- Executive Member for Health, Housing and Community Support
Councillor Paul Phillips	- Executive Member for Economic Development
Councillor Suzanne Rutland-Barsby	- Executive Member for Community and Partnership Liaison
Councillor Michael Tindale	- Executive Member for Finance

CONTACT OFFICER: Martin Ibrahim
Tel: 01279-502173
Email: martin.ibrahim@eastherts.gov.uk

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. Leader's Announcements

3. Minutes – 5 March 2013

To approve the Minutes of the meeting held on 5 March 2013 (previously circulated in the Council Agenda for 6 March 2013).

4. Declarations of Interest

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

5. Issues Arising from Scrutiny

Report to follow.

6. East Herts Improvement Plan (Pages 5 – 28).

7. 2012/13 Performance Outturns (Pages 29 – 54).

8. Monthly Corporate Healthcheck – February and March 2013
(Pages 55 – 116).

9. Monthly Corporate Healthcheck - April 2013

Report to follow.

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

EXECUTIVE – 4 JUNE 2013

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

6. EAST HERTS IMPROVEMENT PLAN

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of this report is to set out the improvement plan for the council following on its Peer Challenge and the Executive's recent awayday session to consider the recommendations and service priorities for 2014/15 onwards.

<u>RECOMMENDATION FOR THE EXECUTIVE: That:</u>	
(A)	The Improvement Plan be approved and monitored six monthly by Corporate Business Scrutiny Committee for one year.

1.0 Background

1.1 Following changes to the national inspection and assessment regime, a new approach to improvement was developed by local government for local government through the Local Government Association (LGA).

1.2 'Taking the Lead' identified a small core set of activities that are commonly undertaken by councils who proactively take responsibility for their own performance and improvement. This common set of activities provides the framework for sector-led improvement across councils' services and activities. Two key components of this framework are:

1. Transparent and comparable performance information supported by LG Inform. This is a data service for local government which at no cost, provides:

- a single point of access to a wide range of key contextual, financial and performance data.
- the ability to share and compare performance information between councils.

2. Challenge from one's peers. The LGA and local government recognised that challenge from one's peers is a proven tool for improvement. Facilitated by the LGA the 'Peer Challenge' is primarily an improvement tool capable of being tailored to allow individual councils to use it to focus on their local priorities. However, all corporate peer challenges include a core component that looks at issues of leadership, corporate capacity and financial resilience.

1.3 The council already makes regular use of LG Inform as part of its performance management framework and will make more use as the service is developed further.

1.4 Having been through an extended period of significant change during 2011/12 the council In December 2012 took up the opportunity of having a Peer Challenge, to take stock, reflect and consider the next round of challenges for the council going forward.

2.0 Report

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

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

2.2 The findings from the Peer Challenge were received in January 2013 and a copy of the report is attached in **Essential Reference Paper 'B'**. Following the publication of the report the Executive team and the Corporate Management Team met in February 2013 to discuss the recommendations from the challenge and consider what the service priorities should be for 2014/15 onwards.

2.3 **Essential Reference Paper 'C'** contains the improvement plan that sets out how the council will take forward the recommendations from the Peer Challenge whilst still being faced with tough challenges of maintaining quality with reducing

budgets. The plan is a working document that will evolve. Commentary about progress against the proposed actions has been included.

2.4 It is recommended that once this plan has been approved it is monitored six monthly in line with the service plan monitoring timetable by Corporate Business Scrutiny Committee. It is envisaged that the plan be monitored for one year, after which any outstanding activity can be incorporated into relevant service plans.

3.0 Implications/Consultations

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

Background Papers

None.

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

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

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

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></p>	<p>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>Place</p> <p>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</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</p>
<p>Consultation:</p>	<p>Senior Management Group were given the opportunity to contribute to the development of the improvement plan. The plan was considered by Corporate Business Scrutiny on 28 May 2013 before presentation to the Executive for approval.</p>
<p>Legal:</p>	<p>There are no specific legal implications arising directly from this report.</p>
<p>Financial:</p>	<p>There are no specific financial implications arising directly from this report.</p>
<p>Human Resource:</p>	<p>There are no specific human resource implications arising directly from this report.</p>
<p>Risk Management:</p>	<p>There is a generic risk management implication arising from this report, in terms of not completing the actions it could result in the Council not being able to respond effectively to the changing role of councils.</p>

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Corporate Peer Challenge

East Hertfordshire District Council

December 2012

Report

Background and scope of the peer challenge

On behalf of the team, I would just like to say how much we enjoyed spending time in East Hertfordshire to work with you on the recent corporate peer challenge. The team very much appreciated the welcome we received, the openness and honesty with which people engaged in the process and the support provided in the lead up to, and during the course of the challenge.

It is testimony to the spirit of East Hertfordshire District Council that it invited and commissioned the peer challenge. Peer challenges are managed and delivered by experienced elected member and officer peers. The peers who delivered the peer challenge were:

- Ruth Marlow, Managing Director, Mansfield District Council
- Councillor Neil Clarke, Leader of Rushcliffe Borough Council
- Rachel North, Director Communities and Localism, West Lindsey District Council
- Nick Sharman, Director of Local Government, A4e Ltd
- Neil Shaw, Programme Manager, Local Government Association

It is important to stress that this was not an inspection. Peer challenges are improvement-orientated and tailored to meet individual councils' needs. Indeed they are designed to complement and add value to a council's own performance and improvement focus. The peers used their experience and knowledge to reflect on the evidence presented to them by people they met, things they saw and material that they read.

The guiding questions for all corporate peer challenges are:

- ❖ Does the council understand its local context and has it established a clear set of priorities?
- ❖ Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- ❖ Does the council have effective political and managerial leadership and is it a constructive partnership?
- ❖ Are effective governance and decision-making arrangements in place to respond to key challenges and manage change and transformation?
- ❖ Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

The council shaped the process to examine three specific issues:

- ❖ Members as community leaders
- ❖ Developing the organisation
- ❖ Customer Service – 'Here to Help'

The first two of these themes fit into the guiding questions all corporate peer challenges explore (leadership and organisational capacity). As you will recall, we undertook to write to you to confirm the team's findings, building on the feedback provided to you on the final

day we were in Hertford and, in particular, expanding upon those areas that we highlighted as likely to benefit from some further attention. This report sets out those findings.

Executive summary

East Hertfordshire District Council has undergone substantial transformation and continues to do so. It is a sound council, delivering good services with a high level of satisfaction from residents and underpinned by a healthy financial base. It is well focused on the residents and communities it serves.

It has already achieved much by making structural changes, sharing some services, streamlining services and remodelling its approach to customer service.

The council has articulated a bold vision for elected members to be community leaders and to become a more enabling organisation, supporting residents beyond the boundaries of district council service delivery and this is captured by the council aspiration of 'Here to Help'.

The council has begun to further develop the community leadership role of members by developing ward profiles, having for some time been providing small grants to support local community groups, working with the district's town and parish councils and using its community development team to support activities at a very local level. The council invited the peer challenge because it wanted to do these things even better.

To take this work to the next level, the council needs to convert this aspiration for greater community leadership into stronger delivery. The Leader's clear vision for community leadership has yet to fully translate through to all members and the council more widely. The council needs to clarify the community leadership role and examine how the organisation can better support members to put the role into practice.

Further progression towards a community leadership approach will need the organisation to continue to change. This is likely to mean clarifying the process for handling local issues that come back into the organisation from members, aligning council resources to support the role and providing supporting officer capacity.

The council needs to ensure its organisational culture supports the transformation of the organisation. There is a 'friendly and helpful' atmosphere throughout the organisation. The council can learn much from its coal face led approach to managing change in areas like the parking service. Replicating this approach with on-going and meaningful engagement with staff, putting frontline staff's experiences at the heart of the solution and having a clear focus on customer service, could be a model for handling future change in the organisation. Sharing services with other organisations also needs to be explored more extensively to build resilience in services.

The concept of 'Here to Help' needs to be defined more sharply. This includes outlining the stages by which it will be implemented. It needs to be shaped around the needs and demands of individual services. IT should be a significant enabler of this future approach. This is currently not the case and the council needs to develop a clear IT strategy which

includes how IT will be used to shift service channels, support the back office, co-ordinate information in a joined up way across the organisation and enable different services and sites to work together seamlessly.

As well as evolving some of the systems and processes, the future council will need to be underpinned by staff that are empowered to be flexible, adaptable, and innovative

Detailed findings

Members as ‘community leaders’

The Leader of the Council and Executive members provide strong political leadership. Although the Corporate Management Team (CMT) has only been recently formed with its current membership, a good relationship exists between Executive members and CMT. Senior officers and staff demonstrate strong commitment to providing good services.

The council has aspirations to develop and embed the community leadership role of members. A number of developments have taken place upon which the council can further build the community leadership role, including:

- delivering a member development session dedicated to understanding community leadership
- the development of ward profiles mapping local groups and contacts
- long established small grants available to facilitate and support local community group activities
- on-going working relationships with the district’s town and parish councils
- a highly regarded community development team supporting work and activities at a very local level
- an active and ongoing member development programme, including a member action learning set
- a member information bulletin

However, there is not a common view of what community leadership might mean for members and the council in general. The key challenge is to convert the council’s aspiration for community leadership into delivery.

The Leader’s clear vision for community leadership has yet to fully translate through to all members. This is understandable as the aspiration is challenging and bold. For community leadership to work the council needs to grapple with two headline issues: the clarity and definition of the role and how the council can support members to put the role into practice.

The council needs to develop its own definition of community leadership and decide how far along the spectrum of community leadership it wishes to go. East Hertfordshire has vibrant, aspirational and well informed local populations. This is fertile ground for greater community leadership based around the different communities of the district.

It is for the council to define its own vision for community leadership. However, this is likely to centre on the following aspects of the role:

- working even more with other agencies and other local 'agents'
- exploring opportunities to commission and co-produce services
- empowering local communities
- supporting the vulnerable to have a 'voice'
- building relationships and networks
- influencing direct service delivery from the district council and other organisations

More extensive community leadership will need the organisation to change. The council is largely progressing on 'business as usual'. A decision on where on the community leadership spectrum the council wants to be is key. Depending on the range of community leadership models the council wishes to embrace, it will need to ensure its services evolve the appropriate flexibilities to be supportive of the approaches adopted.

The council will need to more effectively support members in embracing their community leadership role including supporting members to agree their own understanding of the community leadership role. This is likely to mean that the role is undertaken in different ways by individual members, guided by some overall principles about the role. The council needs to determine specifically what this support might mean.

Depending on the model adopted it may be helpful to:

- agree some overall principles for members to help guide possible community leadership roles
- clarify the processes for handling local issues that come back into the organisation from members
- align district council resources to support the role. Part of the New Homes Bonus and existing small grants might be used to pump prime community led activity
- possibly provide the community leadership role with supporting officer capacity – based around senior officers and using the community development team to support activities on the ground (although the resources required for this approach would need to be carefully considered)
- introduce ward walks with senior officers and ward members
- use IT to better support ward profiles
- use informal member development sessions to explore the role and learn from good practice within (and from outside) East Hertfordshire

The council is undertaking some interesting work through its scrutiny function. Scrutiny members now need to set their own agenda for work programmes more assertively; build on some of the successes of scrutiny and use opportunities for scrutiny to be more focused and more outcomes orientated while considering how officer support could be best utilised.

Developing the organisation

This continues to be a council on a positive journey. It has achieved much by making structural changes, sharing some services, streamlining services and achieving a number of financial savings. An overall streamlining of management and the reduction in posts has helped the council be a leaner organisation.

The external Investors in People assessment highlighted a range of positive work the council has undertaken to develop its workforce. This includes implementing flexible working and home working in some key services. The council positively supports apprenticeships and has been recognised locally by Hertford College for its work.

The peer team explored the council's organisational culture. A full summary of the exercise, based on feedback from 53 members of staff, is attached as an Appendix. There is a 'friendly and helpful' atmosphere throughout the organisation. Staff have a generally good understanding of where the council is trying to go, recognise that the council has undergone significant change recently and overall would recommend the council as a good place to work. These are good positive elements on which to build further.

The council has taken positive action to further improve its approach to working with staff, including; refining the appraisal system, undertaking systematic all staff briefings and offering training and development. Overall, there are positive indicators that staff morale is generally good, especially given the changes that have taken place in the organisation.

To make further progress, a reappraisal of strategic HR policy and practice is needed to reflect the future challenges in particular how the council will adapt its corporate communication systems and staff support arrangements in the light of new ways of working such as home working. This needs to be in place prior to embarking on significant further change.

Supporting staff through change is always challenging. The council can learn much from the whole team approach to managing change in the parking service. Replicating this approach with on-going and meaningful engagement with staff, putting frontline staff's experiences at the heart of the solution and having a clear focus on customer service, could be a model for handling future change in the organisation. The recent changes to the delivery of the revenues and benefits service would have benefitted from a similar approach. The council needs to consider how it can move quickly to address some problems that have arisen relating to workforce corporate communications and support in the light of these recent changes.

The reduction in overall council headcount has squeezed staffing resilience in some service areas. Sharing services with other organisations is a route to maintaining or improving service quality, staffing resilience and potentially a financial saving in the longer-term. Examples already include a shared procurement function with North Hertfordshire and revenues and benefits with Stevenage. Although the council does share services with other organisations, this could be taken further.

Although no specifics were identified specifically during the peer challenge, the organisational culture exercise and other feedback from staff indicate that some parts of the organisation are not all that good at working well together across service boundaries.

This needs exploring in more detail which the peer team were unable to examine in detail. However, the organisation culture exercise indicates a disparity between senior and operational officer views in terms of understanding how staff feel valued by the organisation and the council's ability to see change through to a conclusion effectively. Whilst these are only perceptions, they are important in terms of how the council views future significant change. Further detail is available in the Appendix.

There needs to be a greater focus on behaviours which will underpin the council in the future, including; building trust, flexibility, adaptability, enabling/empowering and innovation. Anecdotal feedback from the staff the peer team engaged with indicates that staff would have greater confidence in senior officers if they were more visible, received more feedback, were more approachable, got staff more involved (asking staff opinions) and valued operational staff to a greater extent.

Financial planning and viability

Although the council did not ask for a specific focus on finance, this is a core component of the LGA's corporate peer challenge model. It also complements the examination of how the council has the financial capacity to address its future challenges.

The council's current financial position appears sound. This is a considerable achievement in a time of significant public sector spending reductions. Last financial year the council managed its revenue spend effectively with all services managing expenditure within their budget limits. There is a sound reserves position.

The council has a clear Medium Term Financial Plan (MTFP). Overall savings targets have been achieved to date and the council is on track to achieve future projections. Budget pressures and risks have been identified and accounted for in the MTFP. The council is planning for future financial challenge including the next Comprehensive Spending Review.

Although there is a clear financial plan, issues around the resources and savings programme are not as well understood by all members and some senior officers as the peer team would have liked.

There are potential risks of not communicating the financial pressures around the organisation. The future risks around funding reductions needs to be actively managed and risk mitigated, for example, the future use of the New Homes Bonus to support the council's revenue budget.

The council is likely to experience challenges from the impact of welfare reform. The council is aware of this, but this is still likely to be a significant financial challenge with the introduction of universal credit in 2013 and the council needs to continue to plan for the impact of this. Going forward, in reviewing future priorities and budgets it will be important for all councils to continue to:

- test resource allocations against priority outcomes

- consider pump priming new methods of early intervention to change demand for services in future
- ensure value for money through on-going effective contract monitoring and management of contracted services
- explore future opportunities for asset rationalisation, customer service channel shift and greater and more agile working

Customer Service – ‘Here to Help’

The council describes itself as an organisation that is ‘Here to Help’. Transactional customer service is good. Customer satisfaction is also high, with around 77% of customers thinking their contact was ‘good’ in 2012. This is a good platform for the broader initiative to help local people. The closure of the Bishop’s Stortford office and redevelopment of the customer service centres at the Bishop Stortford and Hertford sites has given the council a more seamless and joined up approach and better facilities to deal with customer service issues. The sharing of the Bishop’s Stortford centre has included shared site costs with Circle Anglia. Feedback from the community groups the peer team interacted with was positive in respect of their interaction with the council’s Community Engagement team. The groups commented on the support they receive in terms of grant applications. The organisation culture exercise also identified that operational staff believe they are currently delivering good quality customer service.

However, there is a need to define the concept of ‘Here to Help’ more sharply. This includes outlining the stages by which it will be implemented. Staff do not fully understand and in many cases do not support the principles of the council being ‘Here to Help’ especially as there are fears that it puts the council’s reputation at risk in relation to service’s for which they do not have responsibility.

Clarifying the concept should draw out which issues ‘Here to Help’ is trying to address. This can build on existing thinking and planning which has already been undertaken moving services from being largely reactive to an approach to customer service which takes a more holistic approach to the issues raised by local people at the point of contact with the council. This thinking should include how the council can help local people solve their own problems.

The aspiration of ‘Here to Help’ is not translated through to the front line in its intended sense. Staff feel it is a contradiction in light of the reduced resources on the frontline and some growing demand and complexity of the service issues being presented. ‘Here to Help’ is generally viewed as a reactive process to complaints and enquiries.

‘Here to Help’ needs to be shaped around the needs and demands of individual services. There needs to be a clear vision about how ‘Here to Help’ is different, how it will be delivered and resourced. The council needs to engage with the frontline to plan how this will work for each service area and identify how this will work ‘on the ground’. It also needs to explore the supporting back office infrastructure to support this, including how the council uses its people and how this is supported by an effective IT infrastructure.

Major parts of East Hertfordshire's services are contracted. The implementation of 'Here to Help' needs partnership and agreement that the appropriate values and behaviours are embedded with contractors' frontline and supervisory staff.

Management of external contractors is a key issue where their policy needs to be better articulated and shared. In general there are positive relationships with the key contractors. However, there is no clear overall vision of the challenges of partnership working with suppliers which would enable the 'Here to Help' philosophy to be implemented at the front line. The future approach should be underpinned by the council developing a clearer framework for contract management officers working with contractors which emphasises the need to build strong operational and strategic partnerships with providers. This will include further drawing in contractors to discuss both policy issues and their implementation at operational level.

IT is not being used effectively to enable services. The council is developing a shared IT service with Stevenage and needs to address some fundamental issues which should be part of the shared services agenda. At its heart, this will require a clear IT strategy which would include how IT will be used to shift service channels, support the back office, co-ordinate information in a joined up way across the organisation, enable different services and sites to work together seamlessly.

The shared IT service arrangement will take some time to commence and begin to make an impact on improving IT on the ground. It is likely that the council will need to take some interim action both to create an outline IT strategy and to make some carefully thought through investment in IT to improve customer oriented services over the next 6-12 months.

There are likely to be benefits from exploring if the council can integrate more extensively with other agencies and co-locate. Possible examples might include with the police, health agencies and other organisations. The existing models of space sharing with HM Revenues & Customs and with Circle Anglia Housing Association are good examples on which to build further.

Finally, we would like to thank colleagues and members at East Hertfordshire District Council for their support in the lead up to the peer challenge and during the challenge itself. The council embraced the challenge positively, transparently and openly.

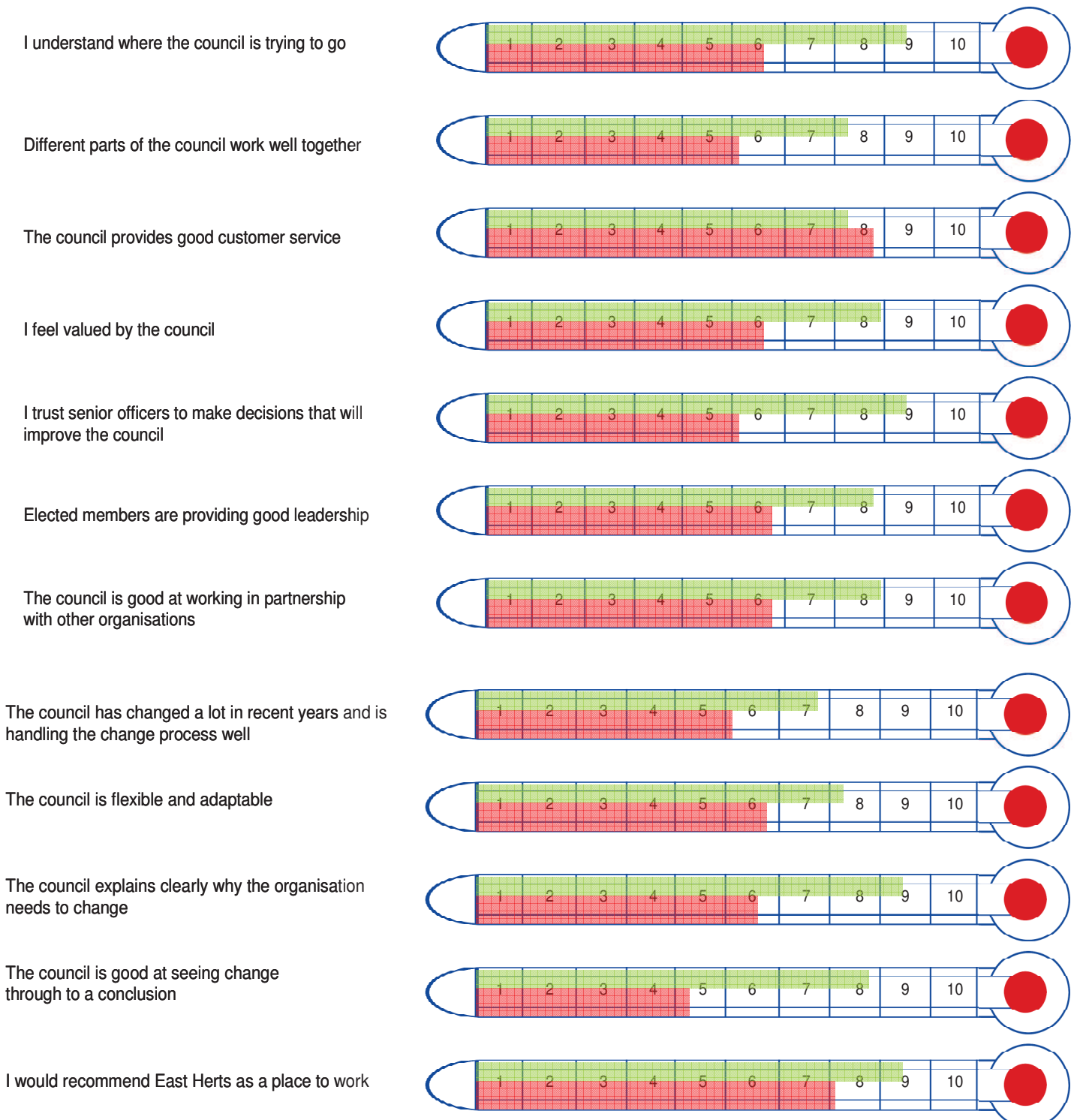
We have discussed the benefit of a follow up visit from members of the peer team. This is aimed at building on the outcomes from the peer challenge and enabling the council to reflect on the outcomes from the challenge. The council is still in the process of determining the need or focus of the follow up visit and we will explore this over the coming months.

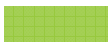
Yours sincerely



Ruth Marlow
Managing Director, Mansfield District Council (Lead Peer)

East Hertfordshire organisational culture sample



Senior staff (Head of Service or above) 
Operational staff 

East Herts Improvement Plan

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

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

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Community Leadership	<i>Clarifying the process for handling local issues that come back into the organisation from members, aligning council resources to support the role and providing supporting officer capacity.</i>	5. Joint briefing held with the Executive and SMG to discuss the Community Leadership vision and the operational support required.	PEOPLE	30 April 2013	Executive SMG	Achieved. A joint meeting was held with the Executive and SMG on 30 April 2013 to take forward 'community leadership'. The discussion helped to define 'community leadership' for East Herts and identified a number of training and development suggestions. The outcomes from this session will feed into actions 4, 6 and 8.
	<i>The council will need to more effectively support members in embracing their community leadership role.</i>	6. Facilitate action learning sets (ALS) to support members in responding to community based issues and understanding their community leadership role.	PEOPLE	1 set held in 2012/13 2 sets held in 2013/14	Head of Communications, Engagement and Cultural Services	On target. The first ALS session was held on 26 November 2012. Since then there have been three follow up ALS sessions for this initial group. There are plans to start another set with a new cohort in March/April 2013. After that the plan is to offer two sets a year with each set lasting approximately six months including evaluation and reflection.
		7. Relaunch the Community Engagement checklist to support members in developing their own profile of their ward.	PEOPLE	May 2013	Head of Communications, Engagement and Cultural Services	On target. Checklist to be circulated electronically to all members.
		8. Review member training in light of the councillors' changing role to include "communication and consultation" skills and techniques needed to engage with their local communities are provided.	PEOPLE	Ongoing - Quarterly through the Member Development Charter Group	Head of Legal and Democratic Services	On target. The members training questionnaire, to inform the 2013/14 Member training & Development plan, was given to the members who attended the Leader's presentation on 13 March 2013 and was emailed to all members on 14 March 2013 for completion. Outline training and development programme approved by Charter Group. Programme to be reviewed following analysis of the returned questionnaires.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Community Leadership	<i>The council will need to more effectively support members in embracing their community leadership role. (continued)</i>	9. In partnership with the Member Development Charter Group review role descriptions in light of the changing role of councillors.	PEOPLE	May 2013	Head of Legal and Democratic Services	On target. Leader requested to “kick start” the process. Awaiting input before the review is undertaken by the Charter Group.
		10. Include case studies of good examples of community leadership using a range of member communication channels to support members in their role.	PEOPLE	Regular articles circulated.	Head of Communications, Engagement and Cultural Services	On target. Case studies being developed by the Corporate Planning and Performance Manager in partnership with members. Once ready the case studies will be passed to communications for promotion.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Scrutiny	<i>Scrutiny members now need to set their own agenda for work programmes more assertively.</i>	11. Joint meeting to take place with Chief Executive and Chairs and Vice Chairs of Scrutiny, to discuss work programme development.	PEOPLE	23 May 2013	Chief Executive and Director of Customer and Community Services Head of Legal and Democratic Services	On target. Meeting scheduled for 23 May 2013.
Organisational Culture	<i>A reappraisal of strategic HR policy and practice is needed to reflect the future challenges in particular how the council will adapt its corporate communication systems and staff support arrangements in the light of new ways of working such as homeworking.</i>	12. Review the council's People Strategy to reflect the council's future challenges and update policies accordingly.	PEOPLE	March 2014	Acting Head of HR, Payroll, FM and Estates	On target. The people strategy will be refreshed to address the cultural changes required to deliver 'here to help', and new ways of working.
	<i>Address some problems that have arisen relating to workforce corporate communications and support in the light of these recent changes.</i>	13. Implement the changes highlighted from the review of internal communications.	PEOPLE	July 2013	Head of Communications, Engagement and Cultural Services	On target. Initial report will be presented to the Corporate Management Team on 28 March 2013.
	<i>There needs to be a greater focus on behaviours which will underpin the council in the future, including; building trust, flexibility, adaptability, enabling/empowering and innovation.</i>	14. Develop a behaviour framework, in partnership with staff, consistent with 'Here to Help' and the Council's Community Leadership role.	PEOPLE	April 2013 start - 1 year rolling programme	Chief Executive and Director of Customer and Community Services Head of Information, Customer and Parking Services	On target. Head of Information, Customer and Parking Services is currently developing a project plan, in consultation with the acting Head of HR, Payroll, FM and Estates and the Executive Member for Community and Partnership Liaison.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Finance	<i>The overall approach to financial monitoring including the monitoring of savings needs to be improved to ensure budgets and savings delivery are on track in year.</i>	15. In line with the external audit recommendation efficiency savings for 2013/14 will be RAG (Red, Amber and Green) assessed through the Corporate Healthcheck process.	PROSPERITY	Quarterly	Heads of Service	On target. RAG monitoring has been piloted in the last quarter against all 2012/13 efficiency savings. Formal quarterly reporting to be rolled out for 2013/14.
		16. Review the overall approach to finance and consider changes to the financial regulations. (Links to action 27)	PROSPERITY	December 2013	Director of Finance and Support Services	On target. Early stages of planning underway. Discussion with key officers and members will need to be undertaken as part of the development process once further detail formulated.
	<i>In reviewing future priorities and budgets it will be important to:</i> <ul style="list-style-type: none"> <i>continue to test resource allocations against your priority outcomes</i> <i>consider pump priming new methods of early intervention to change demand for services in future</i> <i>ensure value for money through on-going effective contract monitoring of major contracted services like waste collection</i> <i>explore future opportunities for asset rationalisation, customer service channel shift and greater agile working</i> 	17. Test resource allocations against priority outcomes through the budget setting process for 2014/15 (Follows on from action 16)	PROSPERITY	March 2014	Director of Finance and Support Services	On target. Plan to deliver the budget for 2014/15 is being considered currently. Consideration needs to be given to how to formally test resource allocation against priorities as part of any new finance process.
		18. Consider new methods of pump priming to change demand in services as new methods and opportunities arise.	PROSPERITY	Ongoing	Director of Finance and Support Services	On target. Early stages of planning underway. All links to the review of the overall approach to finance.
		19. Continue to produce the monthly Corporate Healthcheck to ensure ongoing effective monitoring of all revenue and capital budgets, including major contracted services.	PROSPERITY	Monthly	Director of Finance and Support Services	On target. The Corporate Healthcheck is reported monthly for the Corporate Management Team and the Executive, containing analysis on revenue and capital expenditure.
20. Future opportunities regarding service delivery addressed annually through the Executive awayday and rolled out through the Council's Corporate Strategic Plan and Medium Term Financial Strategy.	PROSPERITY	Annual (next one due March 2014 in preparation for 2015/16)	CMT	Not started. Work on this will commence from January 2014, when the 2015/16 Integrated Financial and Service Planning timetable is produced.		

Theme Page 26	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Finance	<p><i>Decreasing reliance on Whitehall funding</i></p> <ul style="list-style-type: none"> <i>Explore opportunities for investing council capital in properties which will generate income greater than is currently being achieved from investments in the money market.</i> 	21. Write a brief for a property investment advisor to explore opportunities.	PROSPERITY	31 March 2013 - Brief completed	Chief Executive and Director of Customer and Community Services	Achieved. Outline brief completed and expressions of interest are being sought from appropriate independent advisors.
		September 2013 - opportunities finalised		On Target. See above.		
'Here to Help'	<p><i>There is a need to define the concept of 'Here to Help' more sharply. This includes outlining the stages by which it will be implemented.</i></p>	22. Hold an Executive Awayday to establish a clear definition of what this means to East Herts Council.	PEOPLE	February 2013	CMT	Achieved. Awayday session held and improvement plan developed to take forward 'community leadership' and 'here to help' vision.
		23. Develop a programme to explore different facets of 'Here to Help' as they apply to each area/section. The Programme will need to embed the value, beliefs and behaviours which underpin this. (Links to Action 14)	PEOPLE	April 2013 start - 1 year rolling programme	Chief Executive and Director of Customer and Community Services Head of Information, Customer and Parking Services	On target. Head of Information, Customer and Parking Services is currently developing a project plan, in consultation with the acting Head of HR, Payroll, FM and Estates and the Executive Member for Community and Partnership Liaison.
		24. Develop a Communication Plan to promote the council's 'Here to help' concept.	PEOPLE	June 2013	Head of Communications, Engagement and Cultural Services	On target.
IT	<p><i>There is a need to develop a clear IT strategy which would include, how IT will be used to shift service channels, support the back office, co-ordinate information in a joined up way across the organisation, enable different services and sites to work together seamlessly.</i></p>	25. Produce an IT Strategy and action plan improving resilience, response times & IT is fit for purpose.	PEOPLE PROSPERITY	Autumn 2013	Acting Head of IT Director of Finance and Support Services	On target. A decision on IT Shared Services is scheduled early in Summer 2013. A new ICT Strategy will be produced to coincide with the shared services proposals.

Theme	Area for Improvement	Action	Link to Council Priority	Completion Date	Lead Officer(s)	Progress up to 30 April 2013
Economic wellbeing	<i>The council will need to more effectively support members in embracing their knowledge and understanding of the planning process.</i>	26. Hold an Open Day in the Planning department to raise members' awareness of the planning process.	PLACE	May / June 2013	Head of Planning and Building Control	On target. Arrangements currently being formulated with regard to the content and timing of the Open Day event. Three possible dates for the event in June identified and anticipated that it will take place, as planned, prior to the end of June 2013.
Governance	<i>Continue to ensure that the council's constitution reflects the council's priorities and structure to facilitate the smooth running of the organisation.</i>	27. Set up a member and officer working group to discuss changes to the council's constitution/financial regulations.	PROSPERITY	Annually (May each year)	Director of Neighbourhood Services and Monitoring Officer Director of Finance and Support Services	On target. Member and officer working party will be set up after the May election to review the constitution. A separate group will review the financial regulations and procurement rules. A report on minor amendments to the constitution will go to the Council meeting on 15 May 2013.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 28 MAY 2013

EXECUTIVE – 4 JUNE 2013

REPORT BY THE DIRECTOR OF FINANCIAL AND SUPPORT SERVICES

7. 2012/13 PERFORMANCE OUTTURNS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report sets out the performance indicators that the Council is required to monitor and publish annually in the Annual Report. The purpose of the report is to advise Members of the performance outturns for 2012/13.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u>	
(A)	The 2012/13 outturns be scrutinised and the Executive be advised of any recommendations.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u>	
(A)	The 2012/13 outturns be noted.

1.0 BACKGROUND

1.1 East Herts Council's performance management framework has been reviewed and streamlined over the past few years. In light of recent central government changes to reduce bureaucracy and burdens, it was agreed that East Herts should retain a performance framework that is reflective of local priorities.

1.2 The 2012/13 performance indicator set is detailed in **Essential Reference Paper B**. Members are reminded that of the 82 indicators, 28 are unit cost indicators (please refer to paragraph 8.1 for more information regarding unit cost indicators).




2.0 OUTTURNS

2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the performance indicators the Executive agreed to monitor on 5 March 2013 for 2012/13 onwards, and contains:




- The outturns for 2012/13 compared with the target and the 2011/12 outturn.

3.0 INITIAL ANALYSIS – OUTTURNS

3.1 There are a total of **54** performance indicators, of these **53** performance indicators have a target for 2012/13.

TARGET	
69% (37)	 Indicators are on or above target
11% (6)	 Indicators are 1-5% off target
13% (7)	 Indicators are 6% or more off target
7% (4)	<p>N/A or TBD</p> <p>Unable to analyse as either:</p> <ul style="list-style-type: none"> • There is no outturn (still to be determined) • Some indicators are not applicable to 2012/13 or; • An indicator has been deleted

3.2 There are **54** performance indicators (including sub-parts) for which there is an outturn for 2012/13.

IMPROVEMENT	
50% (27)	 Indicators have improved
13% (7)	 Indicators have stayed the same
26% (14)	 Indicators have worsened

2% (1)	TBD Outturn is still to be determined.
9% (5)	N/A <ul style="list-style-type: none"> Unable to analyse as either: <ul style="list-style-type: none"> There is no outturn (in 2011/12 to enable comparison) Some indicators are not applicable to 2012/13 or; An indicator has been deleted

3.3 Below is a breakdown of indicators that have not met the set target and showing a ‘**Red**’ performance (full details of why the target was not met can be found in the notes section in **Essential Reference Paper B**), they are:

People:

- EHPI 2 - Net cost/subsidy per visit. Cost of service divided by total number of visits (Swims and Gym).
- EHPI 3a - Usage: number of swims (under 16).
- EHPI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.

Place:

- EHPI 155 - Number of affordable homes delivered (gross).
- EHPI 157a - Processing of planning applications: major applications.
- EHPI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented.

Prosperity:

- EHPI 5.2a - % of complaints about the Council and its services that are upheld a) 1st stage.

3.4 Below is a breakdown of the indicators that have not met the set target and showing a ‘**Amber**’ performance (full details of why the target was not met can be found in the notes section in **Essential Reference Paper B**), they are:

People:

- EHPI 4a - Usage: Gym (16 - 60).

- EHPI 4b - Usage: Gym (60 +).
- EHPI 129 - Response time to Anti Social Behaviour complaints made to East Herts Council.

Place:

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

Prosperity:

- EHPI 7.35 - Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties).

4.0 **SCRUTINY OF PERFORMANCE OUTTURNS**

- 4.1 Below is a list of performance indicators that have shown a **decline** in performance from the previous year (full details of why performance has declined can be found in the notes section in **Essential Reference Paper B**).

People:

- EHPI 3a - Usage: number of swims (under 16).
- EHPI 4a - Usage: Gym (16 - 60).
- EHPI 4b - Usage: Gym (60 +).
- EHPI 184 - Food establishments in the area which are broadly compliant with food hygiene law.
- EHPI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.

Place:

- EHPI 157c - Processing of planning applications: other applications.
- EHPI 159 - Supply of ready to develop housing sites.
- EHPI 64 - Vacant dwellings returned to occupation or demolished.
- EHPI 192 - Percentage of household waste sent for reuse, recycling and composting.
- EHPI 218a - Abandoned vehicles - identified within 24 hours.

- EHPI 2.4 - Fly-tips: removal.

Prosperity:

- EHPI 5.2a - % of complaints about the Council and its services that are upheld a) 1st stage.
- EHPI 7.35 - Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties).
- EHPI 15 - Ill Health Retirements.

5.0 **PROPOSED DELETIONS AND NEW PERFORMANCE INDICATORS**

5.1 The following performance indicators (listed below) were approved for deletion by Executive on 5 March 2013 see **Essential Reference Paper B** for details:

- EHPI 14 – Retirements.
- EHPI 2 – Net cost/subsidy per visit. Cost of service divided by total number of visits (Swims and Gym).

5.2 In addition the Executive agreed that the following measures should not form part of the council's performance management framework but should be retained by the service and reported to Human Resources Committee as contextual information. Therefore the indicators listed below have been removed from **Essential Reference Paper B:**

- EHPI 16a – Percentage of Staff with Disabilities.
- EHPI 16b – Percentage of top 10% of earners with a disability.
- EHPI 17 – Percentage of top 10% earners from Black, Minority Ethnic group (BME).

5.3 Below is a list of new performance indicators that will be introduced and piloted for 2013/14:

ICT performance indicators:

- Percentage availability of core systems during supported hours.
- Percentage Resolution of Incidents Within 4 Hours.
- Percentage Reduction in the Number of Incidents.
- Percentage of Calls Abandoned on ICT Service Desk.

- Percentage of Calls Resolved at First Point of Contact.
- Satisfaction with ICT Services.
- Delivery of Key ICT Projects.
- Delivery of Key Milestones in the ICT Strategy.

Leisure performance indicator:

- Net cost of the Leisure Service per user.

5.4 A review of the most suitable performance measures for the Revenues and Benefits section is underway. This will ensure that we are measuring the outcomes of new activity that the Revenues and Benefits section are taking on in 2013/14.

6.0 **DATA QUALITY SPOT CHECKS**

6.1 As mentioned in the 2012/13 Estimates and Targets report, a number of performance indicators have been selected for data quality spot checks to ensure that we maintain the highest level of data quality standards. The indicators were selected based on the following criteria:

- Performance indicators where there were data quality concerns highlighted in the 2011/12 outturn process.
- Performance indicators where monthly and or quarterly data has been challenged within the year.
- Performance indicators that have been introduced in the last 2 years.

This is to ensure that we have a focused approach to maintain the highest level of data quality standards and that data is inputted correctly.

6.2 Members are asked to note the data quality spot checks carried out on the performance indicators detailed in **Essential Reference Paper C**. There are no further recommendations on data quality at this stage. The next data quality spot check will take place in 2014 against the 2013/14 outturns.

7.0 **BENCHMARKING**

7.1 There are two tools that can be used to give an indication of how East Herts performance compares with other district councils. Firstly the 'Value for Money Profiles' hosted by the Audit Commission

which compares cost and performance and secondly the 'LG Inform' being developed by the Local Government Association and which is still in development, which focuses on performance.

- 7.2 Where comparative data exists **Essential Reference Paper D** compares East Herts performance with the all district position. As the data is sourced from a variety of datasets some of which are not an indicator but for an example a statistical return, the latest available data is listed.
- 7.3 In summary there are five indicators where benchmarking data is available. Four indicators are estimated to be performing better than the district average and one in line with the district average (when analysis is made against the latest data on LG Inform). Overall this means that East Herts appears to be performing well against its authority type.
- 7.4 As the East Herts indicator set is reviewed there may be opportunities to align some of our indicators, where relevant, to the metrics that are measured through one of these tools.

8.0 UNIT COST INDICATORS

- 8.1 Unit cost indicators have been excluded in the estimates and targets list of performance indicators as services are not required to set targets for these measures. They are analysed to provide trend information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In total there are **28** unit cost indicators, all unit cost outturns are reported to Members through the Corporate Healthcheck process, once the Council's 2012/13 accounts have been finalised.

Background Papers

2012/13 Estimates and Future Targets report – Executive 5 March 2013.

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

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

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

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<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>
<p>Consultation:</p>	<p>Performance monitoring discussions have taken place between Directors and Heads of Service.</p> <p>The report was considered by Joint Scrutiny Committee on 12 February 2012 and a number of recommendations were made which are included in the report 'Issues arising from Scrutiny' that is being presented to this meeting.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>There are no financial implications.</p>
<p>Human Resource:</p>	<p>There are no Human Resource implications.</p>
<p>Risk Management:</p>	<p>Performance monitoring is in itself one aspect of the councils approach to risk management.</p>

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Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13				2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Performance		Notes	Target	Stretch Target	Target	Target	
				Short term trend	Status							
Corporate Priority: People												
EHPI 1a	% of customers satisfied with the service - All	68%	69%	"Excellent" 87%**			Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1b	% of customers satisfied with the service - Leventhorpe	66%	67%	"Excellent" 80%**			Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1c	% of customers satisfied with the service - Hartham	73%	74%	"Excellent" 89%**			Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1d	% of customers satisfied with the service - Fanshawe	66%	67%	"Excellent" 84%**			Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services






Page 40	Indicator	Past Performance	Current Performance					Future Performance				Essential Reference Paper B
		2011/12	2012/13		Performance		2013/14	2013/14	2014/15	2015/16	Lead Service	
		Outturn	Target 2012/13	Outturn	Short term trend	Status	Notes	Target	Stretch Target	Target		Target
EHPI 1e	% of customers satisfied with the service - Buntingford	59%	60%	"Excellent" 90%**	▲	😊	Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1f	% of customers satisfied with the service - Grange Paddocks	76%	77%	"Excellent" 89%**	▲	😊	Estimated performance exceeding target. Actual outturn will not be available until June 2013.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 2	Net cost/subsidy per visit. Cost of service divided by total number of visits (Swims and Gym)	£0.23	£0.02	£0.04	▲	😡	The target of £0.02 for 2012/13 was not achieved, this indicator was agreed by Executive on 5th March 2013 to be discontinued for 2013/14 onwards and replaced with 'Net cost of the Leisure Service per user'. This reflects the change in provision at the Council Leisure Centres, where the gym and non-swim activity is a much greater part of the business.	Deleted.				Environment Services
EHPI 3a	Usage: number of swims (under 16)	46,936	46,900	40,427	▼	😡	Due to the accumulated reduction in usage from Quarter 1 to Quarter 3 the year end target was not met. However, SLM have now invested in equipment (inflatables) to encourage junior fun swims at Fanshawe and Grange Paddocks and have added several additional fun swim sessions aimed at younger swimmers. As a result of the investment made Quarter 4 showed an increase in performance..	38,000	38,000	38,000	38,000	Environment Services
EHPI 3b	Usage: number of swims (16 - 60)	101,033	101,000	109,546	▲	😊	Performance exceeding target.	105,000	105,000	105,000	105,000	Environment Services
EHPI 3c	Usage: number of swims (60 +)	24,315	24,300	28,542	▲	😊	Performance exceeding target.	25,000	25,000	25,000	25,000	Environment Services
EHPI 4a	Usage: Gym (16 - 60)	187,535	187,500	182,172	▼	😐	Performance down on annual target, mainly due to reduced throughput in Quarter 3. Throughput performed much better in Quarter 4 but with SLM the Council will be looking to improve throughput at Grange Paddocks and Fanshawe and the service will continue to monitor the situation.	187,000	187,000	187,000	187,000	Environment Services

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2011/12	2012/13			2013/14	2013/14	2014/15	2015/16			
		Outturn	Target 2012/13	Outturn	Performance		Target	Stretch Target	Target	Target		
			Short term trend	Status	Notes							
EHPI 4b	Usage: Gym (60 +)	16,886	16,800	16,102	▼	☹️	Performance is slightly below target, however throughput is within service expectations and is significantly greater than at the start of the Leisure contract.	16,800	16,800	16,800	16,800	Environment Services

Page 42	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2011/12	2012/13			2013/14	2013/14	2014/15	2015/16			
		Outturn	Target 2012/13	Outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target		Target
EHPI 129	Response time to Anti Social Behaviour (ASB) complaints made to East Herts Council	97.00%	100.00%	98.90%	▲	☹	Outturn for 2012/13 is marginally below target because a single ASB report in January required senior staff advice and therefore could not be responded to immediately. The target of 100% is to be retained up to 2015/16.	100%	100%	100%	100%	Community Safety and Health
EHPI 2.15	Health & safety inspections	81.4%	80%	100%	▲	😊	Target exceeded for health & safety premises inspections. However the relatively low number of inspections meant there was not an excess of inspections.	85%	85%	85%	85%	Community Safety and Health
EHPI 184	Food establishments in the area which are broadly compliant with food hygiene law	92%	85%	88%	▼	😊	88% of food businesses within East Herts are broadly compliant with food hygiene law. Performance declined due to the periods from January 2013 to March 2013 as there were a number of unsatisfactory inspections. As expected, most of the non-compliant premises are in the higher risk category.	85%	85%	85%	85%	Community Safety and Health
EHPI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.3 days	10 days	18.4 days	▼	☹	Performance was off target due to periods of heavy case loads between July 2012 to December 2012 and difficulty clearing backlogs. Additional resources were agreed by Executive and allocated on 4th September 2012 to help improve performance by clearing backlog and reducing waiting times.	15 days	15 days	15 days	15 days	Revenues and Benefits
Corporate Priority: Place												
EHPI 154	Net additional homes provided	378	401	440**	▲	😊	The Council has now confirmed that the timescale for the publication of its District Plan is delayed because of crucial issues on which further information and resolution is required. However, work has progressed on the production of an Annual Monitoring Report for the 2011/12 year. This sets out the anticipated housing completion figure for 2012/13. The actual outturn will be available by July 2013.	440	440	400	700	Planning and Building Control
EHPI 155	Number of affordable homes delivered (gross)	132	200	175	▲	☹	Outturn is off target, however this is a substantial increase on last year. Further developments are planned for 2013/14.	200	200	200	200	Housing Services





Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13		Performance		2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 157a	Processing of planning applications: major applications	48.00%	60.00%	56.00%	▲	🔴	Target not met. There was a total of 43 major decisions in the year of which 19 required a timescale that extended beyond the target. This remains primarily the result of negotiations required to resolve legal agreement matters.	60.00%	60.00%	60.00%	60.00%	Planning and Building Control
EHPI 157b	Processing of planning applications: minor applications	70.00%	70.00%	78.00%	▲	🟢	Performance exceeding target.	80.00%	80.00%	80.00%	80.00%	Planning and Building Control
EHPI 157c	Processing of planning applications: other applications	75.00%	90.00%	72.00%	▼	🟢	Performance exceeding target, however slightly lower than previous year.	90.00%	90.00%	90.00%	90.00%	Planning and Building Control
EHPI 159	Supply of ready to develop housing sites	88.0%	72 - 86%	72 - 86%**	▼	🟢	The Council has now confirmed that the timescale for the publication of its District Plan is delayed because of crucial issues on which further information and resolution is required. However, work has progressed on the production of an Annual Monitoring Report for the 2011/12 year. This sets out an assessment of the supply of ready to develop housing sites which is following the East of England plan. The actual outturn will be available by July 2013.	90.0%	90.0%	Unable to set future targets		Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	N/A	75.00%	82.00%	N/A	🟢	Performance exceeding target.	75.00%	75.00%	75.00%	75.00%	Planning and building control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	N/A	50.00%	56.00%	N/A	🟢	Performance exceeding target.	50.00%	50.00%	50.00%	50.00%	Planning and building control
EHPI 2.23	Planning decisions delegated.	92%	90%	93%	▲	🟢	Performance exceeding target.	90%	90%	90%	90%	Planning and building control

Page 44	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13				2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Performance		Notes	Target	Stretch Target	Target	Target	
			Short term trend	Status								
EHPI 64	Vacant dwellings returned to occupation or demolished	11	10	10	▼	😊	10 dwellings brought back into use of which 3 had been empty for 10 or more years.	10	10	10	10	Community Safety and Health
EHPI 191	Residual household waste per household	474 kg	454kg	464kg	▲	😐	Although the Kgs of waste per household is above target expectancy it still represents a decrease of 10kgs per household from the previous year. Overall the tonnage of waste collected across all streams has fallen by 1477 tonnes (2.8%) - an good result from the perspective of waste minimisation	450kg	450kg	448kg	446kg	Environment Services
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.35%	50.00%	47.27%	▼	😐	kerbside paper continues to fall in line with the national trend and is 10% down. Glass collected kerbside has remained at last years level, whilst plastics and cans have increased almost 19%, but this represents only 289 tonnes. Composting levels are down over 800 tonnes, 5.2%. Collectively this has resulted in a lower than anticipated recycling performance but a better performance in terms of waste minimisation.	50.00%	50.00%	51.00%	52.00%	Environment Services
EHPI 195a	Improved street and environmental cleanliness: Litter	2%	2%	2%	—	😊	Although failure rate of grading is already very low this years outturn shows performance is on target.	2%	2%	2%	2%	Environment Services
EHPI 195b	Improved street and environmental cleanliness: Detritus	7%	7%	7%	—	😊	Performance has been maintained at last years level and on target.	7%	7%	7%	7%	Environment Services
EHPI 195c	Improved street and environmental cleanliness: Graffiti	0.67%	1.00%	0.00%	▲	😊	Performance exceeding target. There is a low level of graffiti in the district.	1.00%	1.00%	1.00%	1.00%	Environment Services
EHPI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	0%	—	😊	Performance exceeding target. Fly posting levels across the district are low.	1%	1%	1%	1%	Environment Services

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2011/12	2012/13			2013/14	2013/14	2014/15	2015/16			
		Outturn	Target 2012/13	Outturn	Performance	Notes	Target	Stretch Target	Target	Target		
			Short term trend	Status								
EHPI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	27.40%	37.40%	27.40%**	—		This is an estimated outturn as the year end position is expected to be the same as last Autumn. The service is awaiting data from the wild life trust which will become available in June 2013, but unfortunately due to financial savings less activity and a reduced level of monitoring are potentially likely to mean that the data shows no increase in activity.	27.40%	27.40%	27.40%	27.40%	Environment Services
EHPI 218a	Abandoned vehicles - identified within 24 hours	99.99%	90.00%	99.19%	▼		Performance exceeding target. Only one vehicle out of the 124 inspected was not checked within 24 hours of report.	95.00%	95.00%	95.00%	95.00%	Environment Services
EHPI 218b	Abandoned vehicles - removed in 24 hours	100.00%	96.00%	100.00%	—		Performance exceeding target. All vehicles that required removal were taken away within 24 hours of our legal entitlement to do so.	96.00%	96.00%	96.00%	96.00%	Environment Services
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	36.8	48.0	29.0	▲		Performance exceeding target. This is the second year of the contract with Veolia and the best annual performance for 8 years reflects not only the maturing of the contract but the client management of the contract utilising the measures included in the contract.	47.0	47.0	46.0	45.0	Environment Services
EHPI 2.4	Fly-tips: removal.	1.21	2.00	1.47	▼		2012/13 outturn performance is better than target. Although not as good as previous years this is due to a reduction in small fly tips, which can be removed within a day, and an increase in larger ones, which take longer to clear. The number of flytips in the district has fallen from 889 in 2011/12 to 700 in 2012/13 (21%).	2.00	2.00	2.00	2.00	Environment Services

Page 46	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13				2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Performance		Notes	Target	Stretch Target	Target	Target	
			Short term trend	Status								
EHPI 86	Cost of household waste collection	£40.88	£42.81	Data not available until July 2013	TBD	TBD	Performance outturn will not be available until the financial accounts are closed in July 2013.	£51.85	£51.85	£52.99	£54.05	Environment Services
EHPI 90b	Satisfaction with waste recycling	77.00%	N/A	No survey due until 2013/14	N/A	N/A	No outturn required as the next resident survey is due to be conducted in 2013/14. Future target for 2015/16 will be provided following 2013/14 resident survey has been completed.	75.00%	75.00%	N/A	TBA after 2013/14 survey	Environment Services

Corporate Priority: Prosperity

EHPI 5.1	% of complaints resolved in 14 days or less	62.50%	70.00%	79.40%			Performance exceeding target. 107 cases were investigated during 2012/13 compared with 104 last year. 83.7% of the 85 Stage One complaints and 65.2% of the 22 Stage Two complaints were resolved within 14 calendar days. Stage Two complaints sometimes take longer to investigate and therefore have a detrimental effect on performance targets. Corporate Business Scrutiny will receive a full review report in their annual complaints report in July 2013.	70.00%	70.00%	70.00%	70.00%	Customer Services and Parking
EHPI 5.2a	% of complaints about the Council and its services that are upheld at 1st stage	29.00%	25.00%	36.70%			The number of Stage One complaints received during this year is similar to last year (85 compared to 81 last year). The number of complaints upheld is 31 (36.7%). This is above target. The main reasons for complaints being upheld have been categorised as raised with the contractor (14), delivery of service (12) and staff training (7). These problems have been addressed with the services concerned. Please note some upheld complaints have been categorised under more than one heading. Corporate Business Scrutiny will receive a full review report in their annual complaints report in July 2013.	30.00%	30.00%	30.00%	30.00%	Customer Services and Parking

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13				2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Performance		Notes	Target	Stretch Target	Target	Target	
			Short term trend	Status								
EHPI 5.2b	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	14.00%	25.00%	0.00%	▲	😊	Performance exceeding target. 22 cases were dealt with at Stage Two of the corporate procedure this year. One less than last year. None of the cases were upheld. The main reasons for complainants escalating their complaints to Stage Two were: council policy, querying procedures and staff attitude. Corporate Business Scrutiny will receive a full review report in their annual complaints report in July 2013.	25.00%	25.00%	25.00%	25.00%	Customer Services and Parking
EHPI 5.4	% of complaints to the Local Government Ombudsmen (LGO) that are upheld	0%	0%	0%	—	😊	12 cases have been dealt with by the LGO during this year compared with 17 last year. None of the complaints have been upheld. The Annual Letter from the LGO will be received in June 2013. Corporate Business Scrutiny will receive a full review report in their annual complaints report in July 2013.	0%	0%	0%	0%	Customer Services and Parking
EHPI 6.8	Turnaround of Pre NTO PCN challenges	20 days	14 days (calendar)	12 days (calendar)	▲	😊	Performance is exceeding target.	14 days (calendar)	14 days (calendar)	14 days (calendar)	14 days (calendar)	Customer Services and Parking
EHPI 6.9	Turnaround of PCN Representations	21 days	20 days (calendar)	12 days (calendar)	▲	😊	Performance is exceeding target.	21 days	21 days	21 days	21 days	Customer Services and Parking
EHPI 8	Percentage of invoices paid on time.	95.91%	98.00%	97.59%	▲	😊	The final outturn for the year 2012/13 was 97.59% which is performing within the target threshold of 98%.	98.00%	98.50%	98.50%	99.00%	Financial Support Services and Performance
EHPI 3	Overall satisfaction with the authority.	51.00%	N/A	No survey due until 2013/14	N/A	N/A	No outturn required as the next resident survey is due to be conducted in 2013/14. Future target for 2015/16 will be provided following 2013/14 resident survey has been completed.	65%	65%	N/A	TBA after 2013/14 survey	Community Engagement
EHPI 156	Buildings accessible to people with a disability.	91.30%	91.00%	91.00%	—	😊	Performance shows that 91.00% of Public Areas and buildings operated by East Herts Council are suitable for and accessible to Disabled Persons.	91.00%	91.00%	91.00%	91.00%	People, ICT & Property services

Page 48	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2011/12	2012/13		Performance		2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 7.35	Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)	-0.2%	+/-1%	-1.5%	▼	☹️	Performance shows that the outturn position at the year end including outstanding Creditors is currently within 1.5% of the revised Budget of £390,000 regarding repairs & maintenance and annual Maintenance Contracts.	+/-1%	0%	+/-1%	+/-1%	People, ICT & Property services
EHPI 12a	Number of short- term sickness absence days per FTE staff in post	4.71 days	5.00 days	4.50 days	▲	😊	Short-term absences are within council standards.	HR Targets to be set through HR Committee in July 2013				People, ICT & Property services
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	2.59 days	2.50 days	1.70 days	▲	😊	Long-term absences are within council standards.					People, ICT & Property services
EHPI 12c	Total number of sickness absence days per FTE staff in post	7.30 days	7.50 days	6.26 days	▲	😊	Total absences are within council standards.					People, ICT & Property services
EHPI 14	Retirements	2.48%	N/A	N/A	N/A	N/A	An outturn will not be provided as was previously agreed by HR Committee that this indicator would no longer be monitored. The statutory default retirement age was repealed on the 6th April 2011. The government removed the statutory retirement age with effect from 1 October 2011. To reflect this change the Council ceased to operate a mandatory retirement age of 65 from 1 October 2011.	Deleted.				People, ICT & Property services

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service
		2011/12	2012/13			2013/14	2013/14	2014/15	2015/16		
		Outturn	Target 2012/13	Outturn	Performance		Target	Stretch Target	Target	Target	
				Short term trend	Status	Notes					
EHPI 15	Ill Health Retirements	0.27%	3.23%	0.28%	▼	😊	Outturn is exceeding target.			HR Targets to be set through HR Committee in July 2013	People, ICT & Property services

** - These are estimated figures based on the information currently available to the service. See the PI's note section for date of actual outturn data availability.

Status	
The 'smiley faces' reflect performance against target	
☹️	indicator is 6% or more off target
😐	indicator is 1-5% off target
😊	indicator is on or above target
The 'arrows' reflect performance against 2011/12	
⬆️	performance is improving
—	performance is the same
⬇️	performance in worsening

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Code	Indicator	Notes	Lead Service	Findings		
				Reported as per definition (yes/no)	Calculated correctly (yes/no)	Other observations
Corporate Priority: People						
EHPI 1a	% of customers satisfied with the service - All	Data quality concerns were identified in the 2011/12 performance outturn report. A follow up data quality spot check is required to identify if previous outlined concerns have been rectified.	Environment Services	Yes	Yes	Data collection intervals for this indicator means that the outturn is not available until the June period each year. As a result of this only an estimate can be provided and checked utilising quarter 1 to quarter 3 data.
EHPI 1b	% of customers satisfied with the service - Leventhorpe		Environment Services	Yes	Yes	
EHPI 1c	% of customers satisfied with the service - Hartham		Environment Services	Yes	Yes	
EHPI 1d	% of customers satisfied with the service - Fanshawe		Environment Services	Yes	Yes	
EHPI 1e	% of customers satisfied with the service - Buntingford		Environment Services	Yes	Yes	
EHPI 1f	% of customers satisfied with the service - Grange Paddocks		Environment Services	Yes	Yes	
EHPI 3a	Usage: number of swims (under 16)		Environment Services	Yes	Yes	Service has now archived data sources and methodology for calculating outturn to ensure better data consistency.
EHPI 4b	Usage: Gym (60 +)		Environment Services	Yes	Yes	
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Availability of timely performance data and a further investigation of data collection process is required.	Revenues and Benefits	Yes	Yes	Annual data was fine, however a data quality incident was recorded where a month's data had been misrepresented and needed to be reinstated. This was reported to CMT meeting on 23 April 2013. The issue has been rectified and recommendations were made to improve data quality.
Corporate Priority: Place						

Code	Indicator	Notes	Lead Service	Reported as per definition (yes/no)	Calculated correctly (yes/no)	Other observations
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	New indicator introduced in 2011/12. Data inputted for these indicators were challenged during 2012/13 due to inaccuracies being identified in the corporate healthcheck process. A further review of data collection process is required.	Planning and Building control	Yes	Yes	There was an initial confusion over the recording of data when no notices had been served during a period because none were required. Initially it was being recorded as 0% (indicating poor performance and implying that notices should have been served but were not) when in fact it should have been recorded as N/A. This has now been resolved.
EHPI 2.1e	Planning Enforcement: Service of formal Notices		Planning and Building control	Yes	Yes	
Corporate Priority: Prosperity						
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	Performance data was challenged in Quarter 1 for 2012/13 as supporting note calculation was not consistent with the quarter performance data supplied.	Customer Services and Parking	Yes	Yes	Evidence that accompanied performance outturn shows that calculation was performed correctly.

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	LG Inform (LGA) Benchmarking Data		Value for Money Profiles (Audit Commission) Benchmarking Data	
		2011/12	2012/13			2013/14	2013/14	2014/15	2015/16	Average (All Districts)		Status	Average (All Districts)	Status	
		Outturn	Target 2012/13	Estimated outturn	Performance Short term trend	Status	Target	Stretch Target	Target						Target
Corporate Priority: Place															
EHPI 157a	Processing of planning applications: major applications	48.00%	60.00%	56.00%	▲	☹	60.00%	60.00%	60.00%	60.00%	Planning and Building Control	56% (Q2 2012 data)	Average	62% (Q1 2012 data)	Below Average
EHPI 157b	Processing of planning applications: minor applications	70.00%	70.00%	78.00%	▲	😊	80.00%	80.00%	80.00%	80.00%	Planning and Building Control	68% (Q2 2012 data)	Better than average	68% (Q1 2012 data)	Better than average
EHPI 157c	Processing of planning applications: other applications	95.00%	90.00%	92.00%	▼	😊	90.00%	90.00%	90.00%	90.00%	Planning and Building Control	82% (Q2 2012 data)	Better than average	82% (Q1 2012 data)	Better than average
EHPI 191	Residual household waste per household	474 kg	454kg	464kg	▲	😊	450kg	450kg	448kg	446kg	Environment Services	470.50kg 2011/12	Better than average	471kg 2011/12	Better than average
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.35%	50.00%	47.46%	▼	😊	50.00%	50.00%	51.00%	52.00%	Environment Services	43.42% 2011/12	Better than average	43.42% 2011/12	Better than average

Status	
The 'smiley faces' reflect performance against target	
☹	indicator is 6% or more off target
😊	indicator is 1-5% off target
😊	indicator is on or above target
The 'arrows' reflect performance against 2011/12	
▲	performance is improving
▮	performance is the same
▼	performance is worsening

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EAST HERTS COUNCIL

EXECUTIVE – 4 JUNE 2013

REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

8. MONTHLY CORPORATE HEALTHCHECK – FEBRUARY TO MARCH 2013

WARD (S) AFFECTED: ALL

Purpose/Summary of Report:

- To set out an exception report on the finance and performance monitoring for East Herts Council for the periods February to March and Quarter 4 for 2013.

<u>RECOMMENDATIONS FOR THE EXECUTIVE: that</u>	
(A)	The budgetary variances detailed in paragraph 2.1 of the report be noted.
(B)	In accordance with Financial Regulation 4.7.3, the Executive recommend to Council the carry forward of the capital budgets not spent in 2012/13, as detailed in <u>Essential Reference Paper D</u> and summarised at paragraph 2.26 and that these sums be added to the 2013/14 estimates.
(C)	The ICT performance indicators, as detailed in <u>Essential Reference Paper 'G'</u>, will be monitored as part of the Corporate Healthcheck in 2013/14. (Paragraph 2.28).




1.0 Background



- 1.1 This is the monthly and quarterly finance and performance monitoring report for the council.
- 1.2 Each month the report will contain a breakdown of the following information by each corporate priority where remedial action is needed:

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

- 1.3 **Essential Reference Paper 'B'** shows the full set of performance indicators that are reported on a monthly and quarterly basis.
Essential Reference Paper 'C' shows detailed information on salaries.
Essential Reference Paper 'D' shows detailed information on the capital programme.
Essential Reference Paper 'E' shows explanations of variances on the Revenue Budget reported in previous months.
Essential Reference Paper 'F' shows the council's 2012/13 savings.
Essential Reference Paper 'G' shows the list of ICT performance indicators.

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 March 2013.

	Position as at 31.03.13				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	0	0	157	0
Community Planning	0	11	0	0	0	11
Pest Control	0	9	0	2	0	9
Animal Control	5	0	0	0	5	0
Revs and Bens	0	21	0	0	0	21
Emergency Planning	7	0	0	0	7	0
Imp Grant repayment	29	0	7	0	29	0
Housing Options Supps and Serv	6	0	0	4	6	0
Housing Options Service	64	0	0	6	64	0
Hillcrest Hostel Rent income	0	12	0	4	0	12
Electoral Registration	0	65	0	1	0	12
Cost of Change Contingency	37	0	0	43	37	0
Summons costs recovered	0	0	0	0	0	14
Housing Benefit Subsidy	106	0	9	0	106	0
New Homes Bonus Grant	0	68	0	5	0	68
Section 106 receipts	63	0	0	0	63	0
Wallfields Rates	26	0	0	10	26	0
Leisure Contract	27	0	0	8	27	0
Wallfields toilets	40	0	3	0	40	0
Legal Fees-Asset recovery	183	0	183	0	183	0
Security Services	2	0	0	0	2	0
Public Consultation	5	0	1	0	5	0
Community Engagement	5	0	0	0	5	0

	Position as at 31.03.13				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
Bus Subsidy	3	0	7	0	3	0
Taxi Licencing income	5	0	5	0	5	0
(2) Place						
Waste contract (various budgets)	200	0	17	0	200	0
Dry Recycling income	1	0	150	0	1	0
Organic Waste Collect	51	0	4	0	51	0
Materials Handling	8	0	1	0	8	0
Bulky Waste Income	0	3	0	1	0	3
Recycling Bank maint.	6	0	1	0	6	0
Clinical Waste income	14	0	2	0	14	0
Kerbside dry collections	0	44	0	11	0	44
Alternative Financial Model	0	29	0	29	0	29
Trade Waste	16	0	2	0	16	0
Paper/Textile Banks	0	0	10	0	0	0
Clinical Waste collec/disposal	10	0	4	0	10	0
Trade Waste bins/disposal	33	0	1	0	33	0
Street Cleansing	127	0	5	0	127	0
Land Drainage	0	32	0	9	0	32
Police C.S O	0	21	0	21	0	21
Hertford Theatre Cafe	0	6	4	0	0	6
Depot electricity	15	0	0	4	15	0

	Position as at 31.03.13				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	66	0	0	34	66	0
Refuse transport subsidy	32	0	16	0	32	0
Street Name Plate renewal	9	0	0	3	9	0
Refuse Contract	209	0	20	0	9	0
Footpath Lighting	0	9	0	9	0	9
Recycling Publicity	5	0	0	0	5	0
CCTV running costs	3	0	3	0	10	0
(3) Prosperity						
Building Control income	0	186	0	40	0	186
Pay and Display income	95	0	45	0	110	0
PCN income	0	118	0	10	0	118
Parking Enforcement Contract	85	0	0	55	85	0
Investment Income	500	0	124	0	500	0
External Audit fees	78	0	0	33	78	0
SIAS-Audit Fees	0	0	45	0	0	0
Treasury Mgt Fees	42	0	0	12	42	0
DC Adverts/postage/photo	27	0	2	0	27	0
Local Dev Framework	48	0	3	0	48	0
DC income	0	4	96	0	0	4
Democratic Core	41	0	1	0	41	0
Market Income	0	21	0	6	0	21
DC Pre-Application advice	45	0	0	6	45	0
Engineers Copyright fees	8	0	1	0	8	0

	Position as at 31.03.13				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	19	0	2	0	19	0
Dev Cont Prof training	3	0	0	4	3	0
Dev Con Appeals costs	0	23	0	3	0	23
Consultants budget	9	0	0	18	9	0
District by-elections	10	0	0	0	10	0
Pay and Display machines	10	0	1	0	10	0
Economic Development	129	0	165	0	124	0
Members ICT expenses	16	0	16	0	16	0
Business advice	9	0	2	0	9	0
Environmental coordination	22	0	0	6	6	0
Jackson Square car park	58	0	0	0	0	60
TOTAL:	2,829	682	958	397	2,572	703
Net Projected Variance					1,869	
Supported by supplementary estimates						
Total Supplementary Estimates						

- 2.2 Subject to all other budgets being equal, this would result in an under spend of £1,869k. This compares to the February reported under spend of £1,853k, resulting in a net favourable month on month position of £16k.

The principal favourable movements over £20k are;

- Alternative Financial Model £31k
- Investment income £50k

The principal adverse movements are;

- New Homes Bonus grant £103k
- Jackson Square car park £60k

- 2.3 Salary budgets are constantly monitored and **Essential Reference Paper 'C'** shows a projected underspend of £157k.

FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS

People

Financial analysis

- 2.4 The Housing Options service shows a favourable outturn position of £64k compared with £45k previously reported. Temporary accommodation is below budget because the numbers that went into bed and breakfast were considerably lower due to the effect of more development in the District enabling more people to be housed. This freed space in the hostel that could be utilised rather than bed and breakfast.
- 2.5 The DCLG has changed the phasing of funding for New Homes Bonus grant. The Council was expecting to be paid a portion of the new homes bonus grant in 2012/13, however this has not happened and it is now expected to be paid in 2013/14. Therefore there is an accounting shortfall of £103k in 2012/13.
- 2.6 Hackney carriage licencing income is up £5k as a result of greater demand in the current economic climate.

Performance analysis

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

was 'Amber' for Quarter 4. Performance is slightly below target, however throughput is within service expectations and year end target has been exceeded.

- 2.8 **EHPI 4a - Usage: Gym (16 – under 60 year olds).** Performance was 'Amber' for Quarter 4. Performance is below target, however the council will be working with SLM to improve throughput at Grange Paddocks and Fanshawe. Lower than expected performance in this quarter and last quarter means that the annual target for 2012/13 has not been met.
- 2.9 **EHPI 4b - Usage: Gym (60 + year olds).** Performance was 'Amber' for Quarter 4. Performance is slightly below target, however throughput is within service expectations. Performance for 2012/13 is also below target.
- 2.10 **EHPI 181 – Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.** For the status on March 2013 please refer to the table in the 'Data Quality' section later on in the report, at paragraph 2.40.
- 2.11 The following indicators were 'Green', meaning that the targets were either met or exceeded for March/Quarter 4 2013. They are:
- EHPI 129 – Response time to anti social behaviour (ASB) complaints made to East Herts Council.
 - EHPI 3a - Usage: number of swims (under 16)

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

Place

Financial analysis

- 2.12 Income from the Alternative Financial Model shows a reduction in adversity from £60k to £29k.
- 2.13 The Refuse Transport Subsidy now reflects a favourable £32k position as it now allows for additional income in 2011/12 and 2012/13.
- 2.14 There is an underspend on the Recycling Publicity budget as campaign material cost less than expected.
- 2.15 The CCTV general running costs are £10k lower.

Performance analysis

- 2.16 **EHPI 157a – Processing of planning applications: Major applications.** Performance was 'Red' for March 2013. Five decisions were made in the month of which only two were within the target timescale. Decisions which took longer were as a result of legal obligation agreements and deferral from committee to seek further information.
- 2.17 **EHPI 2.4 – Fly-tips: Removal.** Performance was 'Amber' for March 2013. This was due to fewer small fly tips which can be cleared on the same day and an increase in larger ones, which can take longer to arrange clearance.
- 2.18 **EHPI 191 – Residual household waste per household.** The level of waste for disposal was comparable to the same period last year (March 2012).
- 2.19 **EHPI 192 - Percentage of household waste sent for reuse, recycling and composting.** Please note that the March performance includes an estimate for paper bank tonnage throughout Quarter 4, but this would only amount to 55 tonnes out of the 9,740 tonnes recycled/composted this year. Dry recycling tonnages were comparable with last month and March 2012, but composting levels were some 340 tonne, 27% below last March, due to the poor weather delaying some gardening activity. As a result the year to date performance has fallen below 48%.
- 2.20 **EHPI 2.1e – Planning Enforcement: Service of formal notices.** No notices were served in the March 2013 period.
- 2.21 The following indicators were 'Green', meaning that the targets were either met or exceeded for March 2013. They were:
- EHPI 2.2(45) – Number of collections missed per 100,000 collections of household waste.
 - EHPI 2.1d – Planning Enforcement: Initial Site Inspections.
 - EHPI 157b – Processing of planning applications: Minor applications.
 - EHPI 157c – Processing of planning applications: Other applications

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

Prosperity

Financial analysis

- 2.22 Investment income is now predicting a £500k favourable position. This is £50k more than previously reported. The Fund manager returns (Investec) including fees were just over 1% compared with a revised estimate of 0.8% increasing the interest by circa £40k. Also, NatWest maintained the interest rate on the SIBA account at 0.9% longer than previously indicated.
- 2.23 Costs relating to the Democratic Core have moved from £22k favourable to £41k favourable. £8K relates to a change in profile payments for the Local Government Information Unit. Member's car mileage claims were £2k less than expected and overall Members Expenses were less than anticipated.
- 2.24 The rebate to Sainsbury's for Jackson Square car park for the first half of 2012/13 is much higher than that budgeted for. Officers are investigating the reason for the increase. This has resulted in a £60k adverse position to date. There is a potential further overspend if the trend continues.

Performance analysis

- 2.25 The following indicators were 'Green', meaning that targets were either met or exceeded for March 2013. They were:
- EHPI 12c – Total number of sickness absence days per FTE staff in post.
 - EHPI 6.8 – Turnaround of pre NTO PCN challenges.
 - EHPI 6.9 – Turnaround of NTO Representations.
 - EHPI 8 – % of invoices paid on time.

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

CAPITAL FINANCIAL SUMMARY

- 2.26 The table below sets out expenditure (including capital creditors) to 31 March 2013 against the Capital Programme. Expenditure is £383,427 less than the approved budget for 2012/13 of which it is proposed to carry forward as slippage £270,460, leaving a net saving of £112,967. This report seeks approval to add slippage from the 2012/13 to the 2013/14 budget. The slippage is summarised in the table below and the details by scheme are set out in **Essential**

Reference paper 'D'. The saving of £112,967 will reduce the Council's previously approved commitment of capital resources.

	Column 1	Column 2	Column 3	Column 4	Column 5
Summary	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Actual	Variance Col 2 – Col 3	Slippage
	£	£	£	£	£
People	3,003,400	2,057,410	1,976,356	(81,054)	41,940
Place	849,600	589,610	515,976	(73,634)	67,760
Prosperity	975,150	1,314,970	1,086,231	(228,739)	160,760
Re-profiling potential slippage	(250,000)	0	0	0	0
Total	4,578,150	3,961,990	3,578,563	(383,427)	270,460

2012/13 SAVINGS

2.27 The external auditor requires the council to establish whether the 2012/13 savings offered up by Heads of Service and agreed by Members to set the 2012/13 Council Tax have actually been achieved. **Essential Reference Paper 'F'** sets out those savings and using a RAG system of Red, Amber or Green Heads of Service and Managers have indicated the relevant RAG with accompanying narrative as to whether the savings have been achieved.

NEW PERFORMANCE INDICATORS

2.28 At the meeting of ITSG on 18 March it was agreed that ICT services should report on the eight performance indicators detailed in **Essential Reference Paper 'G'**.

2.29 Members are requested to decide which of the eight measures should be monitored corporately and appear in the Corporate Healthcheck reports. Officers have provided a steer indicating four that would be beneficial to measure at this level, however two still require targets to be set.

2.30 Please note all eight indicators will be uploaded to the council's

performance management system. For the indicators that will be reported corporately these will be denoted by the prefix 'EHPI' and the indicators that will be retained at a service level for monitoring will be denoted by the prefix 'SPI'.

- 2.31 Members will be advised of the new indicators in the 2012/13 Performance Indicator Outturn Report due to be reported to CMT in May 2013 and scrutiny committee meetings in May and June 2013.

DATA QUALITY SPOT CHECK

- 2.32 Members are advised that a data quality incident has occurred regarding EHPI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events.
- 2.33 The issue relates to a **missing reporting period** for monthly data and the way it is aligned to the Corporate Healthcheck report **and not the value**.
- 2.34 This was reported to CMT on 23 April 2013. The issue has been rectified and recommendations were made to improve data quality.

3.0 Implications/Consultation

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

Background Papers:

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

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

Contact Officer:

In terms of performance issues

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

In terms of financial issues

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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March/Quarter 4 Executive Corporate Healthcheck 2012/13

Traffic Light Red Description Place

Planning and Building Control

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 157a	Processing of planning applications: Major applications		40.00%	60.00%		Five decisions were made in the month of which only two were within the target timescale. Decisions which took longer were as a result of legal obligation agreements and deferral from committee to seek further information.		None

Traffic Light Amber Description People

Community and Cultural Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI3b	Usage: number of swims (16 <sup>+</sup> under 60 year olds)		26,229	26,509		Performance is slightly below target, however throughput is within service expectations and year end target has been exceeded.	<p>Q4 2012/13 result</p>	None

Community and Cultural Services

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI3c	Usage: number of swims (60 year old +)		6,914	7,239		Performance is slightly below target, however throughput is within service expectations and year end target has been exceeded.	<p>Q4 2012/13 result</p>	None

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHP14a	Usage: Gym (16 & under 60 year olds)		55,594	58,877		Performance is below target, however the council will be working with SLM to improve throughput at Grange Paddocks and Fanshawe. Lower than expected performance in this quarter and last quarter means that the annual target for 2012/13 has not been met.	<p>Q4 2012/13 result</p>	None

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHP14b	Usage: Gym (60 + year olds)		4,621	4,890		Performance is slightly below target; however throughput is within service expectations.	<p>Q4 2012/13 result</p>	None

Traffic Light Amber Description Place

Environmental Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHP1 2.4 (47)	Fly-tips: removal		2.29	2		Performance off target due to fewer small fly tips which can be cleared on the same day and an increase in larger ones, which can take longer to arrange clearance.	<p>April 2013 result</p>	None

Traffic Light Green Description People

Community and Cultural Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHP13a	Usage: number of swims (under 16)		10,240	9,401		Figures for 2012/13 Quarter 4 shows that there has been an increase in throughput for this period and performance shows a favourable position against target.	<p>Q4 2012/13 result</p>	None

Licensing and Community Safety								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 129	Response time to ASB complaints made to EHC.	✓	100.00 %	100.00 %	▬	There were three complaints made to the ASB officer at EHC all of which were responded to within the minimum two working days.		None

Traffic Light Green
Description Place

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 2.2 (45)	Waste: missed collections per 100,000 collections of household waste	✓	25.02	48	↓	Performance maintained very closely to last month, which was the best monthly performance for 2 years.		None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 157b	Processing of planning applications: Minor applications	✓	78.00%	70.00%	↑	Target Achieved. 21 applications out of 27 were determined on time		None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 157c	Processing of planning applications: Other applications	✓	90.00%	90.00%	↓	Target Achieved. 103 applications out of 114 were determined on time.		None

Planning and Building Control								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	✓	96.00%	75.00%	↑	Performance exceeding target.		None

Traffic Light Green
Description Prosperity

Financial Support Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 8	% of invoices paid on time	✓	99.16%	98.00%	↑	The number of invoices paid on time is above the target.		None

Parking Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 6.8	Turnaround of Pre NTO PCN challenges (10 working days)	✓	12 days	14 days	▬	This PI remains within target		None

Parking Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 6.9	Turnaround of NTO Representations	✓	12 days	28 days	▬	This PI remains within target		None

People Services & Organisational Development								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 12c	Total number of sickness absence days per FTE staff in post	✓	0.48 days	0.70 days	↑	Total absence for the year so far = 6.19 (Target = 7.50)		None

Traffic Light Unknown
Description People

Revenues and Benefits Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	?	N/A	10.0 days	?	Please refer to data quality spot check section in main report.	N/A	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

Traffic Light Unknown
Description Place

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 191	Residual household waste per household	?	464		↓	The level of waste for disposal was comparable to last March.	N/A	None

Environment Services								
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	?	47.46%		↓	Please note that the performance includes an estimate for paper bank tonnage throughout Quarter 4, but this would only amount to 55 tonnes out of the 9,740 tonnes recycled/composted this year. Dry recycling tonnages were comparable with last month and March 2012, but composting levels were some 340 tonne, 27% below last March, due to the poor weather delaying some gardening activity. As a result the year to date performance has fallen below 48%.	N/A	None

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Performance Gauge	Action taken during last Executive meeting on 5 th March 2013.
EHPI 2.1e	Planning Enforcement: Service of formal Notices		N/A	50.00%		No notices served	N/A	None

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

SALARIES/AGENCY/APPOINTMENT OF STAFF

Essential Reference Paper 'C'

	Estimate	Profile to 31.03.13	Actual to 31.03.13	Outturn Variance to Estimate
	£	£	£	£
Executive/ Corp Support	198,800	198,800	89,855	-108,945
Finanace & Support Serv	5,052,120	5,052,120	5,053,515	1,395
Neighbourhood Services	3,805,200	3,805,200	3,734,749	-70,451
Customer & Community	2,747,960	2,747,960	2,794,445	46,485
Summary	11,804,080	11,804,080	11,672,564	-131,516
Additional NI contributions	25,000	25,000	0	-25,000
TOTAL	11,829,080	11,829,080	11,672,564	-156,516

g:P&F/SALARIES HEALTHCHECK

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Exp. To 31/03/2013

Essential Reference Paper D

SUMMARY	2012/13	2012/13	2012/13	2012/13	Slippage into 2013/14
	Original Estimate	Revised Estimate	Total Spend	Variance between Total 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	2,057,410	1,976,356.17	(81,053.83)	41,940
Place - focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	849,600	589,610	515,975.56	(73,634.44)	67,760
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities	975,150	1,314,970	1,086,231.46	(228,738.54)	160,760
TOTAL	4,828,150	3,961,990	3,578,563.19	(383,426.81)	270,460
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)	0	0.00	0.00	
	4,578,150	3,961,990	3,578,563.19	(383,426.81)	270,460
Reconciliation of Original to Revised Estimate					
Other Amendments	(1,139,540)				
Slippage from 2011/12	523,380				
	<u>3,961,990</u>				

CAPITAL MONITORING 2012/13

PEOPLE

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Exp. To 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
Various	Hartham	52,000	38,660	12,420.50	(26,239.50)	21,960	Main works to slip on main pool circulating pumps due to programming with SLM. Learner pool pumps being refurbished not replaced, £5,000 to slip as dependant on how much refurbishment is needed.
Various	Grange Paddocks	87,000	0	0.00	0.00	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	84,012.50	(19,987.50)	20,000	Specification stage on pool filters. Awaiting approval to spend. Will slip into 13/14.
Various	Leventhorpe Pool	29,000	28,980	0.00	(28,980.00)	28,980	Still awaiting invoices from SLM, therefore, will slip into 13/14.
	<u>Ward Freman</u>						
72347	External Repairs & Decorations	10,000	6,140	6,137.00	(3.00)	0	Completed.
72596	Hillcrest Hostel Fire Alarm	15,000	14,740	14,738.60	(1.40)	0	Completed.
72597	Hillcrest Hostel Fire Escape Upgrade	15,000	13,100	13,111.00	11.00	0	Completed.
72599	Scotts Grotto Renovation	10,000	5,300	5,297.80	(2.20)	0	Works commenced. Balance already slipped into 13/14 as weather dependant.
Various	Private Sector Improvement Grants	820,000	420,000	438,491.04	18,491.04	(23,400)	For DFG's the current case list is still around half normal levels, and the number of referrals from HCC Occupational Therapists is also around half 2010 levels. HCC advise the demand for OT assessments is increasing, yet their waiting list is mostly now cleared, without the long expected increase in referrals. This is being investigated, but has already resulted in slippage into 2013/14. Further negative slippage will apply.

CAPITAL MONITORING 2012/13

PEOPLE

Exp. To 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
72604	Energy Grants	20,000	15,000	0.00	(15,000.00)	0	No slippage required as sufficient budget in 13/14 for any interim incentives.
72685	Social Housing Schemes	700,000	0	0.00	0.00	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	1,000,000.00	0.00	0	Completed.
71201	Capital Salaries	25,400	25,400	25,400.00	0.00	0	
72442	Community Capital Grants	100,000	147,700	132,746.69	(14,953.31)		Committed, unspent money will be rolled over. Alot 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. Balance to slip.
72578	Drill Hall	100,000	195,650	195,645.04	(4.96)	0	Retention of £4,638.83 still to be paid in July 2013, therefore, balance has already slipped into 13/14.
72545	Presdales - Replace Pavilion	0	0	0.00	0.00	0	Remaining budget (slippage of £9,400 from 11/12) to be spent on further works needed on pavilion & car park. Already slipped into 13/14.

PEOPLE

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Exp Code	2012/13 Approved Schemes	Exp. To 31/03/2013				Slippage into 2013/14	COMMENTS
		2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate		
		£	£	£	£	£	
72582	LSP Capital Grants	0	42,740	48,356.00	5,616.00	(5,600)	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 £5,600 paid out in February. Sum of £30,790 held in Capital Grants in Advance. Negative slippage to apply.
TOTAL		3,003,400	2,057,410	1,976,356	(81,054)	41,940	

Reconciliation of Original to Revised Estimate

Other Amendments

(918,370)

Slippage from 2011/12

(27,620)

2,057,410

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 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
Various	Hertford Theatre	115,000	211,930	170,176.30	(41,753.70)	34,600	Boiler scheme will complete in next few months, balance to slip. McMullen Gates to slip as scheme weather dependant. £5,000 to slip on roof scheme to pay for retention & fees next year.
74106	Heart of B/S - Market Improvement Scheme	0	1,000	1,158.00	158.00	0	Report being compiled about the Traffic Regulation Order in North Street. We're going to allow it to lapse and then talk to partners and relevant organisations to develop other plans for the market. We'll be asking the National Association of British Market Authorities (NABMA) for advice. When plans are known we'll know what we want to spend the money on. Already slipped into 13/14.
72701	Hartham Art Project	0	10,000	5,000.00	(5,000.00)	5,000	Winning design agreed, final completion date July 2013. Fully funded from Sainsbury's S106 monies. 1st stage payment made this year, 2nd in 13/14, therefore, slip balance.
72592	New Stall Covers for Hertford & Ware Markets	0	1,430	1,424.83	(5.17)	0	Completed.
71272	Castle Gardens Bungalow - Replace Roof Covering	7,500	17,500	15,092.00	(2,408.00)	2,400	95% completed, awaiting final invoices, therefore, slip balance.

CAPITAL MONITORING 2012/13

PLACE

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Exp. To 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
74102	Historic Building Grants	51,800	52,660	58,519.99	5,859.99	(5,860)	The project timescales for payments made under the Councils Historic Building and Buildings at Risk grant schemes are largely outside of the control of the Council. Whilst project end dates can be applied, it is necessary that these are a minimum of six months as a result of the often specialised nature of the work. As a result, it is always difficult to predict accurately when grant payments will be made and, for the 2012/13 year, a number of payments have been made which it was anticipated would fall into the following (2013/14) year. This has resulted in the budget overspend which will be drawn from the 2013/14 year. A request will be forthcoming for Members to reconsider the scope of the budget in the current year as no provision is currently made in it for Buildings at Risk grant payments. Negative slippage will apply.
Various	Refuse Collection & Recycling	139,000	156,300	152,504.74	(3,795.26)	2,190	Balance to slip on Litter Bins & ARC for Communal Properties
72504	Provision of Play Equipment	50,000	50,000	50,000.07	0.07	0	Completed for this year.
72506	Art in Parks Project (Note 1)	5,000	0	0.00	0.00	0	Still seeking to identify a suitable project so already slipped into 2013/14.
72585	The Bourne, Ware - Play Area Development Programme	40,000	0	0.00	0.00	0	Project has already slipped to 2013/14 as sources of external funding not yet identified
72507	Pishiobury Park Wetland Habitat Project (Note 2)	20,000	20,000	0.00	(20,000.00)	20,000	Currently developing plans for a boardwalk at Pishiobury Park for completion by the end of the March 2013. Will slip into 13/14.

CAPITAL MONITORING 2012/13

PLACE

Exp. To 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
72584	Sacombe Road, Hertford - Play Area Development Programme	0	10,000	12,734.63	2,734.63	0	£2,000 funded from LSP Health Inequalities Fund. £750 from 20001/3455 (Leisure Development)
72508	Hartham Common-Parks Development Plan Project (Note 3)	25,000	0	0.00	0.00	0	Project has already slipped to 2013/14 as staff resources undertaking other priorities.
75168	Energy Efficiency & Carbon Reduction Measures (Note 4)	45,000	0	0.00	0.00	0	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 has already slipped into 13/14.
72591	Castle Weir Micro Hydro Scheme	219,000	8,790	10,290.00	1,500.00	(1,500)	Currently subject to Planning Approval. Further delays due to Environment Agency requirements mean that this project has already slipped into 2013/14. Spend to date relates to consultation fees. Further fees paid this year, therefore, negative slippage will apply.

CAPITAL MONITORING 2012/13

PLACE

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Exp. To 31/03/2013

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
74105	Town Centre Environmental Enhancements	132,300	50,000	39,075.00	(10,925.00)	10,930	Town Council's to give an update on their spend. In the process of lapsing a traffic order in North St B/S. Balance to slip into 13/14.
TOTAL		849,600	589,610	515,975.56	(73,634.44)	67,760.00	

Reconciliation of Original to Revised Estimate

Other Amendments	(402,550)
Slippage from 2011/12	142,560
	<u>589,610</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.

CAPITAL MONITORING 2012/13

PROSPERITY

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
71374	Network, Servers & Storage Upgrade	30,000	10,000	0.00	(10,000.00)	10,000	Balance to slip into 13/14 as dependant on shared services decision.
71370	Development Control EDM	0	7,000	6,000.00	(1,000.00)	0	Saving achieved.
71377	BACS	0	0	0.00	0.00	0	Put on hold re Revs & Bens EHDC migration. Has already slipped into 13/14.
71379	Authentication	31,000	0	0.00	0.00	0	Already slipped into 13/14.
71388	GIS	0	3,470	0.00	(3,470.00)	3,470	Awaiting invoice from HCC for £3.5k for Aerial Mapping. Therefore, balance to slip into 13/14.
71389	Small Systems	0	0	(2,550.00)	(2,550.00)	0	Commitment cancelled as raised in error, therefore, credit balance.
71395	EDM - Corporate	18,000	17,070	12,000.00	(5,070.00)	5,070	£10k for Revs & Bens licences. £7k for scanners. Remaining £11k has already slipped into 2013/14. Remaining projects not completed, therefore, balance to slip into 13/14.
71408	Housing Benefits System	0	15,200	15,216.00	16.00	0	Relates to 'Risk & reward' payment to Capita. Remaining amount of £16,100 to be paid in 2013/14.
71409	Locata	0	(5,300)	(5,300.00)	0.00	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 already slipped to 2013/14.

CAPITAL MONITORING 2012/13

PROSPERITY

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Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
71413	New Telephone System	0	0	(600.00)	(600.00)	0	Commitment cancelled as raised in error, therefore, credit balance.
71414	Hardware Funding	90,000	57,180	50,753.60	(6,426.40)	6,430	Balance to slip into 13/14 as dependant on shared services decision.
71415	Applications	55,000	78,850	23,779.60	(55,070.40)	55,070	Balance to slip as projects not completed.
71416	Merging systems - Licensing & Env Health	0	0	0.00	0.00	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	0.00	(20,000.00)	20,000	Slip into 13/14 as project not fully completed.
71419	IT support regarding above scheme	20,000	20,000	20,000.00	0.00	0	
71420	Integrated DC & BC Systems	60,000	0	0.00	0.00	0	Already slipped into 13/14.
71421	IT support regarding above scheme	20,000	20,000	20,000.00	0.00	0	
71422	Shared Services Infrastructure Integration	50,000	50,000	26,261.00	(23,739.00)	23,740	Balance to slip into 13/14.
71423	Replacement Condensers to Server Room	20,000	20,000	13,911.19	(6,088.81)	1,000	Further works to be carried out. Saving will be achieved. £1,000 to be slipped.
71362	Capital Salaries	107,000	107,000	107,000.00	0.00	0	

CAPITAL MONITORING 2012/13

PROSPERITY

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
Various	Bircherley Green MSCP	28,600	363,260	363,253.68	(6.32)	0	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 has already slipped into 13/14.
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	0	4,580	(4,008.44)	(8,588.44)	8,600	Major works completed. However, further works to be carried out, but this is weather dependant so balance will slip into 13/14.
Various	Other Car Parks	240,250	238,680	215,914.90	(22,765.10)	0	Completed, saving achieved.
75166	Replace Footbridge Library Car Park Ware	0	133,000	113,395.98	(19,604.02)	0	Completed, retention & fees to be paid 2013/14, therefore £7,200 has already slipped into 13/14. Saving achieved.
75259	Grange Paddocks New Pedestrian Bridge	0	1,340	300.00	(1,040.00)	0	Completed, saving achieved.
71267	Upgrade Pedestrian Route Grange Paddocks to Causeway	0	21,800	10,782.00	(11,018.00)	0	Completed, further works may be required in the new year. Saving achieved.
71270	Wallfields Upgrade Car Park Lighting	10,000	10,000	10,395.00	395.00	0	Painting still to be completed (weather dependant)
71273	Wallfields Fire Alarm Upgrade to Old Building	20,000	20,000	15,228.68	(4,771.32)	0	Completed, saving achieved.
72598	Cricketfield Lane - Resurface Footpath & Retainment Works	75,000	0	0.00	0.00	0	Works may now be included in the proposed health centre development - to be reviewed. Has already slipped into 2013/14 as if works are carried out, it will be during the summer months.

PROSPERITY

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Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
72590	Vantorts Open Space - Resurface Footpaths	0	0	0.00	0.00	0	Saving achieved. (scheme to be shown as there was slippage from 11/12).
71262	Elizabeth Road Shops - Renew Water Main	0	0	0.00	0.00	0	Saving achieved. (scheme to be shown as there was slippage from 11/12).
71203	Replacement Chairs & Desks	10,000	15,670	14,592.18	(1,077.82)	1,080	As the spend against this budget is predominately demand driven the projected spend is based on potential demand. Slip balance into 13/14.
71268	Stevenage BC Shared Service, Furniture & Equipment	0	680	680.80	0.80	0	
75160	River & Watercourse Structures	47,500	67,090	52,822.29	(14,267.71)	14,300	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. Balance to slip into 13/14.
75157	Footbridge over River Stort	0	3,480	4,288.00	808.00	(800)	Outstanding dispute with contractor still unresolved. Therefore balance has slipped into 2013/14. Further invoice paid March, therefore, negative slippage will apply.

CAPITAL MONITORING 2012/13

PROSPERITY

Exp Code	2012/13 Approved Schemes	2012/13 Original Estimate	2012/13 Revised Estimate	2012/13 Total Spend	2012/13 Variance between Total Spend and Approved Estimate	Slippage into 2013/14	COMMENTS
		£	£	£	£	£	
72568	North Drive - reconstruct road & drainage	0	2,120	2,115.00	(5.00)	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 already slipped into 2013/14.
71251	Automated Telling Machines at Hertford & B/S	12,800	12,800	0.00	(12,800.00)	12,800	Due to IT delays we now need to slip this into 13/14. The work is underway but due to work on Welfare reforms and end of year completion, payment will be in the next financial year, therefore slip into 13/14.
TOTAL		975,150	1,314,970	1,086,231.46	(228,738.54)	160,760.00	
Reconciliation of Original to Revised Estimate							
Other Amendments		(68,620)					
Slippage from 2011/12		408,440					
		<u>1,314,970</u>					

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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
	January	1,623	Favourable
	February	1,853	Favourable

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
People	
1.2 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	June-July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
under spend in 2011/12 permits for this funding to be 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	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
spend of £71k.	
<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 rehoming 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</p>	October

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
the Housing Options Service will be required totalling £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
1.30 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected underspend of £153k.	January
1.31 COST OF CHANGE After allowing for further shared service preparation costs of £17k the Cost of Change budget is anticipating an underspend of £37k.	January
1.32 HOUSING BENEFIT A review of the Bad Debt provision required for Housing Benefit may utilise any underspend that is estimated to be generated.	January
1.33 TOILETS WALLFIELDS 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.	January
1.34 TURNOVER Salary budgets are constantly monitored and <u>Essential Reference Paper 'C'</u> shows a projected underspend of £155k.	February

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.35 LEGAL FEES-ASSET RECOVERY ACTION</p> <p>The Council is due £182k as a result of illegal asset recovery action regarding airport parking. Due to materiality this sum will be credited to the 2012/13 accounts, although the actual payment is not expected until 2013/14.</p>	February
<p>1.36 SECURITY SERVICES</p> <p>Customer Services joined a joint procurement arrangement with Hertfordshire authorities, led by Stevenage, in respect of cash collection services. This has significantly reduced the costs of collection such that there is an overall saving of £7k. £5k of this is to be used to fund the web front page template and email web functionality as requested in the December Healthcheck. Thus leaving a net £2k saving.</p>	February
<p>1.37 BUDGET CONSULTATION</p> <p>On line budget consultation was deferred in favour of lighter touch focus groups with business leaders. Thus leading to a £5k underspend. Funds are required for next year to boost consultation around the biennial resident's survey.</p>	February
<p>1.38 COMMUNITY ENGAGEMENT</p> <p>The Community Engagement budget will be £5k underspent. This demand led fund for Councillors has experienced low take up in its first year. A request will be made for the fund to be carried forward into 2013/14 into the new small community grant fund.</p>	February
<p>1.39 BUS SUBSIDY</p> <p>Due to a contribution from Herts County Council towards the Olympic torch relay traffic management budget there is a £3k underspend.</p>	February
<p>Place</p> <p>1.40 WASTE CONTRACT</p> <p>Early indications show that the costs of transition to the new waste contract have to date been lower than</p>	May

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>expected and an under spend of up to £100k is possible.</p>	
<p>1.41 RECYCLING INCOME</p> <p>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).</p>	June-July
<p>1.42 ORGANIC WASTE</p> <p>There is a likely under spend in the contracted costs of organic waste collection of £50k</p>	June-July
<p>1.43 MATERIALS HANDLING</p> <p>An under spend of £7k is expected in the costs of materials handling at the Service Centre.</p>	June-July
<p>1.44 ENVIRONMENT AGENCY</p> <p>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 by East Herts under the same terms. A separate report will be considered by Corporate Management Team.</p>	June-July
<p>1.45 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>1.46 RECYCLING BANKS</p> <p>As there are less recycling banks to maintain there is a forecast under spend of £7k.</p>	June-July
<p>1.47 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>1.48 KERBSIDE DRY RECYCLING</p> <p>The kerbside dry collections budget is likely to be overspent by £18k. £11k is due to indexation on fuel</p>	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
being higher than forecasted and £7k is due to property growth, as approximately 1,000 more flats are receiving full recycling services.	
1.49 ALTERNATIVE FINANCIAL MODEL The latest Altrernative Financial Model (waste reduction) income forecast for 2011/12 is £419,000. £16k below the sum accrued.	August
1.50 TRADE WASTE COLLECTION 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.	August
1.51 WASTE CONTRACT 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 collection costs increase with the removal of card from the organic bins. A report will be brought to the Executive in December 2012.	September
1.52 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
1.53 CLINICAL WASTE COLLECTION The clinical waste collection and disposal budgets are currently under spending amounting to circa £7k.	September
1.54 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
1.55 ALTERNATIVE FINANCIAL MODEL	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>The latest Alternative Financial Model (waste reduction) income forecast for 2011/12 is £419,000. £16k below the sum accrued.</p>	
<p>1.56 TRADE WASTE COLLECTION</p> <p>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.</p>	September
<p>1.57 TRADE WASTE BINS</p> <p>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.</p>	September
<p>1.58 STREET CLEANSING</p> <p>There is £4k additional street cleansing income received and a possible £50k under spend on the street cleansing 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.</p>	
<p>1.59 LAND DRAINAGE</p> <p>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.</p>	September
<p>1.60 SAFER STRONGER COMMUNITIES</p> <p>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</p>	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>estimated net adverse position of £21k.</p> <p>1.61 HERTFORD THEATRE There is a predicted £8k overspend on the Hertford Café Supplies budget.</p>	October
<p>1.62 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).</p>	December
<p>1.63 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.</p>	December
<p>1.64 HERTFORD THEATRE Income from Hertford Theatre is predicting to be £50k more than estimated. £20k of this sum is from the pantomime.</p>	December
<p>1.65 TRANSPORT SUBSIDY-REFUSE COLLECTION The transport subsidy for Refuse Collection is expected to be £11k higher than estimated.</p>	December
<p>1.66 STREET NAME PLATES Due to staffing resources the spend on Street Name Plates renewal is likely to be £9k less than the budget of £14k.</p>	January
<p>1.67 DOMESTIC REFUSE CONTRACT There is an expectation of a £15k underspend on the Domestic Refuse contract. This is in addition to any other sums reported above.</p>	January
<p>1.68 FOOTPATH LIGHTING Issues regarding responsibility for the payment of certain footpath lighting invoices have resulted in protracted</p>	February

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
discussions between the energy provider, East Herts Council and other bodies. Whilst endeavouring to conclude arrangements, legal costs of £9k from the energy company have been incurred.	
Prosperity	
1.69 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
1.70 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
1.71 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
1.72 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
1.73 AUDIT FEES A reduction in core audit fees of £20k will result in a favourable variance.	June-July
1.74 SHARED INTERNAL AUDIT SERVICE 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	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>adjustment will have an adverse £17k on the budget.</p> <p>1.75 PARKING ENFORCEMENT CONTRACT</p>	September
<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>	
<p>1.76 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>1.77 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>1.78 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>1.79 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 postage costs are falling.</p>	September
<p>1.80 LOCAL DEVELOPMENT FRAMEWORK</p> <p>Commitments to date on the Local Development Framework suggest there will be a saving of £10k.</p>	September
<p>1.81 DEVELOPMENT CONTROL INCOME</p>	September

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
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.	
1.82 CORPORATE AND DEMOCRATIC CORE Expenditure relating to the Democratic Core projects an under spend of £22k. Primarily due to savings on Members Expenses (£17K) and Allowances (£5K).	October
1.83 MARKETS 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.	October
1.84 DEVELOPMENT CONTROL SERVICE There is considerable public interest in receiving pre-planning advice which is generating an additional £35k of income.	October
1.85 DEVELOPMENT CONTROL SECTION The budget for Planning copyright fees of £8k will not be required this year.	October
1.86 BIRCHERLEY GREEN CAR PARK A large credit of £19k has been received from Veolia Water following a leak at the public conveniences in Bircherley Green car park.	November
1.87 INVESTMENT INCOME 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.	November
1.88 CAR PARK INCOME Given the current use Pay and Display income will exceed the budget by £120k. This was reported last month as £90k favourable. 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	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>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 have resulted in a net £60k favourable variance.</p> <p>1.89 DEVELOPMENT CONTROL INCOME</p>	December
<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> <p>1.90 DEVELOPMENT CONTROL</p>	December
<p>A saving on staff training in Development Control is expected as all current staff has completed their professional training.</p> <p>1.91 DEVELOPMENT CONTROL APPEALS</p>	December
<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> <p>1.92 CONSULTANCY FEES</p>	January
<p>The demand on the corporate consultancy budgets suggests that there will be an underspend of £33k.</p> <p>1.93 DISTRICT BY-ELECTIONS</p>	January
<p>The £10k budget in the event of any District by-elections will not be required this year. However, there maybe pressure on the 2013/14 budget in the event of any by-elections in May.</p> <p>1.94 CAR PARKS PAY & DISPLAY MACHINES</p>	January
<p>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.</p> <p>1.95 PRIORITY SPEND</p>	January
<p>The use of Priority Spend monies funded from the New</p>	

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>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.</p>	
<p>1.96 MEMBERS ICT EXPENSES</p>	February
<p>In response to the External Auditors recommendations in relation to Members ICT expenses a process to recover circa has been established.</p>	
<p>1.97 BUSINESS ADVICE</p>	February
<p>A carry forward request of circa £9k will be submitted as schemes relating to economic business advice have not been identified in time to spend this year.</p>	
<p>1.98 ENVIRONMENTAL CO-ORDINATION</p>	February
<p>There will be a £6k underspend on the Environmental Co-ordination budget, partly due to voluntary organisations not taking up the grants in 2011/12 and 2012/13.</p>	

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Essential Reference Paper 'F'

Ledger Code	Savings	Responsible Officer	2012/13 £	Red/Amb er/Green	COMMENTS
	Housing				
26401/3720	- reduce Hsg Advice	CB	(5,000)	GREEN	saving achieved as spend accommodated within revised budget
	Licensing & Community Safety				
50601/9374	Set taxi licence fees to recover full costs	BS	(5,000)	GREEN	Fee is based on cost recovery. Additional £5k generated 2012/13
21102/3897	Cease contribution to PCSO's (originally in 11/12)	BS	(46,000)	RED	Member decision
	Housing				
17103/0110	home energy conservation into single function	BS	(17,000)	GREEN	saving achieved as spend accommodated within revised budget
26904/4445	- cease Handyperson service	BS	(16,000)	GREEN	saving achieved through revised service
26401/3720 & 26904/4433	- cease funding HIA core and associated services	BS	(33,000)	GREEN	saving achieved through revised service
	Environment				
	Waste contract shared services saving £135,000	CC			Base budget reduced by this sum across a range of cost codes (See below). This reflected reductions in tendered contract prices for sharing service activities, equipment and facilities with NHDC and Harlow DC
50102 4407	Total Domestic Refuse	CC	(42,500)	GREEN	See Above
50103 4407	Total Trade Refuse	CC	(6,000)	GREEN	See Above
50106 4407	Clinical Waste	CC	(8,000)	GREEN	See Above
50105 4411	Collection of Composting	CC	(32,800)	GREEN	See Above
20901/2010	Market Waste	CC	(200)	GREEN	See Above
20902/2010	Market Waste	CC	(200)	GREEN	See Above
20903/2010	Market Waste	CC	(100)	GREEN	See Above
51020 4443	Material Handling	CC	(1,800)	GREEN	See Above
50104 4414	Cleansing	CC	(38,600)	GREEN	See Above
50105 1316	Cleanse Recycling Centres	CC	(150)	GREEN	See Above

50501/1940	Car Parks	CC	(1,400)	GREEN	See Above
50551/1940	Hertford Car Parks	CC	(1,500)	GREEN	See Above
50101 1940	Public Cons Cleaning Total waste contract shared services savings = £135,000	CC	(1,750)	GREEN	See Above
17203/0110 & 17203/2010	Do not replace Area Environment Inspector & delete lease van after 12 month contract expires	CC	(30,000)	GREEN	Post deleted from April 2012. Salaries budget reflects this reduction. Previous post holder not replaced
51020/4443	Depot materials handling -	CC	(30,000)	GREEN	Base Budget reduced by this sum from April 2012. Estimates reflect this
50105/1316	Recycling Banks maintenance	CC	(8,000)	GREEN	Base Budget reduced by this sum from April 2012. Estimates reflect this
50102/4407	Bulky waste collection reduced expenditure	CC	(6,000)	GREEN	This item relates to a revision of expected income and expenditure associated with the economic downturn which affects this activity. There was also an offsetting reduction in income of £11,000 shown in the MTFP associated with savings item
50103/4407	Commercial waste reduced expenditure	CC	(23,000)	GREEN	This item relates to a revision of expected income and expenditure on a trading account as a result of the economic downturn, which affected this business. There was also an offsetting reduction in income of £10,000 shown in the MTFP associated with this savings item
17203/0110	Delete Business Support Assistant Part Time Post FTE Grade 3 - 18.5 hours)	CC	(12,175)	GREEN	Post deleted from April 2012. Salaries budget reflects this reduction. Previous post holder not replaced
17203/0110	Delete Business Support Assistant Part Time Post FTE Grade 3 - 22.5 hours)	CC	(12,922)	GREEN	Post deleted from April 2012. Salaries budget reflects this reduction. Previous post holder not replaced
50105/3310	Reduce Recycling advertising and promotion budget	CC	(31,300)	GREEN	Base Budget reduced by this sum from April 2012. Estimates reflect this

17812/0110	Review / reduce level of environmental coordination and advice	CC	(25,000)	GREEN	Full time post of Environmental Co-ordinator and Home Energy Efficiency Officer deleted and new joint post of Environmental Strategy Manager created covering both roles across two directorates (Environmental Services and Community Safety and Health). Reduction reflected in
17812/0110		CC	25,000		The 2011/12 MTFP originally had a proposal to reduce the budget by £50,000. Following a full review and the restructure detailed above this was reduced to £25,000 in the 2012/13 MTFP. This sum represents the reversal
	Environmental co-ordination - reduction of previous savings item				

Customer & New Media

17718/3758	Saving in cash collection cost	NS	(10,000)	GREEN	Delivered fully within base budgets
-4444	Re-letting of parking enforcement contract	NS	(230,000)	GREEN	Delivered fully within base budgets
17205/3401	Replacement of hosted self-service system	NS	(10,000)	GREEN	Delivered fully with saving from Parking Services
50501/1022	Reduction in cost of pay and display machine maintenance	NS	(15,000)	GREEN	Delivered fully within base budgets
50501/1023	Reduction in cost of pay and display machine maintenance	NS	(10,000)	GREEN	Delivered fully within base budgets
50501/1024	Reduction in cost of pay and display machine maintenance	NS	(22,500)	GREEN	Delivered fully within base budgets
50571/1022	Reduction in cost of pay and display machine maintenance	NS	(2,500)	GREEN	Delivered fully within base budgets
10111/9610	HMRC shared service	NS	(16,000)	GREEN	Paid into property budgets as rental
50511/9349	Elm Road income estimate correction	NS	13,000		n/a
50501/9349	Rye st/Grange paddocks income estimate correction	NS	15,000		n/a
50541/9419	Residents permit income	NS	(3,000)	GREEN	Delivered
50532/9610	Ware Amwell End - Revision of rent payable by Hertford regional College for student car park spaces	NS	(1,000)	GREEN	Delivered fully within base budgets
50511/9349	Elm Road income	NS	(10,000)	GREEN	Delivered

50501/9349	Rye St/Grange Paddocks income	NS	(50,000)	RED	Not delivered as charging structure planned could not be implemented due to contractual arrangements with the Leisure Centre operators and need to balance the needs of motorists and specific Leisure Centre users
50541/9419	Grange Paddocks Project - Resident permit income	NS	(2,500)	GREEN	Delivered
Democratic & Legal Services					
17504/0110	Land Charges - staffing reductions	JH	(4,000)	GREEN	Restructuring completed. Service demands for 2013/14 require time limited additional resources - approved by CMT.
Corporate Planning and Performance					
17007:17702:17807	Reduction in supplies & services budgets (formerly Strategic Direction)	SC	(1,000)	GREEN	Achieved through reduction in supplies and services budgets / spend
Financial Services					
17403/0110	Reprofile 14/15 saving	SC	(38,000)	GREEN	Achieved through a reduction staffing resources.
Planning & Building Control					
see below	Building control fees £50,000	KS			
see below	DC miscellaneous costs £10,000	KS			
17803/3210	Local Plans/Stationery	KS	(500)	GREEN	saving achieved as spend accommodated within revised budget
17803/3250	Local Plans/Books	KS	(200)	GREEN	saving achieved as spend accommodated within revised budget
17803/3840	Local Plans/Practising Certs	KS	(1,500)	GREEN	saving achieved - no spend on this budget
17102/3230	Bldg Control/Photocopying	KS	(250)	GREEN	saving achieved as spend accommodated within revised budget
17102/3310	Bldg Control/Advertising	KS	(500)	GREEN	saving achieved as spend accommodated within revised budget
17105/3210	Dev Ctrl/Stationery	KS	(500)	GREEN	saving achieved as spend accommodated within revised budget
17105/3310	Dev Ctrl/Advertising	KS	(3,000)	GREEN	saving achieved as spend accommodated within revised budget

17105/3840	Dev Ctrl/Practising Certs	KS	(2,000)	GREEN	saving achieved - no spend on this budget
40102/9358	Building Control Apps	KS	(40,000)	RED	saving NOT achieved BC application income reduced
40103/3790	Dev Ctrl/Town Centre Imps.	KS	5,000	GREEN	saving achieved - no spend on this budget
40103/9360	Dev Ctrl Charges	KS	(5,000)	GREEN	achieved as income increased
40103/9401	Dev Ctrl Pre App Advice	KS	(3,000)	GREEN	achieved as income increased
40103/9418	Dev Ctrl/Discharge of Conditions	KS	(8,000)	GREEN	achieved as income increased
?????	?????	KS	(550)		no record
40105/3435	LDF funding	KS	(10,000)	RED	saving NOT achieved on this budget, however accommodated by zero spend on Local Plan upkeep budget 40105/3443

Communications, Engagement & Cultural Services

21299/4449	C&C - MOW	WO	(45,761)	GREEN	achieved
20201/3405	Review minor grants	WO	(12,500)	GREEN	achieved but NHB vired for special Olympics and Jubilee events and £10,000 re-instated for 2013/14
20603/----	Castle Hall - new business plan (subject to approval)	WO	(83,085)	GREEN	achieved
20399/4455	Leisure Savings	MK	(86,000)		
17007:17702/3842	Reduction in size of Link magazine to A5 (partially offset by growth)	WO	(12,000)	GREEN	achieved

HR, Facilities & Asset Management

17411/0110	Asset management and valuation flexible retirement	GB	(12,000)	GREEN	Achieved. Flexible retirement approved and implemented
17411/0110	Phased reduction in hours of estates staffing	GB	(16,000)	GREEN	Achieved. Hours reduced
various1010	Restate property budgets	GB	(13,000)	GREEN	Achieved. Budget reduced and 2012/13 actual within reduced budget

Corporate Risk & Insurance

Various	Reduction of insurance premiums following retender	CG	(89,000)	GREEN	achieved and can be evidenced through communications with insurance broker.
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17505/----	Internal Audit efficiencies from partnership CG working		(30,000)	RED	saving NOT achieved. The Director's original intention was to reduce the number of Internal Audit days by about 30% by the end of 2012/13. Outturn shows 5% reduction in actual days but any saving is negated by SIAS daily rate increasing from £240 to £255.
	Revenues & Benefits				
17412/5090	Discretionary Rate Relief	ST	(12,600)	GREEN	Achieved through change in policy
	Corporate Costs				
17401/0110	Reduce corporate management	CMT	(50,000)	GREEN	achieved via senior management restructuring
	TOTAL SAVINGS		<u>(1,339,843)</u>		

Performance Indicators for the ICT Service

Code	Indicator	Target	Frequency	Corporate or Service monitoring
EHPI	Percentage availability of core systems during supported hours. (This measure assesses the ability of the ICT service to deliver resilient systems during supported hours).	99% availability	Quarterly	Corporate
EHPI	Percentage Resolution of Incidents Within 4 Hours (This measure assesses the responsiveness of the ICT Service to issues when they occur)	85%	Quarterly	Corporate
SPI	Percentage Reduction in the Number of Incidents (This measure assesses the ability of the ICT service to address the root cause of incidents)	TBD	Quarterly	Service
SPI	Percentage of Calls Abandoned on ICT Service Desk (This measure assesses the accessibility of the ICT Service)	10%	Quarterly	Service
SPI	Percentage of Calls Resolved at First Point of Contact (This measure assesses the responsiveness of the service)	To be identified once baseline has been established	Quarterly	Service

SPI	<p>Satisfaction with ICT Services</p> <p>(This measure will assess the view of the ICT Service held by Managers and by staff)</p>	70%	Quarterly	Service
EHPI	<p>Delivery of Key ICT Projects</p> <p>(This measure will assess ICT's ability to support business change)</p>	TBD	Quarterly	Corporate
EHPI	<p>Delivery of Key Milestones in the ICT Strategy</p> <p>(This measure assesses ICT's ability to contribute to the overall objectives of East Herts Council and to deliver organisational change within the ICT Service)</p>	TBD	Quarterly	Corporate