



## Public Document Pack

**Jeff Hughes**  
*Head of Democratic and Legal  
Support Services*

**MEETING** : CORPORATE BUSINESS SCRUTINY COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : TUESDAY 18 MARCH 2014  
**TIME** : 7.00 PM

### **MEMBERS OF THE COMMITTEE:**

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

### **Substitutes:**

Conservative: Councillors S Bull and K Crofton.  
Liberal Democrat: Councillor M Wood.

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

**CONTACT OFFICER: Peter Mannings**  
**01279 502174**  
[peter.mannings@eastherts.gov.uk](mailto:peter.mannings@eastherts.gov.uk)

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## DISCLOSABLE PECUNIARY INTERESTS

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

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

## AGENDA:

### 1. Apologies

To receive apologies for absence.

### 2. Minutes – 26 November 2013

To confirm the Minutes of the meeting of the Committee held on Tuesday 26 November 2013 (Previously circulated as part of the Council Minute book for 11 December 2013).

### 3. Chairman's Announcements

### 4. Declarations of Interest

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

### 5. Annual Review of Communications and Revised Communication Strategy 2014 (Pages 5 – 22).

### 6. WebSite One–Year Action Plan - Lessons Learned and Closure Report – 'To Follow'

### 7. Monthly Corporate Healthcheck – October 2013 to January 2014 (Pages 23 – 92).

### 8. Scrutiny Work Programme (Pages 93 – 102).

### 9. Urgent Business

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

## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY – 18 MARCH 2014

#### REPORT BY LEADER OF THE COUNCIL

#### ANNUAL REVIEW OF COMMUNICATIONS AND REVISED COMMUNICATION STRATEGY 2014

WARD(S) AFFECTED: ALL

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#### **Purpose/Summary of Report:**

- To introduce the findings from the annual review of communications and the revised Communication Strategy and social media principles.

#### **RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY: That:**

<b>(A)</b>	<b>Members review and provide feedback on the 2014 Communication Strategy; and</b>
<b>(B)</b>	<b>The figures from the annual review of communications be noted.</b>

#### 1.0 Background

1.1 East Herts Council formally adopted the Communication Strategy at the Executive meeting on 10 July 2012. At the meeting it was agreed that the report should be amended on an annual basis. This report recommends a revised strategy which builds upon the content in the previous version.

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

1.3 This report also details the successes against the strategy and areas of improvement for council communications in the form of a light touch review.

## 2.0 Report

2.1 The draft version of the revised Communication Strategy is attached as **Essential Reference Paper 'B'** with track changes.

## 3.0 Annual Review (April 2013 – Feb 2014)

### 3.1 Press and broadcast media profile:

The communications team have a robust process in place for responding to press queries, and delivering information via external media. The number of press releases issued has increased, despite the communications team being one officer down for half the year. The communications team will continue to work with services to identify newsworthy stories to promote via all our communications tools.


<b>Total number of press releases issued</b>	
April - Feb 2013	April - Feb 2014
69	80 ↑

<b>Total number of statements issued</b>	
April - Feb 2013	April - Feb 2014
15	17 ↑

<b>Total number of press queries</b>	
April - Feb 2013	April - Feb 2014
128	116 ↑

3.2 The following table identifies the range of press coverage the council received. Quarter 3 has been chosen as monitoring for 2012/13 was only introduced midway through the year so it is not possible to undertake a full year analysis. The methods of monitoring have also improved so the communications team have access to additional detail for later months.

<b>Press coverage analysis</b>				
Type	Qtr 3 2012/13 Mentions	Estimated ACE Value	Qtr 3 2013/14 Mentions	Estimated ACE Value
Regional	15 positive	£15,825	26 positive	£27,430

and local press				
National press	0		0	
Consumer press	2		0	
Trade press	1		2 MJ and LocalGov	
Online national press	1		1 BBC	
Online regional and local press	73 total		46 positive 32 Neutral 7 Negative	
Radio	1		0	
TV	0		0	
Online blogs	2		0	

The most covered topics in the media during 2013/14 include:

- Bishop's Stortford North
- Parking
- The District Plan

3.3 For the 2014/15 the communications team have progressed their monitoring so that information trends can be collated. This will allow the team to identify which topics are of most interest to the media and the public and which topics receive the most positive response.

3.4 Social media profile:

3.5 Twitter continues to be an excellent communication tool for the council. In the last year the number of followers has grown considerably. For every tweet delivered in the last year the council twitter account gained approximately three new followers.

Within the last year twitter has been developed to include the following:

- The names of the officers representing the council on twitter
- Business hours, where local businesses can tweet promotion requests

- Additional photo and video media
- Additional retweeting of partner messages.

3.6 The number of followers continues to advance at a steady pace so the communications team will continue to use twitter as a primary communications tool.

<b>Twitter Statistics</b>	
February 2013	February 2014
Tweets in total = 800	Tweets in total = 1356 ↑
Following = 98	Following = 173 ↑
Followers = 1878	Followers = 3349 ↑

3.7 The council's Facebook page has also been developed in the last year. It links suitable stories back to our website. It is an additional tool for engaging with residents. At the moment the number of likes is small so one of the aims for the communications team in the coming year is to continue encouraging public interaction with our page.

<b>Facebook Statistics</b>	
February 2013	February 2014
Likes = 113	Likes = 170 ↑

3.8 During February an external audit of the council's social media usage was undertaken. The findings were not available when this report was written. However, informal suggestions to continue to expand the council's use include using social media to consult with residents and promoting the work of the social media champions. Once the findings are released the communications team and CMT will review them and work to develop any practical and value adding suggestions.

3.9 Within the last year video has become a major emerging communications tool for the council. The communications team have introduced video features for Link magazine, one example being the video demonstrating where residents should put their recyclable waste. In addition to this a small number of councillors have engaged with the communications team to record videos on member community leadership. Video will continue to be a focus for the upcoming year as it is engaging, low cost and it is becoming an increasingly popular medium. It is set to become much more central to the communications team work.



#### 4.0 Internal communications:

4.1 The communications team undertook an internal communications review with staff at the beginning of the financial year. The findings were used to outline in the Communications Strategy (Essential Reference Paper B) how internal communications could be improved. Some of these have already been undertaken, however due to the introduction of Here to Help many have been postponed whilst it is embedded across the organisation.

#### 5.0 Email Marketing:

5.1 In February 2013 the communications team introduced email marketing as a communications tool. It is branded as Stay Connected. The public can sign up via our website (and partner websites) to receive information of their choice direct to their inbox.

5.2 Our current subscriber rate for quarter 3 2013/14 is as follows:  
Subscribers = 1004 (previous 449)  
Engagement rate (Percentage of recipients who opened or clicked on a link in a bulletin) = 40.1%

5.3 The communications team will be looking to encourage a greater rate of sign up to the service when the new Communications Officer is in place.

#### 6.0 Implications/Consultations

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

#### Background Papers

None.

Contact Member: Councillor Tony Jackson, Leader of the Council.

Contact Officer: Will O'Neill – Head Of Communications,  
Engagement and Culture, Extn: 1594.  
[will.oneill@eastherts.gov.uk](mailto:will.oneill@eastherts.gov.uk)

Report Author: Lorna Georgiou – Communications Team Leader,  
Extn: 2244. [lorna.georgiou@eastherts.gov.uk](mailto:lorna.georgiou@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><b>People</b> This priority focuses on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable, and delivering strong services</p> <p><b>Place</b> This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p><b>Prosperity</b> This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p><i>All staff consulted as part of a review of internal communications. In addition services consulted through account management.</i></p>
<p>Legal:</p>	<p>N/A</p>
<p>Financial:</p>	<p>N/A</p>
<p>Human Resource:</p>	<p><i>The section on Internal Communications has been shared with the interim Head of Human Resources.</i></p>
<p>Risk Management:</p>	<p>N/A</p>

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## **Communications strategy**

### 1. Introduction

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

The strategy sets out:

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

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

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

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

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

### 2. Audiences

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

Our audiences include:

- Council tax payers and residents

## Essential Reference Paper 'B'

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

### 3. Messages

Strategic messages will largely be determined by the Corporate Strategic Plan which sets out our vision on a 4 yearly basis, and the priorities and objectives that will action that vision. For [2012-2013](#) the vision for East Herts Council is:

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

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

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

The account management process will:

- develop a coordinated formal arrangement by which the communications service actively identifies topical messages in consultation with its clients: executive members, committee chairs, councillors, heads of services and senior managers affording regular opportunity to raise and discuss potential communications issues.
- provide a coherent framework by which the communications service can evaluate communications need across the council and both prioritise and focus resource in order to be more strategic, effective and efficient.

## Essential Reference Paper 'B'

- enable the communications service to align its activity with key corporate measures (priorities, service plans, etc.) with the expectations of senior management, and with the news agenda as it develops and/or is set by external forces.

### 4. Communication channels

It is important that we use the most appropriate channels of communication for our identified audiences and for the messages that we want to communicate. Our various audiences have very differing requirements and needs and therefore require to be treated in a variety of ways. Our main communication channels are outlined below.

#### **External Communications**

##### Printed Media

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

##### Broadcast Media

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

Electronic Media

- **Email**

Recent studies show that email is still one of the preferred channels of communication. ~~It is proposed that email mailing lists are established for key audience groups, which will allow people to sign up for the information they want and need, directly to their inbox.~~ During 2013 the communications team purchased Gov Delivery which facilitates email communication with the public. Email mailing lists are established for key audience groups, which allow people to sign up for the information they want and need, directly to their inbox. These email lists will be used for direct marketing and cross marketing initiatives.

The communications team will work alongside the design team to produce adverts to promote our major initiatives. These adverts will then be included on emails ensuring key messages are shared with as wide an audience as possible.

- **New Media**

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

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

The council primarily uses the following forms of social media:

*Twitter* – The council has an active Twitter account that is currently used solely by the communications service. Our strategy will be to extend the authority to Tweet to heads of service and senior managers. In line with the community engagement training which will assist councillors in becoming local leaders, they will be encouraged and supported to set up their own twitter accounts, separate from the East Herts Council twitter account. This will enable them to effectively engage with a wider cross section of their local communities. The Executive and committee chairmen only will be supported by the Communications Team to use twitter to deliver corporate messages in line with the current practice of them being the Council spokespeople.



## Essential Reference Paper 'B'

The authority to Tweet corporate messages will only be activated on completion of appropriate training which will be arranged by the Communications Team.

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

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

A set of online social media principles is included as an appendix to this strategy. The principles are intended to outline how East Herts Council's values should be upheld by authorised users in the online social media space when engaging as officers and members of the council. They have been amended since the previous year's version. A traffic light system has now been introduced to guide officers in the use of social media.

- **Website**

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

- **Network**

The e-bulletin sent out fortnightly to subscribers keeping them up to date with East Herts Council news. It is based on recent press releases. This is now undertaken through the GovDelivery system.

### Engagement and Partnerships

- **Councillor engagement**

Members are a unique and natural conduit for communication and engagement with our communities and stakeholders. They have the highest mandate to engage. Officers will support members with information, funding advice and access details where appropriate. The Task and Finish Group on Community and Public Engagement (2011) recommended greater levels of member engagement in line with the Localism agenda.

- **Partnerships**

## Essential Reference Paper 'B'

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

- **Key influencers**

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

- Expertise
- Impact and frequency of impact
- Connections
- Trends
- Market reach.

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

### **Internal Communications**

During 2012/13 the communications team undertook a review of internal communications. The main outcome of this review was the understanding that staff wanted to know their thoughts and opinions were being represented and heard. As a result the internal communications improvement actions for 2013/14 will focus on finding and giving access to the staff voice. It is vital that staff know their input into management decisions and organisational direction is valued and important.

### Electronic

- **Team Update**

We have an established monthly staff magazine. ~~We will~~ A ~~develop a~~ volunteer staff editorial board has been developed to increase corporate ownership of this publication. The volunteer editorial board ~~will be~~ refreshed ~~every four editions on a regular basis~~ subject to volunteer buy in. The communications team will retain overall editorial control. Staff on the board will be acknowledged in Team Update each month. In addition a number of changes have been made to Team Update as a result of the review, ensuring that staff opinions, activities and queries make up the majority of the content.

- **Intranet**

## Essential Reference Paper 'B'

The intranet includes the 'message of the day', other news and service specific content. The intranet is to be refreshed so the staff can access the staff directory easily.

- **All-staff/group emails**

Emails should be used sparingly to communicate corporate information for immediate release when no other suitable channel is available.

- **Members' information bulletin**

The effectiveness of the regular members' information bulletin will be reviewed as part of this strategy

- **Team Brief**

The monthly corporate core brief will be made available as a downloadable document for all staff. It will be rebranded as Team Talk. The reason for the rebrand will be to align it to its core purpose, as a discussion document for staff, not as an information sharing tool. Managers will be encouraged to use it as a basis for team meetings however this will no longer be compulsory. However it will be used to encourage staff to have their say. Staff can raise their queries and comments during meetings or through the online staff suggestion box.

Managers will also be given guidance on how to hold a 'meeting in a box' to ensure homeworkers are able to have their say directly with their line manager.

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### Face to Face

- **Team Brief**

The monthly corporate core brief that is delivered verbally to staff by their manager. Is to be replaced with Team Talk, See above.

- **Staff Briefings**

Four sessions held quarterly. During 2013 the communications team will introduce unconference style staff briefings. These will enable staff to engage in conversations that they want to hear as well as proposing their own topics for conversation. The first of these will take place at the October staff briefings and if successful the unconference style will be held once a year. Staff will continue be able to nominate suitable subjects via Team Talk (Team Brief) Brief.

- **Open Door CMT**

Regular monthly dates are made available for open doors where all staff have the opportunity to speak to the directors. CMT will ensure they have a visible presence both electronically and face to face. The way in which this is to be actioned is to be determined by each CMT member but could include regular office walk throughs, staff lunches etc.

## Essential Reference Paper 'B'

To encourage an open and visible CMT decision making process, decisions made at CMT meetings will now be publicised in Team Update.

- **Staff Awards**

An annual event to thank all staff for their dedication, and to honour staff that have performed especially well during the year. Staff Awards will not be held during 2013/14 and will be reviewed again early 2014/15

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

### 5. Corporate narrative and Partnership Branding

Successful brands have a single external identity. All materials relating to East Herts Council services must carry the council's branding correctly used. In certain cases, individual initiatives can be branded to give a sense of identity to those involved in and affected by the initiative, and produce quick results in encapsulating what the initiative is about. It can also raise awareness of a project; explain its function and how it is relevant. Partnership branding is currently primarily under the banner of Everyone Matters and this 'brand' will be reviewed and developed through the LSP and its sub partnerships. The correct level of branding will be considered for all corporate messages. A light touch review of the East Herts Council branding will be undertaken during 2012 to enhance it where necessary.

This is where some wording needs to go regarding Here to Help, and the part that staff will play in developing the corporate narrative and celebrating heroes!

### 6. Evaluation

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

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

<u>Measure</u>	<u>2011/12 Score (last available)</u>	<u>Target for 2012/13 or 2013/14 where the data is unavailable until the Residents Survey results are presented</u>	<u>National Benchmark</u>
Resident	51%	65%	61%

## Essential Reference Paper 'B'

satisfaction rating			
Value for money rating	23%	50%	42%
Resident informed rating	63%	70%	54%
Staff informed rating	35%	50%	<u>N/A</u>
Media influence rating *	<u>N/A</u>	<u>TBA</u>	<u>TBA</u>
Online influence rating **	<u>N/A</u>	<u>TBA</u>	<u>TBA</u>
Call volume	<u>TBA</u>	<u>TBA</u>	<u>TBA</u>

\* Media type/ circulation/ ACE value/ favourability

\*\* Reach/ amplification/ network

### 7. Monitoring

The delivery of key messages and the content, quality and scope of those messages will be agreed and monitored on a six weekly basis by CMT using the communications action plan.

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

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

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## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY COMMITTEE – 18 MARCH 2014

#### REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

#### MONTHLY CORPORATE HEALTHCHECK – OCTOBER 2013 TO JANUARY 2014

WARD (S) AFFECTED: All

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#### Purpose/Summary of Report:

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

<b><u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY COMMITTEE:</u> that</b>
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<b>(A)</b>	<b>Performance be scrutinised and the Executive be advised of any recommendations.</b>
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#### 1.0 Background

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

1.2 The report contains a breakdown of the following information by corporate priority:

- 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).

1.3 **Essential Reference Paper 'B'** shows the full set of performance




indicators that are reported on a monthly and quarterly basis.



**Essential Reference Paper ‘C’** shows summarised information on salary costs.

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

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

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

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

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

## 2.0 Report – Directorate Position

### REVENUE FINANCIAL SUMMARY

2.1 The financial aspects of this report are based on budgetary information from April 2013 to January 2014.



	Position as at 31.01.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
<b>(1) People</b>						
New Homes Bonus Grant	20	0	0	0	20	0
Collection Fund Balance	55	0	0	0	55	0
Hillcrest Hostel Rent Income	0	33	0	8	0	30
Environmental Action Grants	32	0	3	0	9	0
Land Charge Income	56	0	9	0	45	0
Staff salaries (Essential Reference Paper 'C').	0	105	0	71	0	97
Customer Services – security	5	0	1	0	5	0
Revenues and Benefits Services - Recovery Of Summons Costs	0	0	0	0	0	25
Welfare Reform	87	0	0	6	97	0

	Position as at 31.01.14				Projected Position year end		
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000	
<b>(2) Place</b>							
Hertford Theatre - Income	149	0	0	76	31	0	
Hertford Theatre - Equipment	0	7	0	7	0	10	
Community Safety	14	0	0	0	8	0	
Green Waste Collection	39	0	0	68	43	0	
Recycling – Contributions from Other Authorities	0	308	0	308	97	0	
Domestic Refuse – Contract costs	166	0	0	142	11	0	
Maintenance of Recycling Banks	7	0	0	0	6	0	
Commercial and Clinical Waste Collection	0	63	0	47	0	2	
Clinical Waste income	0	0	0	16	16	0	
Street Cleansing	40	0	0	11	25	0	
Grounds Maintenance(Net)	58	0	0	45	7	0	

	Position as at 31.01.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
<b>2) Place (continued)</b>						
Parks and Open Spaces	0	69	0	0	36	0
Playground Inspection	10	0	0	0	11	0
Kerbside Dry Recyc. Collection	0	6	0	1	13	0
Textiles Bank (Net)	9	0	4	0	0	6
Trade Waste income	36	0	0	120	32	0
Trade Waste Collection contract	0	15	0	0	0	12
Environ Protection Parish Litter	0	1	0	0	0	1
Paper Bank Income	0	17	0	0	0	16
Dry Recycling	240	0	0	43	0	60
Animal Services and pest Control	8	0	1	0	12	0
Pest Control Income	0	2	0	0	0	5

	Position as at 31.01.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
<b>2) Place (continued)</b>						
Leisure Services Income	136	0	0	0	0	19
Development Plans Service – LDF Upkeep budget not required for 2013/14.	50	0	10	0	30	0
Repayment of Housing Grant	9	0	3	0	5	0
Prevention of Repossession	8	0	1	0	10	0
Priority Spend	0	30	0	0	180	0
Neighbourhood Services – increased License fees and income	40	0	40	0	33	0
<b>(3) Prosperity</b>						
Development Management income	567	0	34	0	450	0
Pre Application Advice Income	29	0	5	0	30	0
Development Management Cost of Appeals	0	57	0	22	0	160

	Position as at 31.01.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
<b>(3) Prosperity (Cont)</b>						
Pay and Display Car Park Income	0	157	52	0	0	175
Investment Interest	0	65	0	25	0	196
Car Park Enforcement Contract.	207	0	0	13	99	0
Supermarket Reimbursement.	198	0	0	0	46	0
Parking Repairs & Maintenance.	0	17	0	0	0	10
Parking – PCN Income.	0	64	0	1	0	75
Parking - Gascogne Way – car washing.	0	6	0	0	0	8
Parking – Bishop Stortford Season tickets.	13	0	0	0	9	0
Customer Services & Parking	16	0	5	0	0	4
Public Conveniences – Cleaning Contract.	7	0	0	5	5	0

	Position as at 31.01.14				Projected Position year end	
	Favourable £000	Adverse £000	Favourable Variance since last month £000	Adverse Variance since last month £000	Favourable £000	Adverse £000
<b>(3) Prosperity (Cont.)</b>						
Housing Options – Government Grant	0	0	0	0	50	0
Supplies and Services Base Budget reduction	38	0	0	0	38	0
Shared Audit Service	34	0	0	29	9	0
Asset Management – Reduction in Non Domestic Rates costs for council assets.	76	0	76	0	76	0
Asset Management – Professional Fees	0	26	0	26	0	36
Markets - Income	0	19	0	4	0	15
<b>TOTAL:</b>	<b>2,486</b>	<b>929</b>	<b>226</b>	<b>1,009</b>	<b>1,649</b>	<b>956</b>
<b>Net Projected Variance - Favourable</b>						<b>693</b>
<b>Supported by supplementary estimates</b>						
<b>Total Supplementary Estimates</b>						

- 2.2 Subject to all other budgets being equal, this would result in an underspend of £693,000.
- 2.3 A forecast under spend of £200k for the Domestic Refuse Collection contract has not been included in the table at 2.1. In line with the business case for SPARC (Separate Paper and Recycling Collections) the identified underspend will be applied to finance the 2013/14 revenue costs of the scheme.
- 2.4 A summarised salaries monitoring report for the period April to January 2014 is attached to this report in **Essential Reference Paper C**. An unfavorable variance of approximately £105,114 has been identified comparing actual salary costs for the reporting period with the profiled budget. The forecast outturn for 2013/14 is expected to result in an adverse variance of £96,900. This is a slight reduction on the prior period forecast outturn (£112,850).

## **FINANCIAL ANALYSIS AND PERFORMANCE ANALYSIS**

### **People**

#### **Financial analysis**

- 2.5 There are no material financial changes to report since the last reporting period.

#### **Performance analysis**

- 2.6 No performance indicators from Environment and Community Scrutiny were off target i.e. 'Red' or 'Amber' for this priority in January 2014.

### **Place**

#### **Financial analysis**

- 2.7 The original 2013/14 budget included a planning contingency sum of £591k, which allows for unforeseen events to be funded in-year. Currently there is a balance of £440k which if not required during the year will result in an additional favourable variance over and above the £693,000 reported for the period. These budgets are for one-off areas of spend. No permanent service growth has been identified for the service costs detailed below for inclusion in the 2014/15 base budget.

	£000	Comment
Planning Contingency budget at the start of the financial year	591	
Less	25	New Recycling Initiative
	40	Housing Needs Survey
	24	Human Resources Post
	15	Review of Carpark Management Systems
	20	Resources to support the development of the Council's Investment Strategy
	15	Community Safety Partnership team cost of moving to Hertford Police Station
	12	Corporate ICT training. Agreed 21.01.2014.
Planning Contingency still to be utilised	440	

- 2.8 The Building Control Services is forecast to over achieve on various income streams of £16,000 approximately in total.
- 2.9 Income from dry recycling income has been reduced by £20,000 to reflect the County wide consortium contract and prices being lower than anticipated.
- 2.10 Licences Fees and Renovation grant income is forecast to over achieve by £33,000 by the end of March 2013.

### Performance analysis

- 2.11 **EHPI 2.2(45) – Number of collections missed per 100,000 collections of household waste.** Performance was 'Red' for January 2014. Performance has improved considerably this month, with refuse and composting levels returning to near normal levels.



Missed collections on recycling remain higher than the norm, but have reduced considerably compared to the first two months of the comingled service. It is anticipated that levels may not reduce sufficiently throughout February 2014 and March 2014 for the target to be met. Environment Scrutiny committee met on 25<sup>th</sup> February 2014 and were presented with the December 2013 position. The Head of Environment Services gave a presentation to members on SPARC and the effect this had on missed collections. Members were satisfied that performance has improved significantly since November 2013.

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

## **Prosperity**

### **Financial analysis**

- 2.12 A revised investment income forecast, anticipates £196,000 income lower than initially expected. As previously agreed by the Executive, the shortfall will be financed from the Interest Equalisation Reserve.
- 2.13 The review of Non Domestic Rates costs in relation to various council assets has resulted in a net saving after consultancy costs of £40,000 approximately.

### **Performance analysis**

- 2.14 **EHPI 5.2a - % of complaints about the Council and its services that are upheld: 1st stage.** Performance was 'Red' for Quarter 3. 10 out of 29 complaints were upheld during this quarter. Three were regarding refuse, five related to council tax, one related to Electoral Registration and the remaining one was in relation to Development Management.
- 2.15 **EHPI 12a – No. of short-term sickness absence days per FTE staff in post and EHPI 12c – Total number of sickness absence days per FTE staff in post.** Performance was 'Red' for both of these indicators in January 2014. Absences were over the council absence levels due to seasonal illnesses causing higher volumes of short-term absences across a number of services. Management have taken action to ensure illnesses are logged and staff are supported when returning to work.

- 2.16 **EHPI 7.35 – Commitment compared to profile (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non-operational properties).** Performance was 'Red' for January 2014. Commitment of £329,635 against a cumulative budget profile of £304,500, which is above profile. December 2013 spend was much higher than expected due to unforeseen work; and although this month's spend is slightly lower than expected the cumulative spend still is above target. However, because the monthly profile is based on an average of previous year commitments there will always be variations in the actual monthly commitments.
- 2.17 The following indicators were 'Green', meaning that targets were either met or exceeded for January 2014. They were:
- EHPI 5.1 - % of complaints resolved in 14 days or less.
  - EHPI 5.2b - % of complaints about the Council and its services that are upheld: 2nd stage – appeal.
  - EHPI 5.4 - % of complaints to the Local Government Ombudsman that are upheld.
  - EHPI 8 - % of invoice paid on time.
  - EHPI 12b - No. of long-term sickness absence days per FTE staff in post.
- 2.18 However despite meeting the target for January/Quarter 3 for 2014 the following indicators showed a declining trend when performance was compared to the previous month/Quarter:
- EHPI 12b - No. of long-term sickness absence days per FTE staff in post.
  - EHPI 5.1 - % of complaints resolved in 14 days or less.
  - EHPI 8 - % of invoice paid on time.

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

- 2.19 As reported in Quarter 2, ITSG proposed that the ICT indicators are measured further to establish proper baselines before targets are set. Year to date performance is set out in **Essential Reference Paper 'B'**.
- 2.20 Members are to note the updated position of the following three ICT measures:

- **EHPI 9.3 - Percentage Reduction in the Number of Incidents** – Baseline has yet to be established. This will be identified once the infrastructure roll out has been completed.
- **EHPI 9.7 - Delivery of Key ICT Projects** - Methodology now agreed through SMG. During ITSG development programme session in November 2013, it was agreed that the plan will be reviewed and targets and data will be reported in 2014/15.
- **EHPI 9.8 - Delivery of Key Milestones in the ICT Strategy** - Strategy now not due until Quarter 4 of 2013/14. Monitoring of milestones will begin in the new financial year.

### **CAPITAL FINANCIAL SUMMARY**

2.21 The table below sets out expenditure to 31 January 2014 against the Capital Programme. Members are invited to consider the overall position. **Essential Reference paper 'D'** contains details of the 2013/14 Capital Programme. Comments are provided by the Project Control Officers in respect of individual schemes.

	<b>Column 1</b>	<b>Column 2</b>	<b>Column 3</b>	<b>Column 4</b>	<b>Column 5</b>
<b>Summary</b>	<b>2013/14 Original Estimate</b>	<b>2013/14 Revised Estimate</b>	<b>2013/14 Actual Commit to date</b>	<b>2013/14 Projected spend</b>	<b>Variance Col 4 – Col 2</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
People	2,315	1,256	884	1,146	(110)
Place	730	2,836	2,518	2,826	(10)
Prosperity	1,648	1,398	583	1,436	38
Re-profiling potential slippage	(250)	0	0	0	0
<b>Total</b>	<b>4,443</b>	<b>5,490</b>	<b>3,985</b>	<b>5,408</b>	<b>(82)</b>

2.22 Members at Executive on 4 March 2014 were asked to support the following:

- Slippage of £17,840 for Grange Paddocks Renewal of Pool Calorifiers to 2014/15, as the scheme is still at the design stage.
- Slippage of £20,950 from the Community Capital Grants budget to 2014/15. Projected total spend forecast to be £58,896.
- Slippage of £20,000 for Energy Grants to 2014/15.
- Virement of £31,000 from ICT – Authentication Scheme to ICT Applications.
- Slippage of £5,000 to 2014/15 for the Arts in Parks Project due to the impact of current weather conditions.

### **CONCLUSION**

2.3 In conclusion Members are asked to:

- Note the performance indicator analysis for the period October 2013 to January 2014 in **Essential Reference Paper 'B'**
- Agree the recommendations at the start of this report.

3.0 Implications/Consultation

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

#### Background Papers:

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

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

#### Contact Officer:

##### In terms of performance issues

Ceri Pettit – Corporate Planning and Performance Manager, Extn: 2240. [ceri.pettit@eastherts.gov.uk](mailto:ceri.pettit@eastherts.gov.uk)

##### In terms of financial issues

Margaret Donaldson – Principal Accountant, Extn: 2054.

[margaret.donaldson@eastherts.gov.uk](mailto:margaret.donaldson@eastherts.gov.uk)

Report Author: Karl Chui – Performance Monitoring Officer, Extn:  
2243. [karl.chui@eastherts.gov.uk](mailto:karl.chui@eastherts.gov.uk)

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## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p><b>People</b> <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><b>Place</b> <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><b>Prosperity</b> <i>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</i></p>
Consultation:	Performance monitoring discussions have taken place between Directors and Heads of Service.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no Human Resource implications.
Risk Management:	There are no Risk implications.

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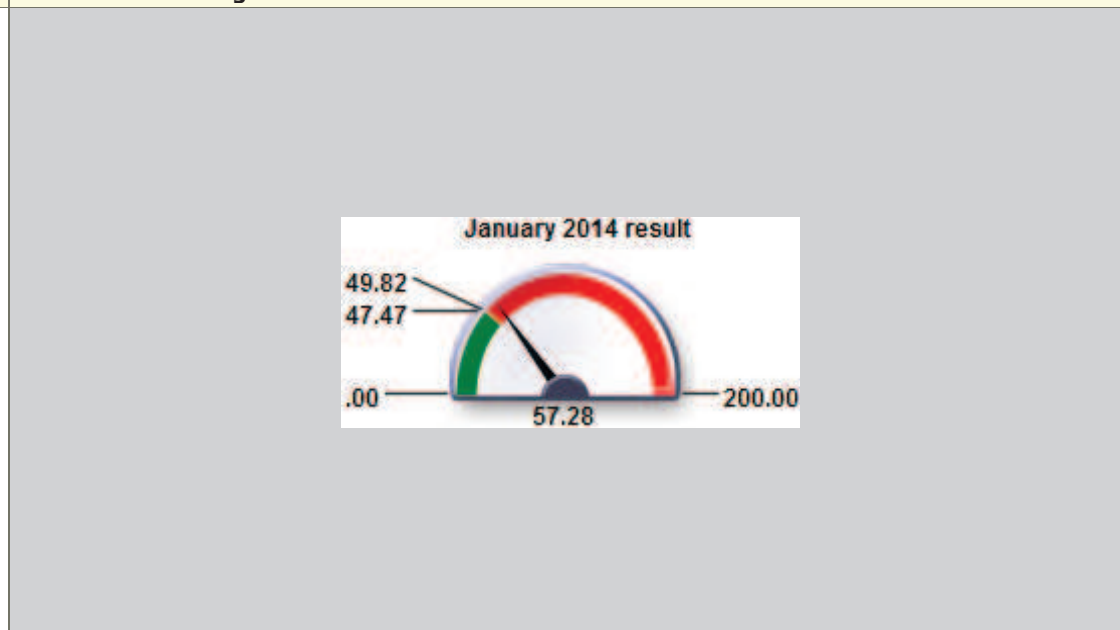
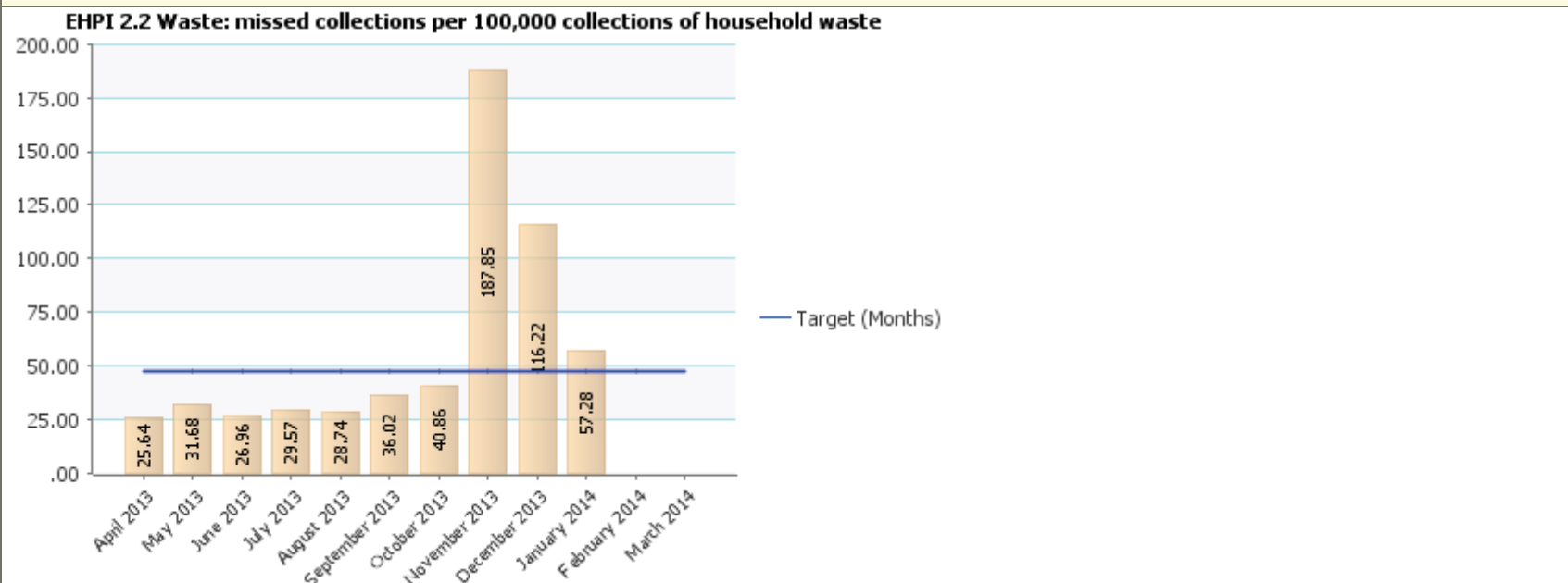
## October 2013 to January 2014 Corporate Business Scrutiny Corporate Healthcheck 2013/14

**Traffic Light Red**  
**Description Place**

**Environment Services**



PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 2.2	Waste: missed collections per 100,000 collections of household waste		57.28	47.00		Performance has improved considerably this month, with refuse and composting levels returning to near normal levels. Missed collections on recycling remain higher than the norm, but have reduced considerably compared to the first two months of the comingled service. It is anticipated that levels may not reduce sufficiently throughout February & March for the end of year target to be met.	None

**Trend Chart** **Performance Gauge**

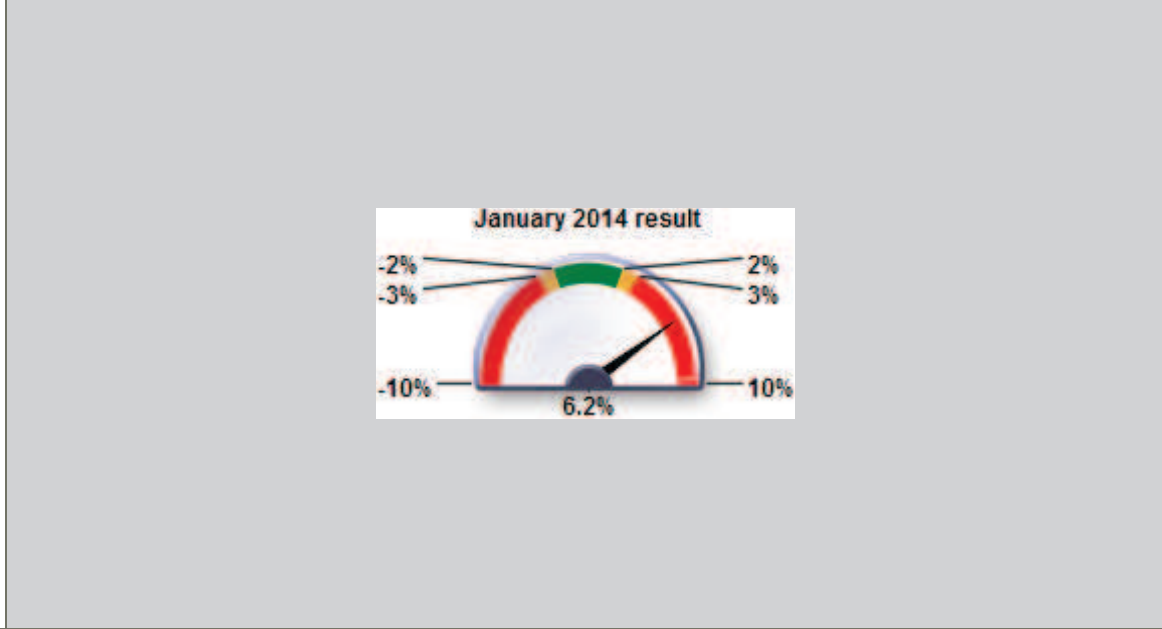
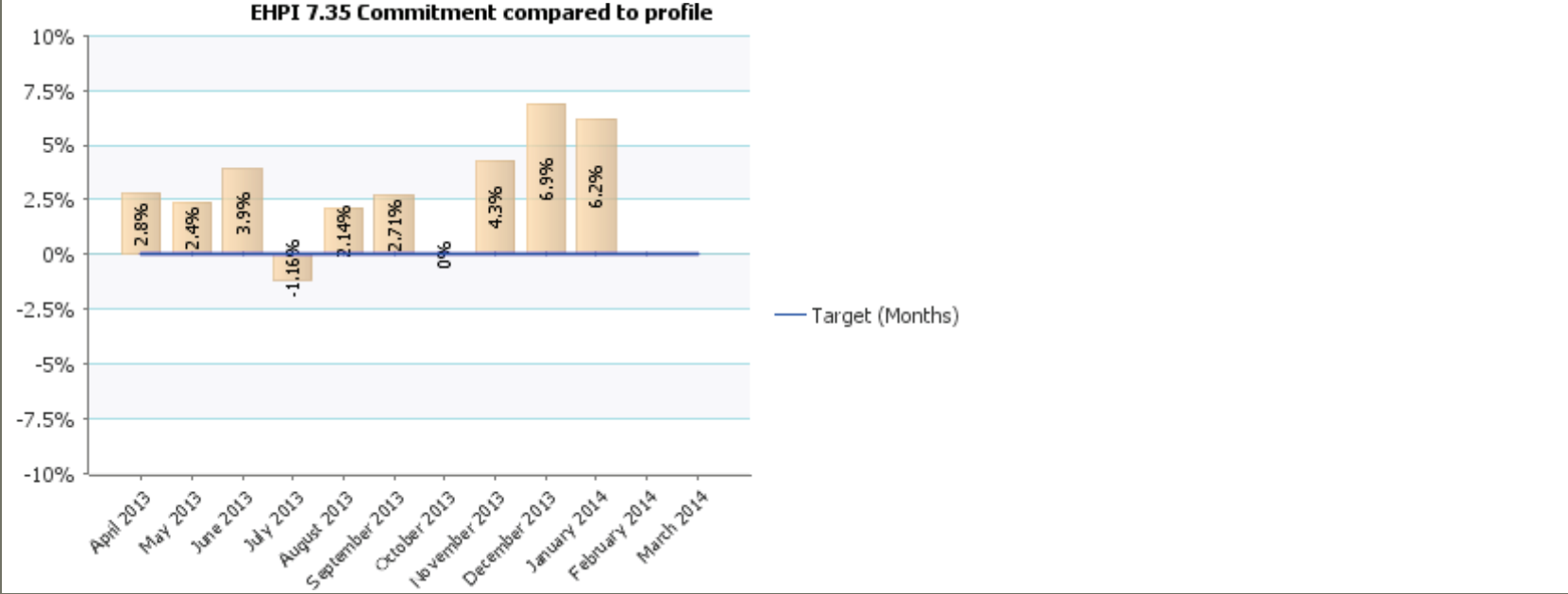


**Traffic Light Red**  
**Description Prosperity**

**Business Support Service**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 7.35	Commitment compared to profile		6.2%	0%		January 2014 commitment £329,635 against a cumulative budget profile of £304,500, which is above profile. Last month's spend was much higher than expected due to unforeseen work; and although this month's spend is slightly lower than expected the cumulative spend still is above target. However, because the monthly profile is based on an average of previous year commitments there will always be variations in the actual monthly commitments.	<b>None</b>

**Trend Chart** **Performance Gauge**



Customer Services																																		
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.																											
EHPI 5.2a	% of complaints about the Council and its services that are upheld: 1st stage		34.50%	30.00%		10 out of 29 complaints were upheld during this quarter. Three were regarding Refuse, 5 related to Council Tax, 1 related to Electoral Registration and the remaining one was in reference to Development Management.	None																											
Trend Chart						Performance Gauge																												
<p><b>EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage</b></p> <table border="1"> <caption>EHPI 5.2a Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>6.25%</td> <td>30.00%</td> </tr> <tr> <td>Q2 2013/14</td> <td>50.00%</td> <td>30.00%</td> </tr> <tr> <td>Q3 2013/14</td> <td>34.50%</td> <td>30.00%</td> </tr> <tr> <td>Q4 2013/14</td> <td>-</td> <td>30.00%</td> </tr> </tbody> </table>						Quarter	Current Value	Target (Quarters)	Q1 2013/14	6.25%	30.00%	Q2 2013/14	50.00%	30.00%	Q3 2013/14	34.50%	30.00%	Q4 2013/14	-	30.00%	<p>Q3 2013/14 result</p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> <th>Color Zone</th> </tr> </thead> <tbody> <tr> <td>0.00%</td> <td>Green</td> </tr> <tr> <td>30.30%</td> <td>Yellow</td> </tr> <tr> <td>31.80%</td> <td>Yellow</td> </tr> <tr> <td>34.50%</td> <td>Red</td> </tr> <tr> <td>60.00%</td> <td>Red</td> </tr> </tbody> </table>		Value	Color Zone	0.00%	Green	30.30%	Yellow	31.80%	Yellow	34.50%	Red	60.00%	Red
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People Services & Organisational Development																													
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.																						
EHPI 12a	No. of short-term sickness absence days per FTE staff in post		0.74 days	0.50 days		Absences were over the council absence levels due to seasonal illnesses causing higher volumes of short-term absences across a number of services. Short-term absence for the year so far is 3.55 days.	None																						
Trend Chart						Performance Gauge																							
<p><b>EHPI 12a No. of short-term sickness absence days per FTE staff in post</b></p> <table border="1"> <caption>EHPI 12a Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>April 2013</td><td>0.21</td></tr> <tr><td>May 2013</td><td>0.19</td></tr> <tr><td>June 2013</td><td>0.29</td></tr> <tr><td>July 2013</td><td>0.23</td></tr> <tr><td>August 2013</td><td>0.39</td></tr> <tr><td>September 2013</td><td>0.22</td></tr> <tr><td>October 2013</td><td>0.33</td></tr> <tr><td>November 2013</td><td>0.57</td></tr> <tr><td>December 2013</td><td>0.38</td></tr> <tr><td>January 2014</td><td>0.74</td></tr> </tbody> </table>						Month	Value (days)	April 2013	0.21	May 2013	0.19	June 2013	0.29	July 2013	0.23	August 2013	0.39	September 2013	0.22	October 2013	0.33	November 2013	0.57	December 2013	0.38	January 2014	0.74	<p><b>January 2014 result</b></p>	
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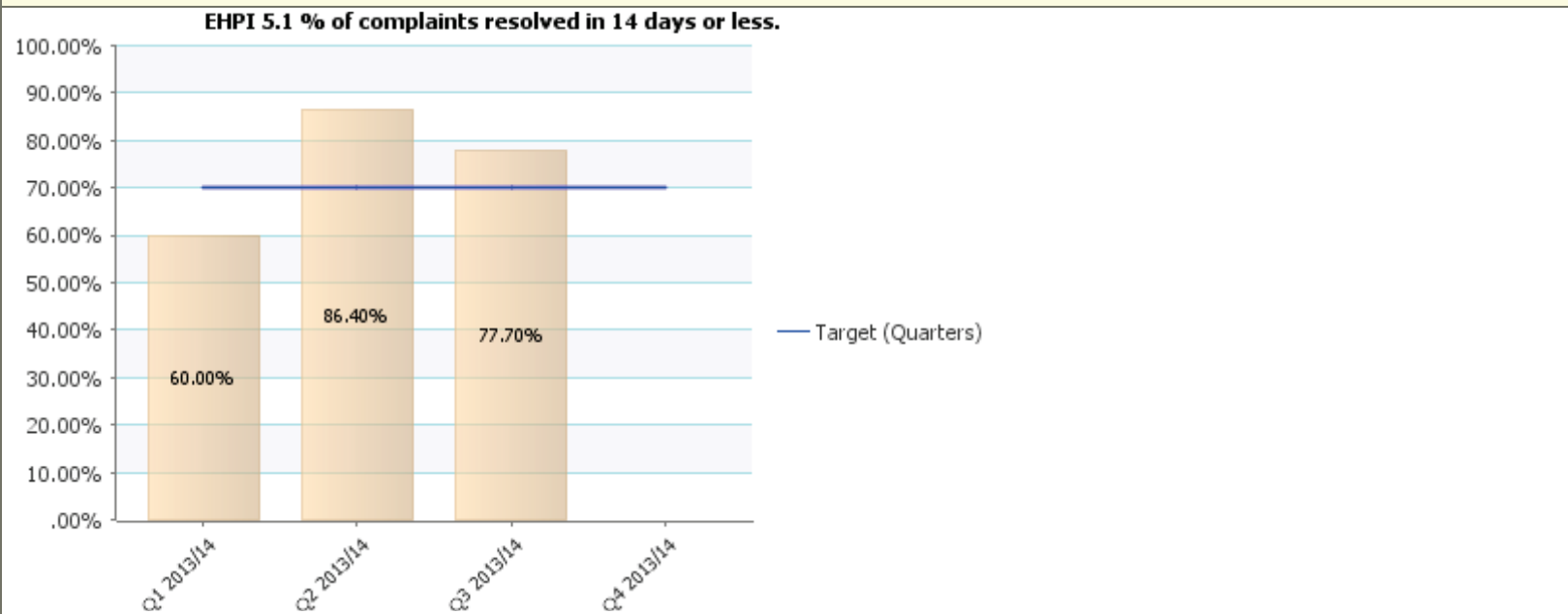
People Services & Organisational Development																													
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.																						
EHPI 12c	Total number of sickness absence days per FTE staff in post		0.93 days	0.70 days		Absences were over the council absence levels due to seasonal illnesses causing higher volumes of short-term absences across a number of services. Total absence for the year so far is 4.65 days.	None																						
Trend Chart						Performance Gauge																							
<p><b>EHPI 12c Total number of sickness absence days per FTE staff in post</b></p> <table border="1"> <caption>EHPI 12c Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>April 2013</td><td>0.36</td></tr> <tr><td>May 2013</td><td>0.31</td></tr> <tr><td>June 2013</td><td>0.40</td></tr> <tr><td>July 2013</td><td>0.40</td></tr> <tr><td>August 2013</td><td>0.44</td></tr> <tr><td>September 2013</td><td>0.28</td></tr> <tr><td>October 2013</td><td>0.40</td></tr> <tr><td>November 2013</td><td>0.64</td></tr> <tr><td>December 2013</td><td>0.49</td></tr> <tr><td>January 2014</td><td>0.93</td></tr> </tbody> </table>						Month	Value (days)	April 2013	0.36	May 2013	0.31	June 2013	0.40	July 2013	0.40	August 2013	0.44	September 2013	0.28	October 2013	0.40	November 2013	0.64	December 2013	0.49	January 2014	0.93	<p><b>January 2014 result</b></p>	
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**Traffic Light** Green  
**Description** Prosperity

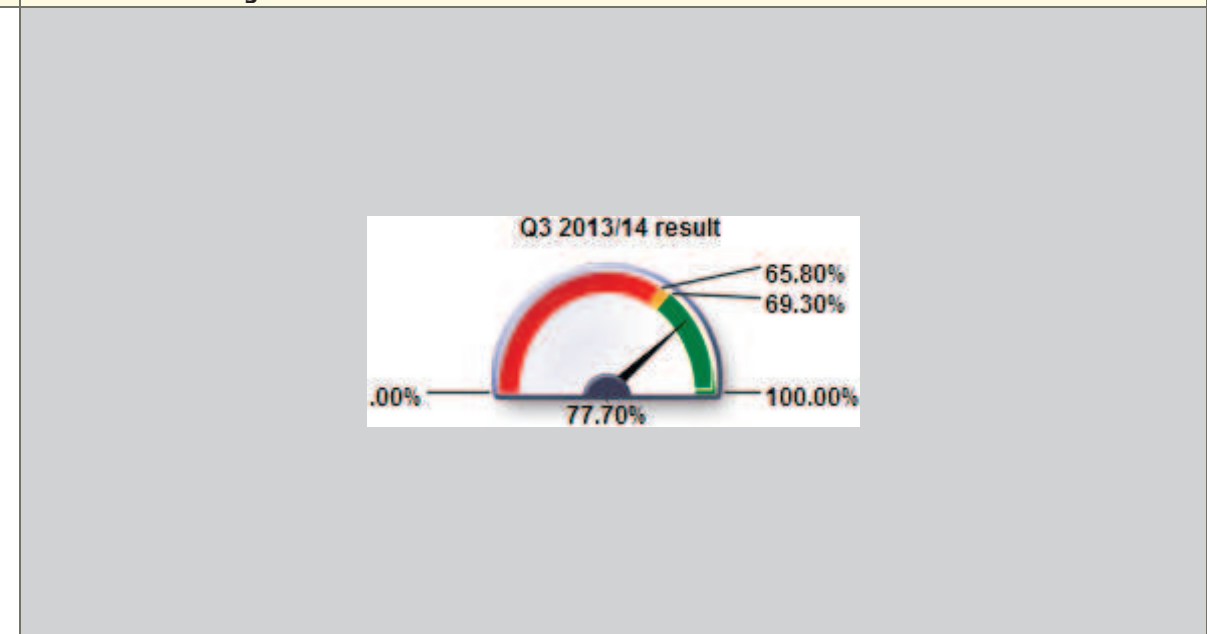
**Customer Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 5.1	% of complaints resolved in 14 days or less.		77.70%	70.00%		22 out of 29 Stage One complaints were resolved within 10 working days. 6 out of 7 Stage Two complaints were resolved within target.	None

**Trend Chart**



**Performance Gauge**



Customer Services																											
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.																				
EHPI 5.2b	% of complaints about the Council and its services that are upheld: 2nd stage - appeal		0.00%	25.00%		7 Stage Two complaints were resolved in this quarter and none were upheld.	None																				
<b>Trend Chart</b>						<b>Performance Gauge</b>																					
<p><b>EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal</b></p> <table border="1"> <caption>EHPI 5.2b Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>0.00%</td> <td>25.00%</td> </tr> <tr> <td>Q2 2013/14</td> <td>33.30%</td> <td>25.00%</td> </tr> <tr> <td>Q3 2013/14</td> <td>0.00%</td> <td>25.00%</td> </tr> <tr> <td>Q4 2013/14</td> <td>0.00%</td> <td>25.00%</td> </tr> </tbody> </table>						Quarter	Current Value	Target (Quarters)	Q1 2013/14	0.00%	25.00%	Q2 2013/14	33.30%	25.00%	Q3 2013/14	0.00%	25.00%	Q4 2013/14	0.00%	25.00%	<p><b>Q3 2013/14 result</b></p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> </tr> </thead> <tbody> <tr> <td>0.00%</td> </tr> <tr> <td>25.25%</td> </tr> <tr> <td>26.50%</td> </tr> <tr> <td>40.00%</td> </tr> </tbody> </table>		Value	0.00%	25.25%	26.50%	40.00%
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Q1 2013/14	0.00%	25.00%																									
Q2 2013/14	33.30%	25.00%																									
Q3 2013/14	0.00%	25.00%																									
Q4 2013/14	0.00%	25.00%																									
Value																											
0.00%																											
25.25%																											
26.50%																											
40.00%																											

Customer Services																											
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.																				
EHPI 5.4	% of complaints to the Local Government Ombudsman that are upheld		0.00%	0.00%		Only one complaint was dealt with by the LGO from a Housing customer. The LGO decided not to investigate.	None																				
<b>Trend Chart</b>						<b>Performance Gauge</b>																					
<p><b>EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld</b></p> <table border="1"> <caption>EHPI 5.4 Trend Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q2 2013/14</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q3 2013/14</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q4 2013/14</td> <td>0.00%</td> <td>0.00%</td> </tr> </tbody> </table>						Quarter	Current Value	Target (Quarters)	Q1 2013/14	0.00%	0.00%	Q2 2013/14	0.00%	0.00%	Q3 2013/14	0.00%	0.00%	Q4 2013/14	0.00%	0.00%	<p><b>Q3 2013/14 result</b></p> <table border="1"> <caption>Performance Gauge Data</caption> <thead> <tr> <th>Value</th> </tr> </thead> <tbody> <tr> <td>0.00%</td> </tr> <tr> <td>0.00%</td> </tr> <tr> <td>0.00%</td> </tr> <tr> <td>1.00%</td> </tr> </tbody> </table>		Value	0.00%	0.00%	0.00%	1.00%
Quarter	Current Value	Target (Quarters)																									
Q1 2013/14	0.00%	0.00%																									
Q2 2013/14	0.00%	0.00%																									
Q3 2013/14	0.00%	0.00%																									
Q4 2013/14	0.00%	0.00%																									
Value																											
0.00%																											
0.00%																											
0.00%																											
1.00%																											

**Financial Support Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 8	% of invoices paid on time		97.34%	98.00%		The number of invoices paid on time is below target. Of the 714 invoices paid in January 695 were paid on time.	None

Trend Chart	Performance Gauge																						
<p><b>EHPI 8 % of invoices paid on time</b></p> <table border="1"> <caption>EHPI 8 % of invoices paid on time - Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>April 2013</td><td>98.41%</td></tr> <tr><td>May 2013</td><td>99.26%</td></tr> <tr><td>June 2013</td><td>98.59%</td></tr> <tr><td>July 2013</td><td>99.22%</td></tr> <tr><td>August 2013</td><td>99.34%</td></tr> <tr><td>September 2013</td><td>98.31%</td></tr> <tr><td>October 2013</td><td>98.69%</td></tr> <tr><td>November 2013</td><td>99.12%</td></tr> <tr><td>December 2013</td><td>98.49%</td></tr> <tr><td>January 2014</td><td>97.34%</td></tr> </tbody> </table>	Month	Value (%)	April 2013	98.41%	May 2013	99.26%	June 2013	98.59%	July 2013	99.22%	August 2013	99.34%	September 2013	98.31%	October 2013	98.69%	November 2013	99.12%	December 2013	98.49%	January 2014	97.34%	<p><b>January 2014 result</b></p>
Month	Value (%)																						
April 2013	98.41%																						
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September 2013	98.31%																						
October 2013	98.69%																						
November 2013	99.12%																						
December 2013	98.49%																						
January 2014	97.34%																						

**People Services & Organisational Development**

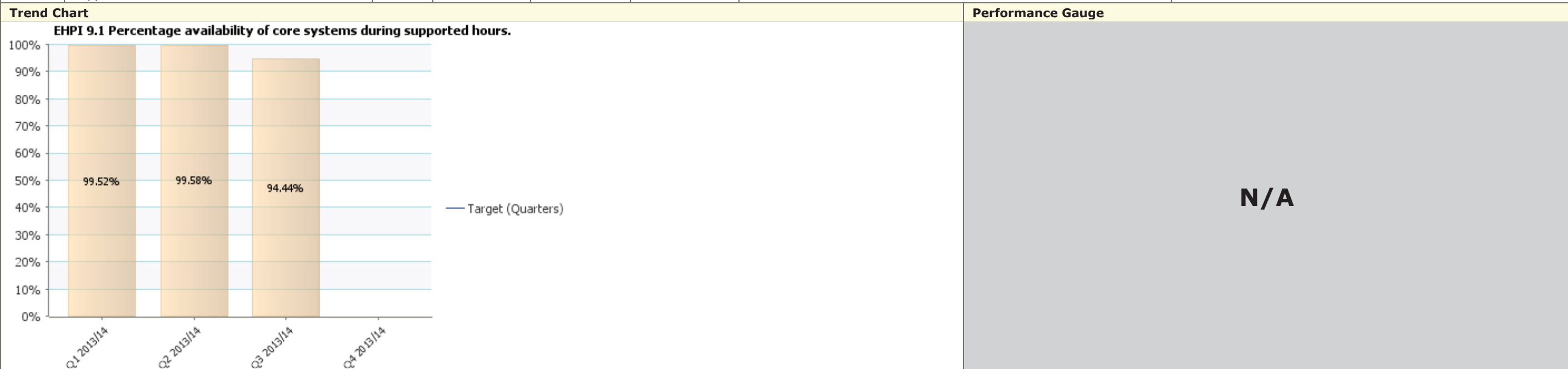
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 12b	No. of long-term sickness absence days per FTE staff in post		0.19 days	0.25 days		Long-term absence for the year so far is 1.10 days	None

Trend Chart	Performance Gauge																						
<p><b>EHPI 12b No. of long-term sickness absence days per FTE staff in post</b></p> <table border="1"> <caption>EHPI 12b No. of long-term sickness absence days per FTE staff in post - Trend Chart Data</caption> <thead> <tr> <th>Month</th> <th>Value (days)</th> </tr> </thead> <tbody> <tr><td>April 2013</td><td>0.15 days</td></tr> <tr><td>May 2013</td><td>0.12 days</td></tr> <tr><td>June 2013</td><td>0.11 days</td></tr> <tr><td>July 2013</td><td>0.17 days</td></tr> <tr><td>August 2013</td><td>0.06 days</td></tr> <tr><td>September 2013</td><td>0.05 days</td></tr> <tr><td>October 2013</td><td>0.07 days</td></tr> <tr><td>November 2013</td><td>0.06 days</td></tr> <tr><td>December 2013</td><td>0.11 days</td></tr> <tr><td>January 2014</td><td>0.19 days</td></tr> </tbody> </table>	Month	Value (days)	April 2013	0.15 days	May 2013	0.12 days	June 2013	0.11 days	July 2013	0.17 days	August 2013	0.06 days	September 2013	0.05 days	October 2013	0.07 days	November 2013	0.06 days	December 2013	0.11 days	January 2014	0.19 days	<p><b>January 2014 result</b></p>
Month	Value (days)																						
April 2013	0.15 days																						
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September 2013	0.05 days																						
October 2013	0.07 days																						
November 2013	0.06 days																						
December 2013	0.11 days																						
January 2014	0.19 days																						

**Traffic Light** Unknown  
**Description** Prosperity

**ICT Services**

PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 9.1	Percentage availability of core systems during supported hours.	N/A	94.44%	N/A	↓	Performance affected adversely by two major IT incidents in October 2013 and November 2013.	None



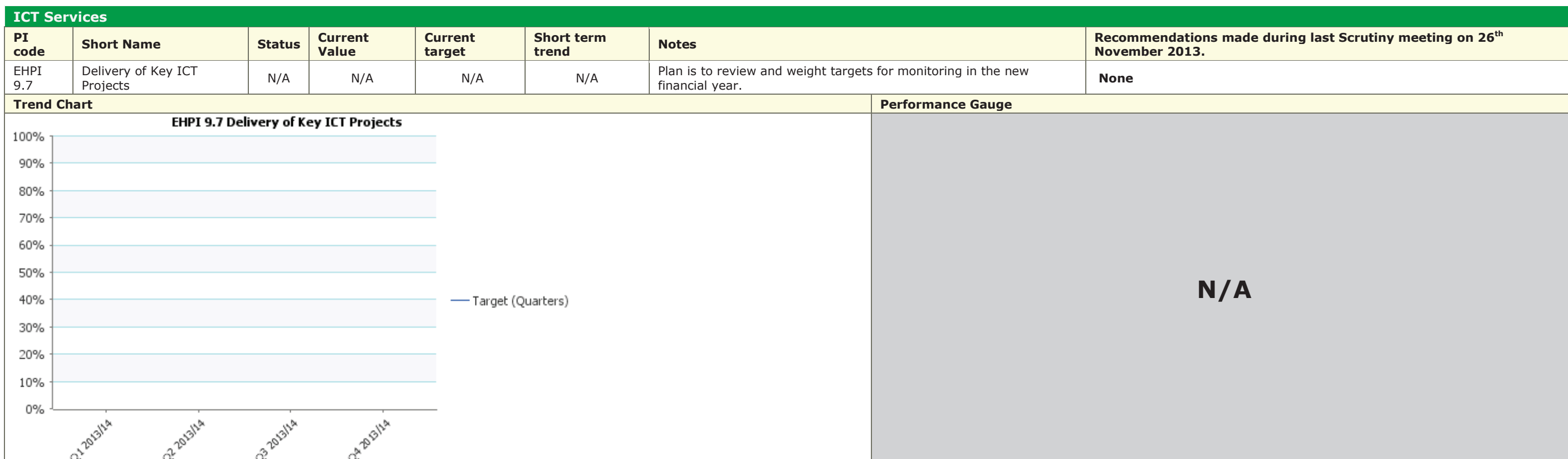
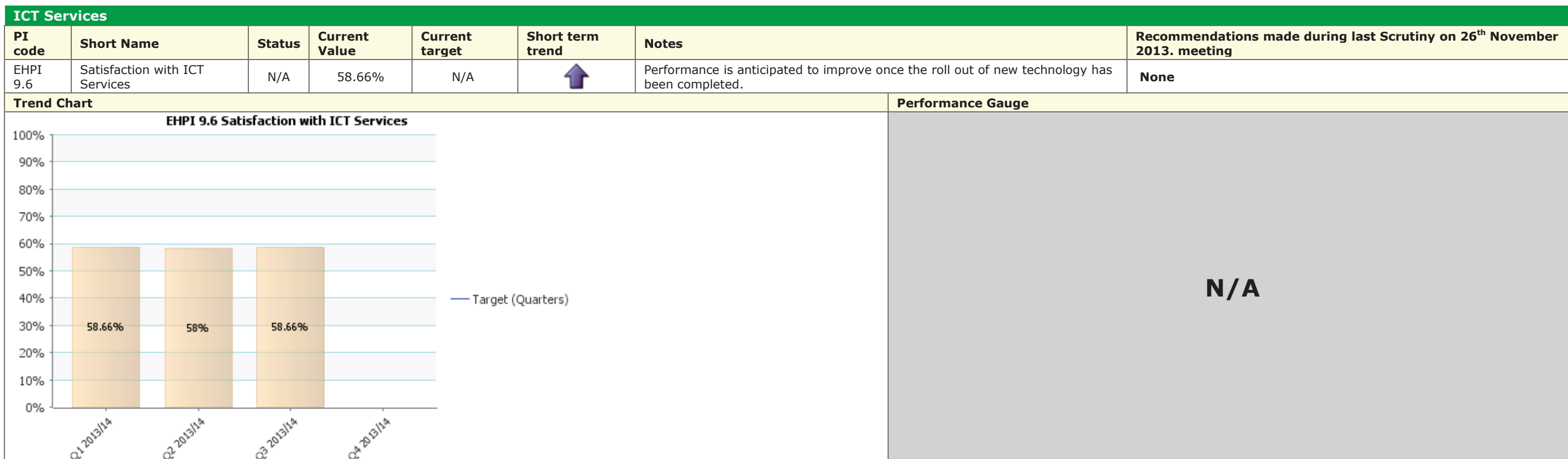


ICT Services																	
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.										
EHPI 9.2	Percentage Resolution of Incidents Within 4 Hours	N/A	68.53%	N/A	↑	Performance improving as improved systems are introduced through the shared service.	None										
Trend Chart						Performance Gauge											
<p><b>EHPI 9.2 Percentage Resolution of Incidents Within 4 Hours</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>58.81%</td> </tr> <tr> <td>Q2 2013/14</td> <td>55.7%</td> </tr> <tr> <td>Q3 2013/14</td> <td>68.53%</td> </tr> <tr> <td>Q4 2013/14</td> <td>-</td> </tr> </tbody> </table>						Quarter	Percentage	Q1 2013/14	58.81%	Q2 2013/14	55.7%	Q3 2013/14	68.53%	Q4 2013/14	-	N/A	
Quarter	Percentage																
Q1 2013/14	58.81%																
Q2 2013/14	55.7%																
Q3 2013/14	68.53%																
Q4 2013/14	-																

ICT Services																	
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.										
EHPI 9.3	Percentage Reduction in the Number of Incidents	N/A	N/A	N/A	N/A	A further baseline will be identified once the infrastructure roll out has been completed.	None										
Trend Chart						Performance Gauge											
<p><b>EHPI 9.3 Percentage Reduction in the Number of Incidents</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>0%</td> </tr> <tr> <td>Q2 2013/14</td> <td>0%</td> </tr> <tr> <td>Q3 2013/14</td> <td>0%</td> </tr> <tr> <td>Q4 2013/14</td> <td>0%</td> </tr> </tbody> </table>						Quarter	Percentage	Q1 2013/14	0%	Q2 2013/14	0%	Q3 2013/14	0%	Q4 2013/14	0%	N/A	
Quarter	Percentage																
Q1 2013/14	0%																
Q2 2013/14	0%																
Q3 2013/14	0%																
Q4 2013/14	0%																

ICT Services															
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.								
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	N/A	10.07%	N/A	↑	Performance has improved now that calls are being handled for both Councils in partnership.	None								
<b>Trend Chart</b>						<b>Performance Gauge</b>									
<p><b>EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk</b></p> <table border="1"> <caption>EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>13.41%</td> </tr> <tr> <td>Q2 2013/14</td> <td>18.27%</td> </tr> <tr> <td>Q3 2013/14</td> <td>10.07%</td> </tr> </tbody> </table>						Quarter	Percentage	Q1 2013/14	13.41%	Q2 2013/14	18.27%	Q3 2013/14	10.07%	N/A	
Quarter	Percentage														
Q1 2013/14	13.41%														
Q2 2013/14	18.27%														
Q3 2013/14	10.07%														

ICT Services															
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.								
EHPI 9.5	Percentage of Calls Resolved at First Point of Contact	N/A	46.29%	N/A	↑	Performance will not improve until new technology has been rolled out. This is scheduled for Quarter 4 of 2014.	None								
<b>Trend Chart</b>						<b>Performance Gauge</b>									
<p><b>EHPI 9.5 Percentage of Calls Resolved at First Point of Contact</b></p> <table border="1"> <caption>EHPI 9.5 Percentage of Calls Resolved at First Point of Contact</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2013/14</td> <td>40.67%</td> </tr> <tr> <td>Q2 2013/14</td> <td>43.9%</td> </tr> <tr> <td>Q3 2013/14</td> <td>46.29%</td> </tr> </tbody> </table>						Quarter	Percentage	Q1 2013/14	40.67%	Q2 2013/14	43.9%	Q3 2013/14	46.29%	N/A	
Quarter	Percentage														
Q1 2013/14	40.67%														
Q2 2013/14	43.9%														
Q3 2013/14	46.29%														



ICT Services							
PI code	Short Name	Status	Current Value	Current target	Short term trend	Notes	Recommendations made during last Scrutiny meeting on 26 <sup>th</sup> November 2013.
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy	N/A	N/A	N/A	N/A	Strategy now not due until Q4. Monitoring of milestones will begin in the new financial year.	None
<b>Trend Chart</b>						<b>Performance Gauge</b>	
<p>EHPI 9.8 Delivery of Key Milestones in the ICT Strategy</p> <p>100% 90% 80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>Q1 2013/14 Q2 2013/14 Q3 2013/14 Q4 2013/14</p> <p>— Target (Quarters)</p>						<p>N/A</p>	

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'**

	<b>Estimate</b>	<b>Profile to 31.01.2014</b>	<b>Actual to 31.01.2014</b>	<b>Variance to Profile</b>	<b>Projected outturn</b>	<b>Projected Outturn Variance to Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Finance & Support Services	4,901,900	4,119,601	4,196,138	76,537	4,948,140	46,240
Neighbourhood Services	3,898,070	3,248,392	3,224,312	-24,080	3,893,610	-4,460
Customer & Community	2,835,000	2,362,500	2,415,157	52,657	2,890,120	55,120
<b>Summary</b>	<b><u>11,634,970</u></b>	<b><u>9,730,493</u></b>	<b><u>9,835,607</u></b>	<b><u>105,114</u></b>	<b><u>11,731,870</u></b>	<b><u>96,900</u></b>

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## Exp. To 31/01/14

SUMMARY	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate
	£	£	£	£	£
People - focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable & delivering strong services	2,314,970	1,255,960	883,791	1,146,470	(109,490)
Place - focuses on sustainability, the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean	729,510	2,835,710	2,517,660	2,825,560	(10,150)
Prosperity - focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities & delivering cost effective services	1,647,540	1,397,870	583,274	1,436,240	38,370
<b>TOTAL</b>	<b>4,692,020</b>	<b>5,489,540</b>	<b>3,984,725</b>	<b>5,408,270</b>	<b>(81,270)</b>
RE-PROFILING POTENTIAL SLIPPAGE (71264/7501)	(250,000)	0		0	0
	<b>4,442,020</b>	<b>5,489,540</b>	<b>3,984,725</b>	<b>5,408,270</b>	<b>(81,270)</b>
Reconciliation of Original to Revised Estimate					
Other Amendments	777,060				
Slippage from 2012/13	270,460				
	<u>5,489,540</u>				

## CAPITAL MONITORING 2013/14

## PEOPLE

Exp Code	2013/14 Approved Schemes	Exp. To 31/01/14					COMMENTS
		2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	
		£	£	£	£	£	
Various	Hartham Swimming Pool	120,000	20,000	12,400	<b>20,000</b>		75% completed on Fire Door replacement. Other schemes have already slipped due to programming with SLM.
Various	Grange Paddocks	107,000	106,540	50,763	<b>88,700</b>	(17,840)	Design stage on pool calorifer scheme, still looking at options. Therefore, slip into 14/15.
72350	Pool Covers at Hartham & Grange Paddocks	59,000	42,420	40,917	<b>41,790</b>	(630)	Project agreed at CMT 28th August, pool covers complete to Hartham pools and Grange Paddocks teaching pool, necessary to review fixing method for GP main pool, allow an extra £630 additional costs but still within original project costs, agreed a reduction of £9,500 p.a. to SLM management fee, pro-rata to start from October 2013. Works now complete. Invoice from SLM received February
Various	Fanshawe	20,000	0	0	<b>0</b>	0	Specification stage. Awaiting approval to spend. Discussions taking place with Head of Environmental Services. Slipped into 14/15.
Various	Leventhorpe Pool	22,800	26,500	26,484	<b>26,500</b>	0	Specification stage on Air Handling Plant scheme. Awaiting approval to spend. Discussions taking place with Head of Environmental Services. Slipped into 14/15.
72599	Scotts Grotto Renovation	4,700	4,700	820	<b>4,300</b>	(400)	60% completed.
<u>Private Sector Improvement Grants</u>							
72602	Disabled Facilities (Note 1)	710,000	450,000	279,987	<b>450,000</b>	0	Low referral rates from HCC OTs continue to buck previous trends and affect spend. Whilst some districts have seen a recent increase since HCC call centre changes, ours have fallen. Revised estimate is £450,000 with the remaining amount slipping into 2014/15. Please see Note 1 below re. Government funding.
72605	Disabled Facilities - Discretionary	110,000	4,990	4,990	<b>4,990</b>	0	As HCC backlog now cleared the £50,000 that had already slipped to 2013/14 is no longer needed (reported at 4.6.13 Executive). £21k vired to Historic Building Grants (agreed at 3.9 Exec). No current large DFG schemes requiring Discretionary top up. No slippage necessary.



**CAPITAL MONITORING 2013/14**

**PEOPLE**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72606	Decent Home Grants	120,000	50,000	326	<b>330</b>	<b>(49,670)</b>	Spend to date relates to work carried out through Building Control Agency. Availability restricted due to limited resource. £50K budget was kept for vulnerable cases, however no cases currently coming forward so will underspend. No further spend likely this financial year. No slippage necessary.
72604	Energy Grants	20,000	20,000	0	<b>0</b>	<b>(20,000)</b>	No significant interest amongst residents yet for Green Deal Scheme, so some additional incentives required from this budget. Our previous insulation scheme was therefore amended and re-launched, with enquiries being received. However, may be free measures from April through a new partnership, so scheme publicity now withdrawn and applicants advised of likely better offer. Those not wanting to wait may still prefer our 50% scheme, but very little spend, if any, now likely. Request this slips to allow greater range of measures in 2014-15.
72685	Social Housing Schemes	827,900	7,160	7,156	<b>7,160</b>	0	Currently, no commitments have been made as Registered Providers are in programme with the Homes and Communities Agency. The Housing Team is exploring options of utilising S106 monies first and the LA Capital subsequently to develop and deliver a strategic investment plan for affordable housing. Therefore this budget has slipped into 14/15.
72698	Rental Accommodation in Sawbridgeworth	0	360,840	360,844	<b>360,840</b>	0	To be used for the provision of rent accommodation in Sawbridgeworth from the monies held by Uttlesford D C who act as banker for these funds. Approved at Exec 4.9
72704	New Road, Ware	0	45,000	45,000	<b>45,000</b>	0	Agreed at 9.12.13 Exec to get early vacant possession of the property.
71201	Capital Salaries	26,000	26,000	0	<b>26,000</b>	0	

## PEOPLE

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Exp  
Code

## Exp. To 31/01/14

2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 <b>Projected Spend</b>	2013/14 Variance between Proj Spend and Approved Estimate	<b>COMMENTS</b>
	£	£	£	£	£	
72442 Community Capital Grants	140,900	79,850	48,665	<b>58,900</b>	<b>(20,950)</b>	Of the individual projects awarded funding in July 2013, it is now understood that 3 expect to claim before the end of March resulting in a projected total spend during the year of £58,895.65 The others plus the 12 recently awarded in the 2nd funding round will roll over into 14/15.

**CAPITAL MONITORING 2013/14**

**PEOPLE**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72578	Drill Hall	4,350	4,640	4,639	<b>4,640</b>	0	Completed.
72582	LSP Capital Grants	12,920	7,320	800	<b>7,320</b>	0	LSP board determines when grants are going to be awarded. Sum of £30,790 held in Capital Grants in Advance.
72545	Presdales - Replace Pavilion	9,400	0	0	<b>0</b>	0	Remaining budget to be spent on further works required to pavilion & car park & partitioning works to Boiler room. Slipped into 14/15 as Property need to organise works.
<b>TOTAL</b>		<b>2,314,970</b>	<b>1,255,960</b>	<b>883,791</b>	<b>1,146,470</b>	<b>(109,490)</b>	

Reconciliation of Original to Revised Estimate

Other Amendments	(1,100,950)
Slippage from 2012/13	41,940
	<u>1,255,960</u>

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

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

**CAPITAL MONITORING 2013/14**

**PLACE**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
Various	Hertford Theatre	19,700	226,680	112,658	<b>225,770</b>	(910)	Seating refurbishment approved at 4.2 Exec, recommendation to Full Council
71272	Castle Gardens Bungalow - Replace Roof Covering	0	900	905	<b>900</b>	0	Completed. Saving achieved.
71271	Castle Gardens B/S-Resurface Footpaths	30,000	30,000	30,000	<b>30,000</b>	0	Completed.
72701	Hartham Art Project	0	5,000	5,000	<b>5,000</b>	0	Completed.
74102	Historic Building Grants	35,000	50,140	42,478	<b>50,140</b>	0	Further to the report to Exec of 4.6.13, it is now highly likely that the grants for Buildings at Risk will be forthcoming and no capital provision was made for this year. Therefore, after consultation with the Exec Member and the Director of Finance & Support Services a virement has been made of £21k from the underspend within discretionary disabled facility grants.
Various	Refuse Collection & Recycling	139,000	2,297,490	2,232,047	<b>2,293,220</b>	(4,270)	Replacement refuse vehicles project complete, small saving achieved.
72504	Provision of Play Equipment	50,000	50,000	47,763	<b>50,000</b>	0	Spend programmed for last quarter
72506	Art in Parks Project (Note 1)	5,000	5,000	0	<b>0</b>	(5,000)	Project to slip due to current severe weather conditions.
72585	The Bourne, Ware - Play Area Development Programme	40,000	4,240	4,245	<b>4,240</b>	0	External funding /compensatory works have been agreed with Thames Water which will add value to the project but delay completion to next year. Spend to date relates to consultation costs. Please note total project spend will be £45,000 as £5,000 of this is funded from Riversmead H.A.S106 monies.

**CAPITAL MONITORING 2013/14**

**PLACE**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
72507	Pishiobury Park Wetland Habitat Project (Note 2)	0	20,000	7,820	<b>20,000</b>	0	First stage complete. Non-Key decision for land swap with local fishing club now approved and project is proceeding
72508	Hartham Common-Parks Development Plan Project (Note 3)	25,000	0	0	<b>0</b>	0	Currently working with the Countryside Management Service to lever in external funding so project has slipped to 2014/15
75168	Energy Efficiency & Carbon Reduction Measures (Note 4)	45,000	0	0	<b>0</b>	0	Programme work to commence early autumn 2014. The works would include the web based smart metering to cover electric/gas (+ water if proves practicable) to as many metered sites as possible to build on that within Wallfields. We will also be recommending the solar pv scheme. Regarding costs these 2 schemes are likely to take the bulk of the funding available, if not all – and we are seeking revised detailed costings, which should be available later in the month. Agreed at 1.10.13 Exec. to slip into 2014/15.
72591	Castle Weir Micro Hydro Scheme	210,210	4,730	4,760	<b>4,760</b>	30	Water Framework Directive study now complete. Work to date shows the scheme will result in no increase in flood risk or damage to ecology. However, Environment Agency are seeking upstream improvements and this is subject to further negotiations. Project unlikely to be completed in current financial year and has slipped to 2014/15. Planning application to be considered in early Feb 2014. Application currently subject to consultation.
74106	Heart of B/S - Market Improvement Scheme	45,300	45,300	0	<b>45,300</b>	0	Ideas being developed for B/S market. There will be cost implications but we will need to consult with traders when we have something more tangible.
74106	Town Centre Environmental Enhancements	85,300	96,230	29,984	<b>96,230</b>	0	Town council projects have been slow to deliver. Officer undertaken a series of site visits in October to monitor reasons.
<b>TOTAL</b>		<b>729,510</b>	<b>2,835,710</b>	<b>2,517,660</b>	<b>2,825,560</b>	<b>(10,150)</b>	

## PLACE

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Exp Code

## Exp. To 31/01/14

2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 <b>Projected Spend</b>	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
	£	£	£	£	£	
Reconciliation of Original to Revised Estimate						
Other Amendments	2,038,440					
Slippage from 2012/13	67,760					
	<u>2,835,710</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.

Note 5. Funding of £235,789 received from HCC

**CAPITAL MONITORING 2013/14**

**PROSPERITY**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71374	Network, Servers & Storage Upgrade	50,000	0	3,900	<b>3,900</b>	3,900	
71442	Revenues & Benefits Programme		18,600	0	<b>18,600</b>	0	BACS (71377) and Housing Benefits System (71408) have been merged into this one scheme
71377	BACS	2,500	0	0	<b>0</b>	0	See code 71442
71379	Authentication	31,000	31,000	0	<b>0</b>	<b>(31,000)</b>	No longer required, therefore, request that this budget is transferred to 71435, Applications
71388	GIS	2,000	0	0	<b>0</b>	0	Completed, saving achieved.
71395	EDM - Corporate	11,000	5,000	0	<b>5,000</b>	0	Requirement for this budget still to be determined. Therefore, slipped £11,070 into 14/15.
71408	Housing Benefits System	16,100	0	0	<b>0</b>	0	See code 71442
71409	Locata	10,000	0	0	<b>0</b>	0	Scheme not to go ahead, this budget has been transferred to scheme 71435.
71414	Hardware Funding	140,000	17,210	9,233	<b>17,210</b>	0	£17,210 has been transferred from code 71439.
71425	2 Blade Enclosures	0	39,630	39,628	<b>39,630</b>	0	Completed. Overspend has been transferred from code 71431.
71426	8 Blade Servers for Workstation Virtualisation	0	48,850	48,849	<b>48,850</b>	0	Completed. Overspend has been transferred from code 71439.
71427	12 Blade Servers for Workstation Virtualisation	0	28,120	28,118	<b>28,120</b>	0	Completed. Underspend has been transferred to 71439.
71428	Servers for GCS(X) Network	0	12,020	12,013	<b>12,010</b>	<b>(10)</b>	Completed.
71429	1 New Datacenter core network switches	0	28,360	28,361	<b>28,360</b>	0	Completed.

## CAPITAL MONITORING 2013/14

## PROSPERITY

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## Exp. To 31/01/14

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71430	2 storage switch 2 x IL3 switch	0	8,190	8,189	<b>8,190</b>	0	Completed. Underspend has been transferred to 71439.
71431	Establishment of LES & internet links to replace MPLS	0	34,640	0	<b>34,640</b>	0	To be completed in Qtr 4. Underspend has been transferred to 71425.
71432	10TB Tier 1 (SAS Class) Storage	0	20,940	20,940	<b>20,940</b>	0	Completed.
71433	20TB Tier 2 (MDL Class) Storage	0	17,820	17,825	<b>17,820</b>	0	Completed. Overspend has been transferred from code 71439.
71434	Zero Clients	0	56,700	56,700	<b>56,700</b>	0	Completed. Overspend has been transferred from code 71439.
71415	Applications	55,000	0	0	<b>0</b>	0	Orders raised to date relate to ICON upgrade and BACS software. These have been transferred to separate budget headings and the remaining £62,300 budget transferred to 71435.
71443	Civica ICON Upgrade		25,770	25,778	<b>25,770</b>	0	See above comment on 71415. ICON has been successfully installed, going live 16.1.14.
71444	BACS Software		21,980	21,980	<b>21,980</b>	0	See above comment on 71415
71435	Proposed Funding for Applications	0	122,320	0	<b>153,320</b>	31,000	See above comment on 71415. Slipped total variance of above codes & 71435 of £150,000 into 14/15. As @ January, £10k has been transferred here from Locata scheme (71409). £31k, see scheme 71379.
71436	Desktop Virtualisation Application Virtualisation Secure Gateway Access	0	33,140	33,140	<b>33,140</b>	0	Completed. Overspend has been transferred from code 71439.
71437	Windows Server Licensing	0	5,000	0	<b>5,000</b>	0	Slipped £5k into 14/15



**CAPITAL MONITORING 2013/14**

**PROSPERITY**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71416	Merging systems - Licensing & Env Health	15,000	0	0	0	0	Slipped into 14/15 (agreed at 3.9 Exec)
71418	Mayrise Upgrade	10,000	30,000	27,951	30,000	0	To be completed by year end.
71420	Integrated DC & BC Systems	60,000	60,000	0	60,000	0	In regards to Soft Market testing, there are three suppliers that have confirmed dates to take part in, this will be in January. A detailed briefing for participating staff needs to be done and other prepping.
71422	Shared Services Infrastructure Integration	50,000	0	0	0	0	Budget utilised elsewhere.
71438	EH 50% share of technical/project management costs	0	55,000	0	55,000	0	
71439	Service Desk & Utilities	0	44,380	17,213	44,380	0	See various codes above
71440	Shared service print investment costs 50%	0	20,500	0	20,500	0	
71441	Shared service accommodation costs 50%	0	62,000	0	62,000	0	
71424	Provisional IT Investment	500,000	0	0	0	0	Budget utilised elsewhere.
71362	Capital Salaries	109,000	109,000	0	109,000	0	
71423	Replacement Condensers to Server Room	0	0	0	0	0	Completed. Saving achieved.

## CAPITAL MONITORING 2013/14

## PROSPERITY

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## Exp. To 31/01/14

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
75240	Bircherley Green MSCP - Major Refurb. & Repairs	66,240	66,240	10,294	<b>66,240</b>	0	Asset Management Group have requested that further expenditure be postponed until after a decision has been made on the future of the car park. Spend to date relates to final payment for the major works. Still awaiting response from Landlord and Agents, Asset Mgt meeting being held on 18th February.
75241	Gascoyne Way MSCP - Major Refurb. & Repairs	0	8,600	7,475	<b>7,480</b>	(1,120)	Completed, saving achieved.
75268	Northgate End - Resurfacing & Lining	50,000	50,000	44,340	<b>50,000</b>	0	Further works to be carried out but weather dependant.
75269	Bell Street - Resurfacing & Lining	25,000	25,000	16,262	<b>25,000</b>	0	Works 60% completed.
75166	Replace Footbridge Library Car Park Ware	7,200	5,300	5,265	<b>5,300</b>	0	Completed. Saving achieved.
71273	Wallfields Fire Alarm Upgrade	0	(770)	(766)	<b>(770)</b>	0	Completed, small saving.
71234	Wallfields Ground Floor Refurbishment	0	0	35,559	<b>35,600</b>	35,600	
71274	Wallfields Replacement of Radiators	60,000	0	0	<b>0</b>	0	Replacement of radiators not to go ahead, however, other works are needed on improving the boiler and heating system. Budget now to be utilised on the boiler instead, slipped into 14/15 as works can't be carried out until the summer months.
71275	New Refurbishment Works to Wallfields Old Building	20,000	20,000	1,190	<b>20,000</b>	0	This was originally the scheme for Wallfields Server Room Fire Suppression systems, however, this budget is now being utilised on new refurbishment works to the old Wallfields building (agreed at 4.2.14 Exec). Commitment to date relates to lighting to 1st floor inspectors office.

**CAPITAL MONITORING 2013/14**

**PROSPERITY**

**Exp. To 31/01/14**

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71276	Wallfields - Equality Access & Card Control to Doors	40,000	40,000	12,835	<b>40,000</b>	0	Specification stage.
71269	Wallfields Security Gates & Fencing to Boiler House	15,000	0	0	<b>0</b>	0	Scheme to be reviewed therefore, slipped into 14/15.
71279	Buntingford Service Centre - Fire Alarm	0	10,000	7,021	<b>10,000</b>	0	Scheme approved by members 4.2.14 as part of overall new capital programme.
72598	Cricketfield Lane - Resurface Footpath & Retainment Works	75,000	0	0	<b>0</b>	0	Scheme to be reviewed. If this goes ahead, it can only be carried out in school summer holidays therefore, slipped into 14/15.
71203	Replacement Chairs & Desks	10,000	11,080	8,149	<b>11,080</b>	0	It is expected that about £4,000 will be spent on refurbishment project in Wallfields old building in 4th quarter. We are also looking at the replacement of some of the Council Chamber furniture which is now quite old.
75160	River & Watercourse Structures	47,500	61,800	31,790	<b>61,800</b>	0	Consultation still ongoing to replace the St. Andrew Street Car Park bridge in Hertford Castle grounds . Remedial & safety works required for other EH owned bridges are ongoing (delayed due to bad weather) . Proposed flood alleviation asset to be constructed in Dane End is ongoing. Flood alleviation works have been identified at sites in Bishops Stortford and are progressing.
75157	Footbridge over River Stort	91,020	90,220	2,815	<b>90,220</b>	0	Still trying to resolve the outstanding issues so while there is no progress yet, hope to finalise the matter this year.
72568	North Drive - reconstruct road & drainage	15,380	630	1,227	<b>630</b>	0	Unable to resolve this at the moment as the money available is not enough to upgrade the road properly, however there are a couple of private planning schemes that may come forward that we hope to be able to include the road in. £14,750 slipped into 14/15 (agreed at 9.12 Exec). Overspend to be treated as negative slippage.

## PROSPERITY

## Exp. To 31/01/14

Exp Code	2013/14 Approved Schemes	2013/14 Original Estimate	2013/14 Revised Estimate	2013/14 Total Spend to Date	2013/14 Projected Spend	2013/14 Variance between Proj Spend and Approved Estimate	COMMENTS
		£	£	£	£	£	
71266	Capital Salaries	53,600	53,600	0	<b>53,600</b>	0	
71251	Automated Telling Machines at Hertford & B/S	0	0	0	<b>0</b>	0	Due to significant issues with the testing of the Civica payment system upgrade £12,800 has slipped to 2014/15.
72702	Parking Services - Operational Vehicle	10,000	0	0	<b>0</b>	0	Originally an approved capital bid for a used operational vehicle for Parking Services. Following a full cost/benefit review the lease cost of a new vehicle was comparable to the net cost of running a used vehicle so a new lease has progressed instead.
<b>TOTAL</b>		<b>1,647,540</b>	<b>1,397,870</b>	<b>583,274</b>	<b>1,436,240</b>	<b>38,370</b>	
	Reconciliation of Original to Revised Estimate						
	Other Amendments	(410,430)					
	Slippage from 2012/13	160,760					
		<u>1,397,870</u>					

## ESSENTIAL REFERENCE PAPER 'E'

### SUMMARY OF PREVIOUSLY REPORTED VARIANCES ON THE REVENUE BUDGET

		Projected Outturn 31 March 2014 £'000	
1.1	April	0	
	May	225	Favourable
	June	349	Favourable
	July	340	Favourable
	August	290	Favourable
	September	138	Favourable
	October	307	Favourable
	November (CMT only)	526	Favourable
	December	607	Favourable

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

<b>ITEM (in order of Corporate Priority)</b>	<b>MONTH(S) REPORTED</b>
<p>adverse variance of £113k. The projection includes the part year cost of Pensions Auto Enrolment</p>	
<p>1.6 TURNOVER The Forecast Outturn for 2013/14 is expected to result in an adverse variance of £97k</p>	September
<p>1.7 TURNOVER The Forecast Outturn for 2013/14 is expected to result in an adverse variance of £121k</p>	October
<p>1.8 TURNOVER The Forecast Outturn for 2013/14 is expected to result in an adverse variance of £112k</p>	November
<p>1.9 TURNOVER The Forecast Outturn for 2013/14 is expected to result in an adverse variance of £112k</p>	December
<p>1.10 Hillcrest Hostel In line with experience to date, the adverse income variance for rental income was revised from £25,000 to £30,000.</p>	December
<p>1.11 NEW HOMES BONUS GRANT The Government has released additional New Homes Bonus grant monies. As a consequence East Herts Council has received a windfall sum of £20k.</p>	May
<p>1.12 COLLECTION FUND Upon finalising the balance on the Council Tax Collection Fund there is a £55k favourable position.</p>	May
<p>1.13 REVENUES AND BENEFITS SERVICE Additional DWP support has been received totalling £38k to assist with the ongoing cost of the Welfare Reform arrangements. The additional funding will be spent by the end of the financial year.</p>	August
<p>1.14 COMMUNITY CAPITAL GRANTS £54,900 of the Community Capital Grants budget to be re-profiled from 2013/14 to 2014/15. (Para 2.38 to Report)</p>	July
<p>1.15 DISCRETIONARY DISABLED FACILITIES</p>	July

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>In accordance with Financial Regulation 4.5.5, the virement of £21,000 from Discretionary Disabled Facility Grants capital budget into the Historic Buildings Grant budget. (Para 2.39 of Report).</p>	
<p>1.16 CAPITAL PROGRAMME Reprofile of Capital Programme for Portfolio as follows:</p> <ul style="list-style-type: none"> <li>• People – Social Housing Schemes - £820,740.</li> <li>• People – Community Capital Grants - £21,100.</li> </ul>	September
<p>1.17 Revenues and Benefits Recovery of Summons Costs A review of income recovery for summons costs has resulted in the identification of an adverse variance of £25,000 for the financial year.</p>	October
<p>1.18 Welfare Reform budget The budget for 2013/14 is currently showing an underspend with no further commitment identified against the budget a likely favourable variance of £97,000 is forecast.</p>	October
<p>1.19 Land Charges Income Land Charges income continues to over achieve as a result of the improvement in the District's housing market. The income budget is now forecast to overachieve by £45,000</p>	November
<p>1.20 Capital Programme Slippage of £9,400 allocated for the replacement of Presdales Pavilion to 2014/15.</p>	December
<p><b>Place</b> 1.21 PLANNING CONTINGENCY The 2013/14 budget includes a planning contingency sum of £600k which allows for unforeseen events to be funded in-year. The changes that were agreed in February 2013 to the current recycling provision in East</p>	April

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

Herts have now been financially evaluated and a paper is included as **Essential Reference Paper 'F'** that details the latest available financial information. Due to changes in funding available from County, a reduction in the value achievable through sale of the vehicles and reductions in expenditure, £24,606 is required from the planning contingency to allow the scheme to remain affordable

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

**1.22 PLANNING CONTINGENCY**

May

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

**1.23 PLANNING CONTINGENCY**

June

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

**1.24 PLANNING CONTINGENCY**

June

CMT agreed on 16 July 2013 to vire £40k of the Planning Contingency budget for the Housing Needs Survey. They also agreed to vire a sum for an additional Human Resources admin post for one year on scale 5. It is



ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>assumed that the funding required in 2013/14 will be for eight months at circa £16k. This will be result in a cost of circa £8k falling in 2014/15 in respect of the balance of four months.</p>	
<p>1.25 PLANNING CONTINGENCY</p> <p>In accordance with Financial regulations 4.5.5, the £40k virement form Planning Contingency budget agreed by CMT on 16 July for Housing Needs Survey. (Para 2.10 of Report)</p>	July
<p>1.26 PLANNING CONTINGENCY</p> <p>The planned appropriation to the interest equalization reserve in 2013/14 being reduced in line with any shortfall in investment income arising in the current year. (Para 2.27 of Report.</p>	July
<p>1.27 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £502k which if not required during the year will result in an additional favourable variance from the £209k reported this month.</p>	August
<p>1.28 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £502k which if not required during the year will result in an additional favourable variance from the £138k reported this month</p>	September
<p>1.29 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £467k which if not required during the year will result in an additional</p>	October

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
favourable variance over and above the £307k reported for the period.	
<p>1.30 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £452k which if not required during the year will result in an additional favourable variance over and above the £526k reported for the period. These budgets are for one-off areas of spend. No permanent service growth has been identified for the service costs detailed below for inclusion in the 2014/15 base budget.</p>	November
<p>1.31 PLANNING CONTINGENCY</p> <p>The original 2013/14 budget included a planning contingency sum of £591k which allows for unforeseen events to be funded in-year. Currently there is a balance of £440k which if not required during the year will result in an additional favourable variance over and above the £607k reported for the period. These budgets are for one-off areas of spend. No permanent service growth has been identified for the service costs detailed below for inclusion in the 2014/15 base budget.</p>	December
<p>1.32 CCTV</p> <p>There has been a CCTV refund of £8k received from Stevenage Council in respect of previous years running costs.</p>	June
<p>1.33 GREEN WASTE COLLECTION</p> <p>There is a possible under spend on Green Waste collection of £40k (subject to the implementation of the new recycling scheme). This is due to limited opportunities to implement organic waste collection from hard to reach properties and contract design efficiencies.</p>	June
<p>1.34 RECYCLING BANKS MAINTENANCE</p> <p>There is an expected under spend of at least£5k on the</p>	June

<b>ITEM (in order of Corporate Priority)</b>	<b>MONTH(S) REPORTED</b>
<p>maintenance of recycling banks. Recycling banks have been reduced in recent years to collect textiles and paper only. There is a reduction in the number of sites due to supermarkets making their own arrangements expected. Members chose not to implement cardboard recycling banks as part of the new recycling service.</p>	
<p>1.35 CLINICAL WASTE Business in the first quarter suggests additional income of £20k with Clinical Waste.</p>	June
<p>1.36 STREET CLEANSING There is an under spend of £25k in the Street Cleansing service due to contract efficiencies.</p>	June
<p>1.37 GROUNDS MAINTENANCE There is a net saving of £13k in the Grounds maintenance contract as Hertford Town Council has taken over the maintenance of the Castle grounds under a service level agreement. This was a Non Key decision report made in September 2012.</p>	June
<p>1.38 TRADE WASTE Due to an increase in Trade Waste business, income is predicting to be £60k greater than expected. This is partly off set by increased operating costs.</p>	August
<p>1.39 RECYCLING A reduction in paper tonnage collected is likely to result in reduced income of £10k for the year.</p>	August
<p>1.40 RECYCLING Since the last reporting period the forecast outturn for Kerbside Dry recycling has been reduced to £23,000. Dry Recycling Income is forecast to result in an adverse variance of £15,000.</p>	September
<p>1.41 RECYCLING A favourable variance has been identified of £81,000 on the payments from County for diversion of waste from landfill as a result of the implementation of the</p>	October

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>SPARC (Separate Paper and Recycling Collections). In line with the national trend, Dry Recycling income is now forecast to result in an adverse variance of £80,000 (£15,000 for September Healthcheck) by the end of the financial year.</p>	
<p>1.42 ENERGY EFFICIENCY AND CARBON REDUCTION MEASURES – CAPITAL BUDGET Re profile £45,000 Energy Efficiency and Carbon Reduction capital budget to 2014/15 from 2013/14.</p>	August
<p>1.43 Separate Paper and Recycling Collections A favourable variance has been identified of £16,000 for transport subsidy in relation to the implementation of the SPARC (Separate Paper and Recycling Collections).</p>	November
<p>1.44 Separate Paper and Recycling Collections The Domestic waste and Dry Recycling collection contracts are forecast to be £13,000 and £18,000 respectively lower than expected.</p>	December
<p>1.45 Playground Inspections Playground inspection costs are expected to be lower than anticipated - (£11.5k favourable variance).</p>	November
<p>1.46 Pest Control and Leisure Income Income for Pest Control and Leisure Services is forecast to under achieve by £34k approximately in total.</p>	November
<p>1.47 Hertford Theatre An adverse variance of £10,000 is forecast for Hertford Theatre's equipment budget. The additional cost is required to purchase replacement equipment and additional shelving.</p>	December
<p>1.48 Various Minor Budget Changes Various minor budget changes totalling less than £12,000 have been identified within Customer and Community budgets.</p>	December

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.49 CAPITAL PROGRAMME Reprofile of Capital Programme for Portfolio as follows:</p> <ul style="list-style-type: none"> <li>• Place – Parks – Hartham Common - £25,000.</li> <li>• Place – Castle weir Micro Hydro Scheme - £203,980.</li> </ul>	September
<p>1.50 LOCAL DEVELOPMENT PLAN The budget for the Local development Plan upkeep is not required for 2013/14 resulting in a favourable variance of £60,000.</p>	October
<p>1.51 PRIORITY SPEND A forecast outturn of £30,000 is expected on the Priority Spend budget for 2013/14. In view that the budget supports medium to short term economic development the uncommitted budget for 2013/14 will be transferred to the New Homes Bonus Priority Reserve.</p>	October
<b>Prosperity</b>	
<p>1.52 DEVELOPMENT CONTROL FEES  With income of £125k received from Bishop's Stortford North Development and the underlying income being maintained for the first two months an extra £150k is expected at this point in time.</p>	April
<p>1.53 DEVELOPMENT CONTROL FEES With Development Management income of £125k received from the Bishop's Stortford North Development and the underlying income being maintained, the forecast outturn for income is expected to increase by £300k (revised from £250k in July 2013). Larger fees are being received for proposed developments in Buntingford and Hertford.</p>	August

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.54 DEVELOPMENT CONTROL FEES</p> <p>With Development Management income of £125k received from the Bishop's Stortford North Development and the underlying income being maintained, the forecast outturn for income is expected to increase by £330k (revised from £300k in July 2013). Larger fees are being received for proposed developments in Buntingford and Hertford.</p>	September
<p>1.55 DEVELOPMENT CONTROL FEES</p> <p>With Development Management income of £125k received from the Bishop's Stortford North Development and the underlying income being maintained, the forecast outturn for income is expected to increase by £450k (revised from £330k in September 2013). Larger fees are being received for proposed developments in Buntingford and Hertford.</p>	October
<p>1.56 DEVELOPMENT CONTROL FEES</p> <p>In line with increased development activity in the District, pre application advice is expected to increase resulting in a forecasted favourable variance of £25,000.</p> <p>However Planning Appeals are expected to increase in 2013/14 resulting in a forecast adverse variance of £60,000 for the additional costs.</p>	September
<p>1.57 PLANNING APPEALS</p> <p>2.1 The adverse variance on Planning Appeals has been revised to £160,000 (£60,000 for September Healthcheck).</p>	October
<p>1.58 CAR PARK INCOME</p> <p>There has been a £12k loss of Car Park income (£5k stolen) due to machines being broken into and then out of action (£7K).</p>	June
<p>1.59 CAR PARK INCOME</p>	August

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

Due to significant volatility in car park use, the 2013/14 income budget for Pay and Display Parking will not be achieved, a shortfall of £160k is anticipated. This includes a shortfall in the income forecast to result from the re-designation of Link and Northgate End car parks.

A realignment of supermarket parking reimbursement fees is forecast to result in a favourable variance of £46k.

**1.60 CAR PARKING EXPENDITURE**

August

A contingency in the Enforcement contract is now no longer required resulting in a favourable variance of £50k. The implementation of a mobile enforcement vehicle has been delayed until 2014/15 resulting in a further favourable variance of £29k. These are in addition to the favourable contract variation of £20k reported in the prior period due to the abandonment of vehicle removals.

**1.61 CAR PARK INCOME**

September

2.2 Parking PCN income is expected to be £75,000 lower than expected by the end of the financial year. Officers are satisfied that the issue and processing arrangements for the service are robust. The adverse variance may have an ongoing impact for the 2014/15 budget. This adverse variance is partially offset by higher than expected season ticket sales at Bishop Stortford (£9,000). However the car washing income for Hertford is no longer a feasible income stream.

**1.62 INVESTMENT INTEREST**

July

The planned appropriation to the interest equalization reserve in 2013/14 being reduced in line with any shortfall in investment income arising in the current year. (Para 2.27 of Report.

ITEM (in order of Corporate Priority)	MONTH(S) REPORTED
<p>1.63 INVESTMENT INTEREST</p> <p>Lower than expected returns on the Council's investment portfolio are likely to result in a revised adverse variance of £150,000 (£100,000 September Healthcheck).</p>	October
<p>1.64 MARKET INCOME</p> <p>In line with national trends Market licence income has experienced a downturn as a result of fewer market traders.</p>	October
<p>1.65 IT – MERGING OF LICENSING AND ENVIRONMENTAL HEALTH CAPITAL BUDGET</p> <p>That £15,000 of the IT merging Licensing and Environmental Health capital budget is re- profiled from 2013/14 into 2014/15.</p>	July
<p>1.66 Housing Strategy</p> <p>Government Grant of £50k is forecast to be received to support the Council's Housing Strategy.</p>	November
<p>1.67 A favourable variance of £9k is expected for the Shared Audit Service due to a forecast reduction in audit days allocated to East Herts.</p>	November
<p>1.68 CAPITAL PROGRAMME</p> <p>Reprofile of Capital Programme for Portfolio as follows:</p> <ul style="list-style-type: none"> <li>• Prosperity – Automated Telling Machines at Hertford and B/Stortford - £12,800.</li> </ul>	September
<p>1.69 CAPITAL PROGRAMME</p> <p>CMT are asked to support the re-profile of £0.777 million within the Capital Programme to 2014/15 as follows:</p> <ul style="list-style-type: none"> <li>• People – Various schemes totalling £421,960</li> <li>• Place – Various schemes totalling £35,760.</li> </ul>	October



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

- Prosperity – Various schemes totalling £319,750.
- CMT are asked to support a request to bring forward £14,950 for the 2014/15 Community Capital Grants budget. This reflects 2012/13 grant commitment no longer required and can be reallocated to other projects in 2013/14.
- CMT are asked to support a capital budget of £45,000 for investment of property

**1.70 CAPITAL PROGRAMME**

November

There are no reprofiling requests for the reporting period to 30 November 2013

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**For information only: Performance indicators guidance**

Sorted by PI code

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

**Other Guidance**

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

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

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

EHPI 12b No. of long-term sickness absence days per FTE staff in post

**PI Definition**

Monthly:

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

Yearly:

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

**Data Source**

People and property services

**Other Guidance**

An employees FTE Sickness day = FTE x number of work days off sick.  
Long-term sickness: 29 days or more continuous days off sick.  
If the report is for more than a month, take an average FTE for whole period.

EHPI 12c Total number of sickness absence days per FTE staff in post
<b>PI Definition</b>
<p>Monthly:</p> $\frac{\text{accumulated FTE sickness}}{\text{FTE Staff in Post}} \times 100$ <p>Yearly:</p> $\frac{\text{accumulated FTE sickness} \times 100}{\text{Average FTE Staff in Post}}$
<b>Data Source</b>
People and property services
<b>Other Guidance</b>
<p>An employees FTE Sickness day = FTE x number of work days off sick.          If the report is for more than a month, take an average FTE for whole period.</p>

EHPI 7.35 Commitment compared to profile
<b>PI Definition</b>
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
<b>Data Source</b>
People and property services

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

EHPI 5.1 % of complaints resolved in 14 days or less.

### PI Definition

'total number of complaints resolved during the period in 14 days or less by the Council' / 'total number complaints resolved during the period' x 100

### Data Source

Information, Parking and Customer Service

### Other Guidance

This indicator will enable the effectiveness of the Council's Complaints system to be monitored across the Council. This is a new indicator to monitor the effectiveness of our customer feedback process.

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

### PI Definition

'Total number of complaints upheld during the period by the Council / 'total number of complaints determined during the period by the Council (this is not the same number as those received as not all received are determined within the period monitored) x 100

### Data Source

Information, Parking and Customer Service



**Other Guidance**

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

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

**PI Definition**

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

**Data Source**

Information, Parking and Customer Service

**Other Guidance**

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

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

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

### PI Definition

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

### Data Source

Information, Parking and Customer Service

### Other Guidance

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

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

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

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

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## EAST HERTS COUNCIL

### CORPORATE BUSINESS SCRUTINY COMMITTEE – 18 MARCH 2014

#### REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

#### SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

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#### **Purpose/Summary of Report:**

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

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

#### 1.0 Background

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

#### 2.0 Report

2.1 The draft agenda for the first meeting of 2014/15 for Corporate Business Scrutiny Committee is shown in **Essential Reference Paper 'B'**. Members are asked whether there is any additional topic they wish to put forward for inclusion on this, or any future agenda.

2.2 The timing of some items shown may have to change depending on availability of essential data (e.g. from central government).

2.3 Members are asked if they will accept a request to take a report '*Shared Services for Revenues and Benefits: two years on*' onto the CBS agenda for 8 July 2014.

2.4 A training session (*Finance and Decision making - questions to ask when considering the 'business case'*) has been scheduled as

part of the November meeting agenda for CBS and any other Members who wish to attend.

2.5 Members will have an opportunity to undertake a full review of the 2013/14 scrutiny year and set out more detailed plans for 2014/15 at a workshop event on Tuesday 25 March 2014.

### 3.0 Implications/Consultations

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

### Background Papers

None.

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

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

Report Author: Marian Langley – Scrutiny Officer, Extn: 1612.  
[marian.langley@eastherts.gov.uk](mailto:marian.langley@eastherts.gov.uk)

## ESSENTIAL REFERENCE PAPER 'A'

### IMPLICATIONS/CONSULTATIONS:

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

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## Corporate Business Scrutiny Committee DRAFT work programme 2014/15

meeting	date	topic	NOTES	Next Exec
2014/15	Civic Year			
1 in 14/15	27 May 2014  <b>NOTE new date</b>	<ul style="list-style-type: none"> <li>• Work Programme 2014/15</li> <li>• EH Customer Services' Strategy</li> <li>• Data protection one-year action plan – progress and closure report</li> <li>• East Herts Improvement Plan monitoring report (final)</li> <li>• 2013/14 Performance Indicator Outturns</li> <li>• Service Plan Oct 2013 – March 2014 monitoring</li> </ul>	<i>the Healthcheck will be attached as a ERP</i>	3 June 2014 1 July 2014
2 in 14/15	08 July 2014	<ul style="list-style-type: none"> <li>• Work programme</li> <li>• Comments, Compliments and Complaints (3Cs) 2013/14 review</li> <li>• Data Protection (Information Security) action plan – annual governance report</li> <li>• Shared Service for Revenues and Benefits – two years on.</li> </ul>	<b>NEW REQUEST</b>	5 Aug 2014

## Essential Reference Paper 'B'

3 in 14/15	26 Aug 2014	<ul style="list-style-type: none"> <li>• Annual Governance Statement 2013/14 and action plan 2014/15</li> <li>• Healthcheck through to June 2014</li> <li>• Work programme</li> <li>• Corporate Annual Report 2013/14</li> <li>• 4 year Corporate Strategic Plan (2015/16 to 2018/19)</li> <li>• Medium Term financial strategy (2015/16 to 2018/19)</li> </ul>		2 Sept 2014 7 Oct 2014
4 in 14/15	21 Oct 2014	<ul style="list-style-type: none"> <li>• ?</li> <li>• ?</li> <li>• Work programme</li> </ul>	<i>Meeting likely to be cancelled in favour of a conversation café style BUDGET training event later in the year.</i>	4 Nov 2014
5 in 14/15	25 Nov 2014	<ul style="list-style-type: none"> <li>• This meeting will have a training item on the agenda: <i>Finance and Decision making - questions to ask when considering the 'business case'</i></li> <li>• Partnership register – risk monitoring</li> <li>• Service Plan April 2014 –</li> </ul>		2 Dec 2014

		<ul style="list-style-type: none"> <li>Sept 2014 monitoring</li> <li>Healthcheck through to Sept 2014</li> <li>Work programme</li> </ul>		
6 in 14/15 <b>JOINT</b>	20 Jan 2015	<b>BUDGET</b> <ul style="list-style-type: none"> <li><i>Capital Programme 2014/15 (Revised) to 2017/18</i></li> <li><i>Fees and Charges 2015/16</i></li> <li><i>Revenue Estimates, Services – 2014/15 Probable, 2015/16 Estimate</i></li> <li><i>Consolidated Budget report 2015/16 and Medium Term Financial Plan</i></li> </ul>		3 Feb 2015
7 in 14/15 <b>JOINT</b>	10 Feb 2015	<ul style="list-style-type: none"> <li><b>2015/16 Service Plans</b></li> <li><b>2014/15 Estimates and 2015/16 Future targets</b></li> </ul>		3 Mar 2015
8 in 14/15	17 Mar 2015	<ul style="list-style-type: none"> <li><i>vacancy</i></li> <li><i>vacancy</i></li> <li>Healthcheck through to Jan 2015</li> <li>Work programme – planning for 2015/16</li> </ul>		2 June 2015 TBC

### The four principles of good public scrutiny:

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

<b>Corporate Business Scrutiny</b>	<ol style="list-style-type: none"> <li>1. To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement.</li> <li>2. To consider the budget setting proposals and strategies of the Council.</li> <li>3. To make recommendations to the Executive on matters within the remit of the Committee.</li> <li>4. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change on matters within the remit of the Committee.</li> <li>5. To consider issues referred by the Executive, including modifications to the Constitution, or members of the Committee and where the views of outsiders may contribute, take evidence and report to the Executive and Council on matters within the remit of the Committee.</li> <li>6. To consider any item referred to the Committee by any Member of the Council who is not a member of this Committee and decide whether that item should be pursued on matters within the remit of the Committee.</li> <li>7. To appoint annually Standing Panels as may be determined, which shall be given a brief to consider a specified service area relating to matters within the remit of the Committee and</li> </ol>
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	<p>report back to the Committee on a regular basis as determined by the Committee.</p> <p>8. To consider, should it choose to do so, any item within the remit of the Committee to be considered by the Executive (except items of urgent business). The relevant report to the Executive shall consider any report and recommendations on the item submitted by the Scrutiny Committee.</p>
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