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Jeff Hughes

*Head of Democratic and Legal
Support Services*

MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 25 AUGUST 2015
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE:

Councillors P Phillips (Chairman), M Allen, R Brunton, S Bull, J Cartwright, M Casey, R Henson, M Pope (Vice-Chairman), M Stevenson and J Wyllie.

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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.)

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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes - 14 July 2015

To confirm the Minutes of the meeting of the Committee held on Tuesday 14 July 2015 (Previously circulated as part of the Council Minute book for 29 July 2015).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Member training – Finance and decision making: questions to ask when making the 'business case'

6. Work Programme (Pages 7 - 14)

7. Quarterly Corporate Healthcheck - Quarter 1 - June 2015 (Pages 15 - 66)

8. 2014/15 Corporate Annual Report (Pages 67 - 104)

9. Review of fees and charges calculations and levels

'Report to Follow'.

10. Annual Governance Statement (Pages 105 - 134)

11. Urgent Business

To consider such other business as, in the opinion of the Chairman of

the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 25 AUGUST 2015

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

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

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

1.0 Background

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

2.0 Report

- 2.1 The draft agenda for 2015/16 meetings of Corporate Business Scrutiny Committee is shown in **Essential Reference Paper B**. The timing of some items shown may have to change depending on availability of essential data (eg from central government).
- 2.2 As agreed by Members at the last meeting, the full report on the '4 year Corporate Strategic Plan (2016/17 to 2019/20)' has been re-scheduled for the autumn (24 Nov 2015) to fit in with the revised approach for budget and service planning.
- 2.3 Delayed by the May 2015 elections, the Residents' Survey is going into the field later than usual. The research company (ORS) is tasked with bringing the results for presentation in May 2016, so this report has been rescheduled to fit with the new timeframe.

- 2.4 Members are asked whether there is any additional scrutiny topic they wish to put forward for inclusion on any future CBS agenda.
- 2.5 Members are also asked whether they wish to extend an invitation to one or more of the Executive members to attend a particular meeting or for a specific agenda item.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None.

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Report Author: Marian Langley – Scrutiny Officer, Extn: 1612.
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives</p> <p>(2015/16 wording)</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute. This priority focuses on enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place – Safe and Clean. This priority focuses on the standards of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from the Executive and all Members and the public are asked through an annual item in the 'council tax' edition of LINK magazine which is delivered to every household. Members of each scrutiny committee are consulted at every meeting as their work programme is a standing item on the agenda.</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>
<p>Health and wellbeing – issues and impacts:</p>	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect impact on the general wellbeing of residents of East Herts.</p> <p>The Health and Wellbeing Scrutiny Committee is set up to specifically focus in on issues and topics which have a direct and immediate impact on the health and wellbeing of all those who live, work or study in the district.</p>

Essential Reference Paper 'B'

Corporate Business Committee Work Programme 2015/16 (DRAFT)

2015/16 meeting	Civic Year date	topic	Contact officer/lead	Next Exec
(4 in 15/16)	20 Oct 2015	CBS agreed to cancel meeting in favour of a BUDGET and SERVICE PLANNING training event on this date – open to ALL members		
5 in 15/16	24 Nov 2015	Work programme	Scrutiny Officer	1 Dec 2015
		Council Tax Support Scheme (following consultation)	Director of Finance and Support Services	
	Report deadline 11 Nov	4 year Corporate Strategic Plan (2016/17 to 2019/20) ... moved from July meeting	CHANGE OF DATE	
	Partnership register – risk monitoring	Head of Service		
	Service Plan April 2015 – Sept 2015 monitoring	Lead Officer – Corporate Planning		
	Healthcheck through to Sept 2015	Lead Officer – Performance		
JOINT SCRUTINY	19 Jan 2016 Report	BUDGET X X	Exact title of report(s) TBC	2 Feb 2015

Essential Reference Paper 'B'

	deadline 06 Jan			
JOINT SCRUTINY	09 Feb 2016	2016/17 Service Plans		8 Mar 2015
	Report deadline 27 Jan	2015/16 Performance Indicator Estimates and 2016/17 Future targets		
8 in 15/16	22 Mar 2016	Residents' Survey results and analysis – and draft action plan if there is one separate to the Corporate Plan	Delayed start: outcomes not available until MAY 2016 . Rescheduled for CBS then.	5 Apr 2015
	Report deadline 9 Mar	NEW: options for changes to Council Tax Support Scheme (for 2017/18 year) – with financial modelling	(requested by CBS on 14/7/15)	
		?		
		Healthcheck through to January 2016	Lead Officer – Performance	
		Work Programme – planning for 2016/17)	Scrutiny Officer	

The CfPS four principles of good public scrutiny:

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

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

	<p>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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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY – 25 AUGUST 2015

QUARTERLY CORPORATE HEALTHCHECK – QUARTER 1/JUNE 2015

REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To provide a report on finance and performance monitoring for East Herts Council for 2015/16 as at June 2015.
- The revenue budget for 2015/16 is £14.133m. The forecast position as at Quarter one shows an overspend of £144k in 2015/16. The main contributory factors are overspends against service budgets of £448k and underspends against corporate items totalling £302k.
- The capital budget for 2015/16 is £2.718m. The forecast position shows a variance of £253k underspent in addition to £90k slippage into future financial years.
- Corporate Business Scrutiny has 16 indicators in its quarterly performance monitoring basket. 10 of those are either on target or exceeding their targets with the remaining six indicators off target.
- The performance system analyses current performance for all indicators against past performance. For the trend only indicators the short term changes (since the indicator was last reported) are summarised at (paragraph 7.2). Moreover, for all indicators (including those with targets), where current performance is less than the average for the preceding 12 months/ 4 quarters this is flagged as a potential long term trend. 2 of the 16 indicators have been flagged for this reporting period and further analysis behind each can be found in paragraph 7.2.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY

COMMITTEE: That, in relation to the following items:

(A)	The revenue budget forecast overspend of £144k (paragraph 2.1).
(B)	Proposed slippage on the following capital schemes: <ul style="list-style-type: none">• ICT Funding for Applications, £40k (paragraph 3.4);• Disabled Facilities Grant £50k (paragraph 3.3)
(C)	Additional capital funding for the following scheme: <ul style="list-style-type: none">• Grange Paddocks heat exchanger, £17k (paragraph 3.5).
(D)	Carry forward requests from 2014/15 to 2015/16 of £139k, in paragraph 4.2.
(E)	The current explanation for long term trends: <ul style="list-style-type: none">• EHPI 181 – Time taken to process Housing Benefit new claims and change events (Paragraph 7.2)• EHPI 9.5 - Percentage of ICT Calls Resolved at First Point of Contact (Paragraph 7.2)
the Executive be advised that Corporate Business Scrutiny Committee has considered:	
(1)	Items (A), (B), and (E) above and has no comments to make
(2)	and supports the approval of items (C) and (D) above.

1 BACKGROUND

1.1 This is the finance and performance monitoring report for the council.

1.2 In February 2015 Council agreed a balanced budget for the 2015/16 financial year. This report sets out the financial position for the year to date and provides forecasts for the outturn position.

1.3 In 2014 Council approved the performance measures that would be monitored. This report sets out the year to date performance against those targets.

2 REVENUE BUDGET

2.1 The Council is forecast to overspend in 2015/16 by £144k. Table 1 below shows the current forecast outturn position as at 30th June 2015 by directorate.

Table 1: Revenue forecast outturn

Revenue	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Customer and Community Services	6,513	6,336	(177)
Neighbourhood services	3,042	3,539	497
Finance and Support services	5,198	5,324	127
Net cost of Services	14,753	15,199	448
Priority Spend Budget	130	130	-
Contingency Budget	370	68	(302)
Contributions to/(from) reserves	(1,120)	(1,120)	0
Total	14,133	14,277	144

2.2 The key service budget month on month variances in the forecast outturn are summarised below in Table 2:

Table 2: Month on month service budget variances.

Month on Month Variance	Variance £'000
Staff Salaries	291
Bishops Stortford Market	47
Bircherley Green Car Park	126
Planning Application Fees	189
Building Control Safe style income	40
Pay & Display income	(267)
Causeway Car Park Rent	58
Commercial Waste	(132)
Contract inflation (Refuse & Recycling)	(92)
Public Health Promotions	100
Charringtons House – Rental income	41
External Audit Fees	(30)
Bank Charges	25
Subsidising Pay and display income	30
RingGo – Pay by phone	14
PCSO's (Police Community Support Officers)	19
Other small variances	(11)
Total Month on Month Variance	448

2.3 The main variances in the forecast outturn are set out below by Directorate and can be found in **Essential Reference Paper B.**

Customer and Community Services

2.4 The forecast outturn position shows a £178k underspend. Table 3 below shows the breakdown by service.

Table 3: Customer and Community Services forecast outturn

Community & Customer Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Chief Executive and Director of Customer & Community	151	122	(29)
Business Development	344	392	48
Communications, Engagement & Culture	928	948	20
Customer Services & Parking	(519)	(499)	20
Environmental Services	5,609	5,373	(236)
Total:	6,513	6,251	(177)

Key variances arising this month:

- 2.4.1 Following the community right to challenge the management fee to Bishops Stortford Town council for running the Market will exceed the approved budget by £47k. This is currently being managed as a pressure within the service.
- 2.4.2 Use of the RingGo pay by phone service in the pay and display car parks is expected to increase by 30% in 2015/16. The cost to the motorist of using this service is passed on to the Council, currently forecast to result in an additional cost of £14k. This is currently being managed as a pressure within the service.
- 2.4.3 Salaries within Customer and Community are expected to be £67k overspent £7k of this will be funded through the Contingency Budget.
- 2.4.4 Following the sale of the lease for Bircherley Green Car Park in Hertford at the end of March 2015, the Council is no longer responsible for the running of the car park. Therefore a net overspend of £126k is reported mainly due to lost income. This is currently being managed as a pressure within the service.
- 2.4.5 The consultation for Bishop's Stortford Parking Futures has been expanded in agreement with the Portfolio holder, with additional costs of £7k in 2015/16. This is currently being managed as a pressure within the service.

2.4.6 Sawbridgeworth and Buntingford town Councils will no longer be subsidising Pay and Display parking, resulting in a £30k reduction in income. As approved by Executive on 8th June 2015, this is to be funded through use of the New Homes Bonus Priority Spend budget.

2.4.7 The landlord of the Causeway car park in Bishop's Stortford has undertaken a rent review, it is anticipated that this will increase the rental cost to the Council by £58k per year. This is currently being managed as a pressure within the service.

2.4.8 Pay and Display income at the Councils car parks continues to be above profiled income levels. An additional £267k is expected in 2015/16. This follows the removal of £340k funding from the New Homes Bonus Priority Spend Budget at the 8th June 2015 Executive.

2.4.9 An increased customer base in Commercial Waste has resulted in anticipated additional income of £132k in 2015/16.

2.4.10 An underspend of £92k against the Refuse and Recycling contract is expected due to contract inflation being lower than budgeted for.

Neighbourhood Services

2.5 The forecast outturn position shows a £497k overspend. Table 4 below shows the breakdown by service.

Table 4: Neighbourhood Services forecast outturn

Neighbourhood Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Director of Neighbourhood	112	122	10
Corporate Support Team	108	108	0
Community Safety and Health	1,202	1,327	125
Housing Services	542	607	66
Planning and Building Management	1,078	1,375	297
Total:	3,042	3,539	497

Key variances arising this month:

- 2.5.1 The salary budget within Neighbourhood services is predicted to be £151k overspent. As part of the 2015/16 budget setting process £59k of funding for salaries was approved to come from reserves. Additional funding for this is also approved to come from Contingency budget (£22k), Contribution from reserves (£13k) and from additional income (£28k), a total of £63k reducing the budget pressure to £88k.
- 2.5.2 The 2015/16 budget for Planning Application fees was increased in line with historic trends. Whilst the volume of planning applications received to 30th June is consistent with previous years the size of these are small in financial value. An under achievement in income of £189k is currently forecast. This is currently being managed as a pressure within the service.
- 2.5.3 Based on current trends the Building Control income received from Safestyle will be £40k lower than budget, due to a lower number of applications than expected. This is currently being managed as a pressure within the service.
- 2.5.4 The budget for PCSO's (Police Community Support Officers) will overspend by £19k as 4 posts are being funded rather than the budgeted 3. This is currently being managed as a pressure within the service.
- 2.5.5 A contribution towards Public Health promotions of £100k has been received from Herts County Council. As agreed at Council on 18 February 2015 match funding of £100k from East Herts will be used to support this project funded from the New Homes Bonus priority fund.

Finance and Support Services

- 2.6 The forecast outturn position shows a £127k overspend. Table 5 below shows the breakdown by service.

Table 5: Finance and Support Services forecast outturn

Finance and Support Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Director of Finance & Support	118	123	5
Business and Technology Services	1,296	1,296	0
Corporate Governance and Risk	1,487	1,540	53
Democratic Services and Legal	1,122	1,116	(6)
Human Resources and OD	328	352	24
Revenues and Benefits Shared Service	255	260	5
Strategic Finance	530	563	33
Other Corporate Budgets	61	74	14
Total:	5,197	5,324	126

Key variances arising this month:

- 2.6.1 An overspend of £73k against the Salary budgets is anticipated in Finance and Support Services. £26k of this will be funded through the contingency budget, £16k from reserves and £76k from other sources. CMT are asked to note this at present resulting in a £45k underspend.
- 2.6.1 The housing association lease at Charringtons House has expired and will not be renewed therefore there will be a shortfall in income of £41k in 2015/16. This is currently being managed as a pressure within the service whilst alternative tenants are identified.
- 2.6.2 External Audit fees are anticipated to be £30k lower than budget, due to a new External Auditor, EY, being appointed from 2015/16 with a lower fee agreed by PSAA (Public Sector Audit Appointments).
- 2.6.3 Bank charges are forecast to be £24.6k higher than budgeted based on the 2014/15 outturn. This is partially offset by treasury management fees which are £5k lower than budget.

Non-departmental budgets

- 2.7 The Priority Spend budget for 2015/16 is £697k. As approved by Executive on 8th June 2015 £130k is allocated in 2015/16 with the remainder to be transferred to the New Homes Bonus Priority Fund Reserve. The uncommitted balance is £567k and future requests will be drawn down from the Reserve as they are approved. **Essential Reference Paper C** shows the amounts committed against the New Homes Bonus Priority Spend budget.
- 2.8 The Contingency budget of £370k allows for unforeseen events to be funded in-year. **Essential Reference Paper D** shows the amounts committed against the Contingency budget. As at 31st May the £68k funded through the contingency budget all related to salaries approved by CMT prior to 1st April 2015
- 2.9 CMT have approved the following one off Economic Development initiatives be funded in 2015/16 using the Corporate Consultancy budget:
- £7.5k to provide an annual partnership Contribution to the London Stansted Cambridge Consortium. A review of the Councils involvement in this forum will be undertaken this year.
 - £3k to provide sponsorship for the Bishop's Stortford Means Business Exhibition.
 - £3k to provide sponsorship for the annual Federation for small Business Awards.
 - £2.2k to support the Herts Better Business for All initiative

3 CAPITAL PROGRAMME

- 3.1 The 2015/16 capital forecast expenditure is summarised in Table 6 below. **Essential Reference Paper E** sets out the detailed forecast on each scheme.

Table 6: Capital forecast outturn

Service	Approved budget £'000	Revised Budget £'000	Forecast outturn £'000	Proposed over/under £'000	Proposed slippage £'000
Customer and Community Services	781	1,137	1,147	10	0
Neighbourhood services	928	983	933	(50)	50
Finance and Support services	1,009	1,489	1,270	(219)	40
Total	2,718	3,609	3,350	(259)	90

Key variances arising this month:

- 3.2 There is currently a forecast £10k overspend on Commercial Waste bins due to the rise in new customers (see paragraph 2.4.9). There is currently no recommendation to adjust the budget for this projected overspend at this stage in the financial year.
- 3.3 Based on recent trends and current referrals the spend on disabled facilities grants is predicted to be lower than the 2015/16 revised budget of £400k. It is recommended that £50k is slipped into 2016/17
- 3.4 A business case is being put forward for a new document management system for Revenues and Benefits at a cost of £81k funded from the Funding for Applications budget. This is to be completed by May 2016. It is recommended that £40k is slipped into 2016/17.
- 3.5 An additional £17k is required to renew the pool heat exchanger and defective pipework at Grange Paddocks swimming pool due to essential changes in design.
- 3.6 Currently £200k of the £400k capital ICT rolling programme remains uncommitted. There is currently no recommendation to adjust the budget for this projected underspend at this stage in the financial year.

4 CARRY FORWARD REQUESTS

- 4.1 Heads of Service were asked to identify any carry forward requests from unspent 2014/15 budgets along prescribed guidelines. The Section 151 Officer administers the scheme and reports to the Chief Executive. Proposals for any underspends to be carried forward will be made in the context of the Council's overall financial position and reported to the Executive and submitted to Council for approval.
- 4.2 £139k of carry forwards requests have been submitted by Heads of Services.
- 4.3 **Essential Reference Paper I** sets out details of these carry forward requests.

5 SAVINGS

- 5.1 The approved savings for 2015/16 total £107k. 91% of the 2015/16 will be achieved. £10k savings target that will not be achieved will be managed within existing budgets.
- 5.2 **Essential Reference Paper F** sets out these savings.

6 DEBTORS

- 6.1 Total Outstanding debt as at 30th June 2015 is £1.045m. This is a 26% decrease from the previous quarter.
- 6.2 **Essential Reference Paper G** analyses the profile of aged debtors

7 PERFORMANCE ANALYSIS

Performance against targets

- 7.1 Table seven shows current performance for measures where there is a target together with movement since the last reported period. Please note some of these measures are reported quarterly and therefore are compared to the last quarter of 2014/15.

Table 7:

Indicator	Performance Status (RAG)	Movement since last reported
EHPI 5.1 - % of complaints resolved in 14 days or less.	Green	Improved
EHPI 5.2a - % of complaints about the Council and its services that are upheld: 1st stage	Green	Improved
EHPI 5.2b - % of complaints about the Council and its services that are upheld: 2nd stage - appeal	Green	Stayed the same
EHPI 5.4 - % of complaints to the Local Government Ombudsman that are upheld	Green	Stayed the same
EHPI 8 – % of invoices paid on time	Green	Improved
EHPI 9.6 – Satisfaction with ICT Services	Green	Improved
EHPI 10.2 – Council tax collection, % of current year liability collected	Green	Improved
EHPI 10.4 – NNDR (Business rates) collection, % of current year liability collected	Green	Improved
EHPI 9.1 – Percentage availability of core ICT systems during supported hours	Green	Declined
EHPI 9.3 – Average ICT Incidents per day	Green	Declined
EHPI 2.12 – Service requests: environmental health	Amber	Improved
EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours	Amber	Declined
EHPI 9.4 – Percentage of Calls Abandoned on ICT Service Desk	Red	Improved
EHPI 181 – Time taken to process Housing Benefit new claims and change events	Red	Declined

Indicator	Performance Status (RAG)	Movement since last reported
EHPI 9.5 – Percentage of ICT Calls Resolved at First Point of Contact	Red	Declined
EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy	Red	N/A – New performance indicator no trend data

7.2 Long term trend analysis (current value compared to the average performance for the last 12 months or last 4 quarters)

Service & Indicator	Commentary
Shared Revenue and Benefits Service	
<u>EHPI 181 – Time taken to process Housing Benefit new claims and change events</u>	<p>Indicator shows a decline in performance when compared to the average performance for the last 12 months. However, this is to be expected.</p> <p>Analysing previous performance data and profiling it over the financial year shows that current performance is consistent with previous year's profiles. The cumulative position for this indicator improves towards the year end and (as per the previous financial year) hits the target during the last quarter. This is because the annual uprating of benefits in March always adjusts the cumulative position positively due to the significant volume of work cleared.</p> <p>In addition there have been two bank holidays during the current period which adds to the processing times. The Benefits team currently have 4 full time vacancies. 2 are under offer and 2 are still at advert stage. When these are filled we would also expect further improvement.</p>

Service & Indicator	Commentary
Shared ICT and Technical Services	
EHPI 9.5 – Percentage of ICT Calls Resolved at First Point of Contact	Performance for quarter one is off target and both the short and long term trend indicate performance is getting worse. Reductions in the overall number of incidents and the low numbers of incident now reported by telephone means that the target for this indicator is no longer achievable. A detailed analysis is being undertaken to gauge what would represent good performance on this indicator. Results will be reported to ITSG and to Corporate Business Scrutiny.

- 7.3 **Please refer to performance indicator summary analysis in Essential Reference Paper H for full performance indicator analysis.**

8 IMPLICATIONS/CONSULTATIONS

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

Background Papers:

Essential Reference Paper B shows the revenue outturn forecast variances.

Essential Reference Paper C shows the amounts committed against the priority spend budget.

Essential Reference Paper D shows the amounts committed against the contingency budget.

Essential Reference Paper E shows detailed information on the capital programme.

Essential Reference Paper F shows the achievement of the Council's 2014/15 savings to date.

Essential Reference Paper G shows the Council's sundry debtors arrears as at 30th June 2015

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

Essential Reference Paper I shows the 2014/15 carry forward requests

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p>Discussions have taken place with Directors, Heads of Service and external partners to construct an accurate revenue and capital financial forecast and performance report.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>Financial implications are included in the body of the report.</p>
<p>Human Resource:</p>	<p>There are no Human Resources implications.</p>
<p>Risk Management:</p>	<p>The Healthcheck report considers emerging risks to the in-year delivery of the Council budget and performance targets and sets out the mitigation of those risks.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There no Health and Wellbeing issues raised as part of this report.</p>

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2015/16 Revenue Forecast - Month ended June 2015

		Original Budget 2015/16	Budget to date	Actual to date	Variance to date	Forecast outturn	Variance
		£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community Services	Chief Executive and Director of Customer and Community Services	151	37	36	(1)	122	(29)
	Environmental Services	5,609	1,736	2,360	624	5,373	(236)
	Customer Services and Parking	(519)	(129)	(601)	(472)	(499)	20
	Communications, Engagement & Cultural Services	928	349	354	5	948	20
	Business Development	344	99	142	43	392	48
	Customer and Community Services Total:	6,513	2,092	2,291	199	6,336	(177)
Neighbourhood Services	Director of Neighbourhood Services	112	28	31	3	122	10
	Corporate Support Team	108	27	27	-	108	-
	Community Safety & Health	1,202	353	(16)	(369)	1,327	125
	Housing Services	542	140	149	9	607	65
	Planning & Building Management	1,078	263	288	25	1,375	297
	Neighbourhood Services Total:	3,042	811	479	(332)	3,539	498
Finance and Support Services	Director of Finance and Support Services	118	29	31	2	123	5
	Human Resources & OD	328	82	96	14	352	24
	Business & Technology Shared Services	1,296	324	335	11	1,296	(0)
	Strategic Finance	530	120	149	29	563	33
	Governance & Risk Management	1,487	537	661	124	1,540	53
	Democratic Services & Legal	1,122	265	221	(44)	1,116	(6)
	Revenues & Benefits Shared Service	255	9,019	9,351	332	260	5
	Other Corporate Budgets	61	13	(689)	(702)	74	14
	Finance and Support Services Total:	5,198	10,389	10,155	(234)	5,324	126
Net Cost of Services Total:		14,753	13,292	12,925	(367)	15,199	448
Priority Spend Budget		130	130	130	-	130	-
Contingency Budget		370	370	68	(302)	68	(302)
Contributions to/ (from) reserves		(1,120)			-	(1,120)	-
Funding					-		-
Non Departmental Budgets Total:		(620)	500	198	(302)	(922)	(302)
Total:		14,133	13,792	13,123	(669)	14,277	144

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2015/16 Priority Spend Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
Priority Spend Budget	697		
Budget Commitments:			
Parking Services	340	30	One-off funding to support car park pay & display income
Public Health Promotions	100	100	Match funding to support health and wellbeing funds received from Hertfordshire County Council.
Remaining Priority Spend Budget:	357	567	Transferred to Reserves

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2015/16 Contingency Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
Contingency budget	370		
Budget Commitments:			
HR - Salaries	10	10	Approved by CMT in 2014/15
Strategic Finance - Salaries	16	16	Approved by CMT in 2014/15
Environmental Health - Salaries	26	26	Approved by CMT in 2014/15
Community Protection - Salaries	2	2	Approved by CMT in 2014/15
Environmental Services - Salaries	15	15	Approved by CMT in 2014/15
Remaining Contingency Budget:	302	302	

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2015/16 CAPITAL EXPENDITURE SUMMARY JUNE 2015

	2015/16 Original Budget	2014/15 Slippage	2015/16 Amend ments	2015/16 Revised Budget	2015/16 Total to Date	2015/16 Forecast Spend	Variance between Forecast Spend & Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community	782	90	265	1,137	102	1,147	10
Neighbourhood Services	927	118	(62)	983	168	933	(50)
Finance and Support Services	1,009	60	420	1,489	80	1,270	(219)
TOTAL	2,718	268	623	3,609	350	3,350	(259)

2015/16 CAPITAL MONITORING JUNE 2015

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
TOTAL							2,718	268	623	3,609	185	165	350	3,350	(259)	
RP - ROLLING PROGRAMME																
CUSTOMER AND COMMUNITY SERVICES																
72705/7531	Hertford Theatre upgrade of seating in the auditorium	W. O'Neill	People	Aug-14	Sep-15	GREEN			11	11			-	11	-	For peripheral additional work around the seating area. Works scheduled for September 2015.
72520/7502	Imp to common land open space - Llamas Land, Watton-at-Stone	W. O'Neill	Place	Apr-15	May-15	GREEN			4	4	4		4	4	-	Approved at 24.2.15 CMT and fully funded from S106 monies.
Refuse Collection & Recycling																
75165/7531	Containers Replacement Programme	D. Allen	Place	RP	RP	GREEN	100			100	2	21	23	100	-	Budget will be fully spent.
75145/7531	Replacement Litter Bins	D. Allen	Place	RP	RP	GREEN	5	1		6	-	4	4	6	-	Budget will be fully spent.
75152/7531	Commercial Waste Bins	D. Allen	Place	RP	RP	AMBER	34	5		39	5	3	8	49	10	Projected overspend due to the number of commercial bins that will need replacing by the end of the year in addition to the rise in commercial customers. However, this will result in an increase in revenue income of £132K Which will be classed as a revenue contribution to this capital scheme.
72513/7502	Bell Street, Sawbridgeworth - Modernise the public convenience facilities, in preparation for transferring the operation to Sawbridgeworth Town Council under an agency agreement	D. Allen	Place	Sep-15	Mar-16	GREEN			70	70		2	2	70	-	Still in negotiation with Sawbridgeworth Town Council, further meeting with them in August where discussions will take place re. a service level agreement & design. It is anticipated this project will complete this financial year & within budget.
72517/7502	Hartham Pavilion Refurbishment - Replace public toilets, redevelop existing café area, create functional changing area for footballers & incorporate meeting/training room.	M. Kingsland & S. Whinnett	Place	Dec-15	Dec-15	GREEN	62			62		5	5	62	-	Consultant engaged to prepare design.
72545/7502	Presdales Pavilion, Ware - New Paving & landscaping at the front of the pavilion	M. Kingsland	Place	Aug-12	Dec-15	GREEN		2		2			-	2	-	£1,000 proposed spend on external bootscrapers to be spent by August 2015, £1,050 proposed spend on hardstanding for wastebins to be spent by December 2015.
72514/7502	3G Artificial Turf Pitch Development at Hartham Common, Hertford - To replace the under utilised Hartham Common tennis courts with 3 floodlit 3G 5-a-side pitches	M. Kingsland	Place	Jul-15	Aug-15	GREEN			85	85		1	1	85	-	Works completed, snagging items outstanding. Anti climb paint & signage will need to be applied as an additional security measure, hence the small overspend.
72504/7531	Play equipment & infrastructure replacement	I. Sharratt	Place	RP	RP	GREEN	50	41		91	38	2	40	91	-	Spend plan produced - see additional appendix for more detail.
72516/7531	Play Area, The Bourne, Ware (Phase 2) - Installation of a fitness & play facility for older children & open space access improvements.	I. Sharratt	Place	Mar-16	Mar-16	GREEN	41			41			-	47	6	Due to be developed this year commencing with a consultation over the summer. Hertfordshire Groundwork Trust were unsuccessful in obtaining the external contribution of £15,000, therefore, £6,370 to be funded from Phase 1 saving as below & remaining £8,630 from New Homes Bonus.

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
72585/7531	The Bourne, Ware - Replace existing equipment with natural play equipment & installation of new fencing around the play area	I. Sharratt	Place	Mar-12	Mar-15	GREEN		6		6	(2)	2	-	-	(6)	Savings achieved on main works & additional fencing works as agreed with the supplier. However, due to funding situation on Phase 2 above, this underspend is to be utilised on Phase 2.
72508/7531	Hartham Common, Hertford - Preliminary works associated with the development of the major play site development project to be undertaken in 2016/17 in accordance with Hartham Common Development Plan	I. Sharratt	Place	Mar-13	Mar-16	GREEN	25			25			-	25	-	Project in early stages, currently considering a tender to procure design work this year in the lead up to a public consultation in 16/17 prior to the larger project to develop play, fitness & landscape at the site in 17/18. This stage of the project to be completed by March 2016.
72510/7531	Southern Country Park, Bishops Stortford - Boardwalk installation across balancing pond to improve the functionality & attractiveness of this Green Flag award winning park	I. Sharratt	Place	Sep-14	Oct-15	RED			80	80			-	80	-	Boardwalk works due to commence end June & some elements need to be delayed until October to avoid the bird nesting season.
72509/7531	Gt. Innings, Watton-at-Stone - Installation of Multi Use Games Area (MUGA) - Retention sum for works completed in 2014/15	I. Sharratt	Place	Mar-15	Jul-15	RED		2		2	(3)	3	-	2	-	Forecast outturn relates to retention due in July on works completed in 2014/15
72507/7531	Pishiobury Park, Sawbridgeworth - Wetland Habitat Project - improvements to boardwalk/paths permitting safe access to the wetland area of the park	I. Sharratt	Place	Mar-13	Mar-16	GREEN			12	12			-	12	-	Residual works from 2014/15. Osier Bed purchase has not yet been finalised, a revised deal is currently being negotiated, budget will be spent by March 2016 if this is successful.
72511/7531	Buryfield Recreation Ground, Ware - Installation of play area to encourage healthy activity for younger children	I. Sharratt	Place	Jul-15	Dec-15	AMBER	61			61			-	61	-	Planning stage, due to commence consultation with residents over the summer holidays.
75168/7502	Energy Efficiency & Carbon Reduction Measures - Intsallation of solar panels at Wallfields, Hertford	D. Thorogood/S. Whinnett	Place	Mar-12		AMBER			45	45			-	45	-	
72591/7502	Castle Weir Micro Hydro Scheme - To provide a small Hydro-electricity turbine in the river Lee at Hertford Weir. This is an invest to save project and will generate electricity providing power for Hertford Theatre and for sale to the Grid. The scheme is subject to a rigorous approval process by the Environment Agency for flood risk and protection of biodiversity.	D. Thorogood	Place	Mar-12	Not known	AMBER	201			201			-	201	-	Informal review of application undertaken by Environment Agency and feedback received. Officers are currently working on responding to EA's feedback. Further response now awaited from EA in relation to revised flood risk assessment data and rivers flows, before additional flood risk modelling can be completed and application re-submitted for informal assessment.
74105/7601	Environmental Enhancements to East Herts town centres	P. Pullin	Place			RED		18	20	38			-	38	-	
74106/7531	Market Improvement Scheme	P. Pullin	Place			RED	45		(22)	23			-	23	-	Officers have contacted HCC and are awaiting confirmation that the budget can be utilised at Hertford and Ware for market priorities similar to those contained in the original proposal.
71281/7531	Purchase of updated filming equipment to provide efficient & high quality digital video production services within the Council	A. McWilliams	Prosperity	May-15	Sep-15	AMBER	19			19			-	19	-	All equipment to be received by September. Scheme delayed due to stock issues with suppliers.
71251/7531	Automated Telling Machines at Hertford & Bishop's Stortford	R. Ranford	Prosperity	Mar-10	Sep-15	RED		6		6		6	6	6	-	
72442/7601	Community Capital grants - to provide the right tools for people to get involved with projects that improve facilities such as green spaces or community buildings – inspiring ownership and pride.	C. Pullen	People	RP	RP	RED	139	9	(40)	108	9		9	108	-	Spending this budget is always dependent on successful applicants being able to complete their project within the 1 year time frame. New policy, however, requires that applicants awarded a grant for projects costing £2,000 or less must claim within 6 months. Of the 26 grants awarded in 14/15, 19 have claimed or are about to claim their grant. Scheme is progressing to schedule (7 new awards made in July, totalling £19,550 of the available £87,393). A second deadline is 7 September which will be open to projects in the towns.
	Customer and Community Services Sub-total						782	90	265	1,137	53	49	102	1,147	10	

Page 42 Expense	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
NEIGHBOURHOOD SERVICES																
74102/7601	Historic Building Grants - Enable grants to be offered to the owners of historic buildings to encourage their maintenance and upkeep.	K. Steptoe	Place	RP	RP	AMBER	55	14		69	4		4	69	-	Claimants have 6 months from grant offer date to complete works. Maximum payment £1,000. However, if a grant is approved for a property on the Buildings at Risk Register, maximum payment will be £10,000, pro-active approach to these properties, consultant is engaged to visit these properties & contact the owners offering advice on the HBG process.
Private Sector Improvement Grants																
72602/7601	Disabled Facilities	S. Winterburn	Place	RP	RP	AMBER	450	64	(114)	400	43		43	350	(50)	Based on recent trends and current referrals, spend of £350k is expected. This is much less than historic trends. Potential to slip rest to meet future demands if HHC OT referral rates are resolved. Meeting took place 1.6.15 between Herts Authorities & HCC to discuss way forward for DFG's. Significant impact on spend unlikely until 2016/17 onwards.
72605/7601	Disabled Facilities - Discretionary	S. Winterburn	Place	RP	RP	RED	90		(40)	50			-	50	-	See above comment. Spend on Discretionary DFG unlikely to exceed £50k due to low referral rates, and this provides buffer for mandatory grant if needed.
72606/7601	Decent Home Grants	S. Winterburn	Place	RP	RP	RED	200		10	210	5		5	210	-	Although commitment is low at this early stage, the impact of Housing Assessments under the new Care Act is not yet known. Could be reduced further to £180K.
72604/7601	Energy Grants	S. Winterburn	Place	RP	RP	AMBER	39			39			-	39	-	Although no spend to date, officers are involved in 3 external funding bids for new schemes, which might call upon this budget for associated measures.
71201/7513	Capital Salaries	P. Gregory	Place	RP	RP	AMBER	26			26			-	26	-	
75160/7502	River & Watercourse Structures - Improve, maintain & renew structures along rivers and watercourses to alleviate possible flooding throughout the district.	G. Field	Prosperity	RP	RP	RED	47	40		87	31	37	68	87	-	Flood alleviation works have been identified and are still waiting EA consent. The work to automate the weir gate is complete. Works are now taking place to carry out structural remedial repairs on the weir gates which were identified & recommended in a report by the specialist contractor. A programme of structural remedial & maintenance works has commenced on East Herts bridges following the recommendations of the Reports received from the surveyors. The bridge from St Andrews Street car park is now complete and further works on the bridges will continue throughout 2015/2016 depending on priority and budgets available.
75162/7601	Repairs & Renewals Scheme (Flood Grants) Note 2	G. Field	Prosperity	Mar-16	Jun-16	RED			20	20	20		20	20	-	Final invoice submitted to DEFRA £20,346.16. Three grants were not paid as they missed the deadline for payment.
75172/7502	Air Quality Capital Grant Scheme - Subway improvement works in Hertford to include bespoke artwork & signage	G. Field	Place	Jul-15	Jul-15	AMBER			32	32	7	21	28	32	-	Works to commence mid July. Fully funded from DEFRA Grant.
75163/7502	Land Management Programme - Land Management Asset Register & Associated Works	G. Field	Prosperity	RP	RP	GREEN	20		30	50			-	50	-	Some assets have been identified and surveys have commenced to record position, structural details, assessment of their condition etc.
Neighbourhood Services Sub-total							927	118	(62)	983	110	58	168	933	(50)	

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
FINANCE AND SUPPORT SERVICES																
72349/7502	Hartham Swimming Pool - Pool Hall Air Handling Renewal - to remove the existing unreliable air handling plant serving the pool hall & replace with a new energy efficient system	S. Whinnett & M. Kingsland	People	Aug-13	Jan-16	AMBER	135	4		139	(8)	8	-	139	-	Tenders returned, M. Kingsland liaising with consultants re tender analysis (forecast outturn may change after this) works are planned for Xmas closure 2015.
72353/7531	Fanshawe Swimming Pool - Joint Provision Pools (Ward Freman, Leventhorpe & Fanshawe) - Replacement Air Conditioning to Offices	S. Whinnett	People	Apr-14	Not known	AMBER	15			15			-	15	-	Awaiting decision on joint provision capital expenditure.
72343/7502	Grange Paddocks Swimming Pool - Renew Pool Heat Exchanger & defective pipework	S. Whinnett	People	Dec-14	Sep-15	GREEN			18	18			-	35	17	Additional works required due to essential changes in design. Works to commence August-September.
72355/7502	Grange Paddocks Teaching Pool - Replace existing handrail & tiles to walls, steps & base of pool	S. Whinnett & M. Kingsland	People	Jan-16	Dec-15	GREEN	35			35			-	35	-	SLM procuring on EHDC behalf, therefore, specification stage. Works planned for Xmas 2015 closure.
72351/7502	Hartham & Grange Paddocks Swimming Pool - Resurfacing & Lining. To provide clearly marked out car parking bays to enable efficient & effective parking by the public	S. Whinnett	People	Jun-15	Sep-15	RED	65			65		21	21	65	-	Tenders received for Grange Paddocks, orders raised, works are planned for August. Hartham still in specification stage, will be completed by end of summer 2015.
OPERATIONAL BUILDINGS																
71280/7502	Rolling programme for planned preventative capital maintenance of operational buildings	S. Whinnett & J. Earley	Prosperity	RP	RP	AMBER	250		(140)	110			-	110	-	
Hertford Theatre																
72706/7502	Entrance Lobby Roof - to replace the existing defective roof with new leak free, energy efficient roof and reduce overheating in the entrance lobby / foyer area in summer months	S. Whinnett & J. Earley	Prosperity	Sep-15	Aug-15	GREEN			20	20		3	3	20	-	£20k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Design stage, programmed for August 2015 closure.
72707/7502	Energy Saving Auditorium Lighting - to replace the existing auditorium lighting with energy efficient / low maintenance LED lighting	S. Whinnett & J. Earley	Prosperity	Aug-15	Aug-15	GREEN			50	50		9	9	50	-	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required to the emergency lighting circuit, therefore, additional £20k has been drawn down from Operational Buildings Rolling Programme budget. Main work scheduled for August closure.
72708/7502	To replace the existing defective building service control system with a new fully integrated system to ensure that the Building Services systems in the Theatre are efficiently controlled & achieve energy efficient use of the building services	S. Whinnett & J. Earley	Prosperity	Aug-15	Aug-15	GREEN			40	40		5	5	40	-	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required following detailed analysis of existing systems, therefore, additional £10k has been drawn down from Operational Buildings Rolling Programme budget. Main work scheduled for August closure.
71282/7502	Buntingford Service Centre - Air Conditioning to Office - to improve the working conditions for staff located in the front offices of the Service Centre by reducing temperatures in the summer months	S. Whinnett & J. Earley	Prosperity	Apr-15	Aug-15	GREEN			30	30		11	11	30	-	Drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Main works completed, remaining works ongoing.
Council Offices, Wallfields, Hertford																
71278/7502	Wallfields Offices - Refurbishment of Windows, to ensure the efficient and safe operation of the windows so as to provide a comfortable environment for staff	S. Whinnett	Prosperity	Aug-14	Sep-15	RED			15	15			-	15	-	Specification stage, works planned for summer months.
71274/7502	Wallfields Offices - Boiler Room Works - refurbishment of certain elements of plant	S. Whinnett	Prosperity	-	-	RED		(10)	10	-			-	0	-	
71279/7502	Wallfields Offices - Refurbishment Works to Old Building, to include lighting replacement	S. Whinnett/R. Crow	Prosperity			AMBER				-	1		1	1	1	2014/15 commitment higher than anticipated due to additional works

Expense Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
71203/7531	Replacement of Chairs & Desks	R. Crow	Prosperity	RP	RP	AMBER	10	(1)		9	5	1	6	12	3	Demand led budget. Due to significant increase in the need for 'special' chairs (ordered by Health & Safety officer), this budget will overspend.
72568/7502	North Drive, Ware - reconstruct road & drainage	A. Osborne	Prosperity	Mar-10	Not known	AMBER	13	(1)		12			-	12	-	The existing capital budget is insufficient to carry out any effective surfacing of this road so we are hoping to link the upgrade of the road to private developments that are coming forward in the local area. Negotiations currently underway.
75157/7502	Footbridge over the River Stort, Bishop's Stortford	A. Osborne	Prosperity	Mar-10	Mar-16	GREEN		(2)	40	38	20		20	38	-	Defects, landscaping & cleaning are complete. Further landscaping/fencing will be undertaken once we have consent from Network Rail and may need to do some more electrical work. Possible slippage due to the length of time it will take to get consent from Network Rail.
	ICT Schemes					AMBER										
71414/7531	Replacement Hardware	P. Wain	Prosperity	RP	RP	GREEN	35		9	44			-	44	-	Carrying out a review of our new infrastructure in July/August 2015. This will give rise to a clearer cost and timeline for spending this budget
71416/7531	Merging IT systems - Licensing & Env Health	B. Simmonds	Prosperity		Mar-16	AMBER			36	36			-	36	-	Consultancy costs (as part of the full implementation). Business case agreed to draw down £15,200 from Applications budget to fund increase of temporary secondment i/r of new system. Project delayed, should be completed by year end.
71420/7531	Integrated Dev Mgt and Bldg Ctrl Systems	K. Steptoe	Prosperity			AMBER		(19)	60	41			-	41	-	Project completed. Awaiting final invoices.
71431/7531	Establishment of LES & internet links to replace MPLS	H. Lewis	Prosperity		Aug-15	AMBER		19	44	63			-	63	-	Wide area network & telephony, funding agreed at CMT as per business case, cost £63k. Balance funded from Applications budget. Project to be completed by July/August 2015.
71435/7531	Funding for Applications **	P. Tyler	Prosperity	RP	RP	AMBER	16		192	208	1		1	168	(40)	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case. See below timeline comments. £40k to slip in relation to Revs & Bens Document Mgt system, £20k transferred to 71431 & 71416.
71437/7531	Windows Server Licensing	P. Wain	Prosperity	-	-	RED	5	5	(10)	-			-	0	-	Scheme deleted and funding transferred back into Applications budget.
71439/7531	Service Desk & Utilities	H. Lewis	Prosperity		Oct-15	RED	12		14	26			-	26	-	Anticipate that project to review utilities will be complete by October 2015.
71440/7531	Shared service print investment costs 50%	H. Lewis	Prosperity		Oct-15	GREEN		20		20			-	20	-	Will be completed by October 2015.
71441/7531	Shared service accommodation costs 50%	H. Lewis	Prosperity		-	GREEN	7		(7)	-			-	0	-	Scheme deleted and funding transferred back into Applications budget.
71442/7531	Revenues & Benefits Programme	H. Lewis	Prosperity		-	AMBER	11		(11)	-			-	0	-	Scheme deleted and funding transferred back into Applications budget.
71444/7531	BACS Software	P. Tyler	Prosperity			GREEN			5	5	3		3	5	-	
71449/7531	New Desktop Software	H. Lewis	Prosperity			GREEN			5	5			-	5	-	Demand led budget
71452/7531	Business Objects Licensing	H. Lewis	Prosperity			GREEN			42	42			-	42	-	Completed, awaiting invoice.
71451/7531	Telephony Software Licensing	H. Lewis	Prosperity			GREEN			3	3			-	3	-	
71450/7531	Rolling programme to be utilised on ICT projects subject to ITSG review **	H. Lewis	Prosperity	RP	RP	GREEN	400			400			-	200	(200)	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case. See below timeline comments
	Finance and Support Services Sub-total						1,009	60	420	1,489	22	58	80	1,270	(219)	

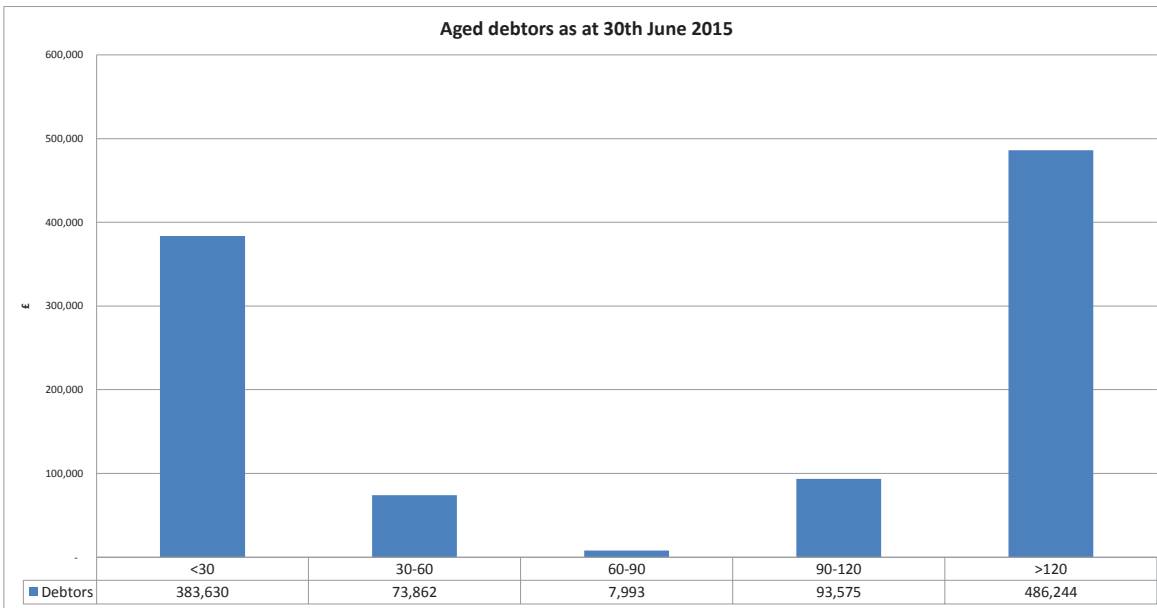
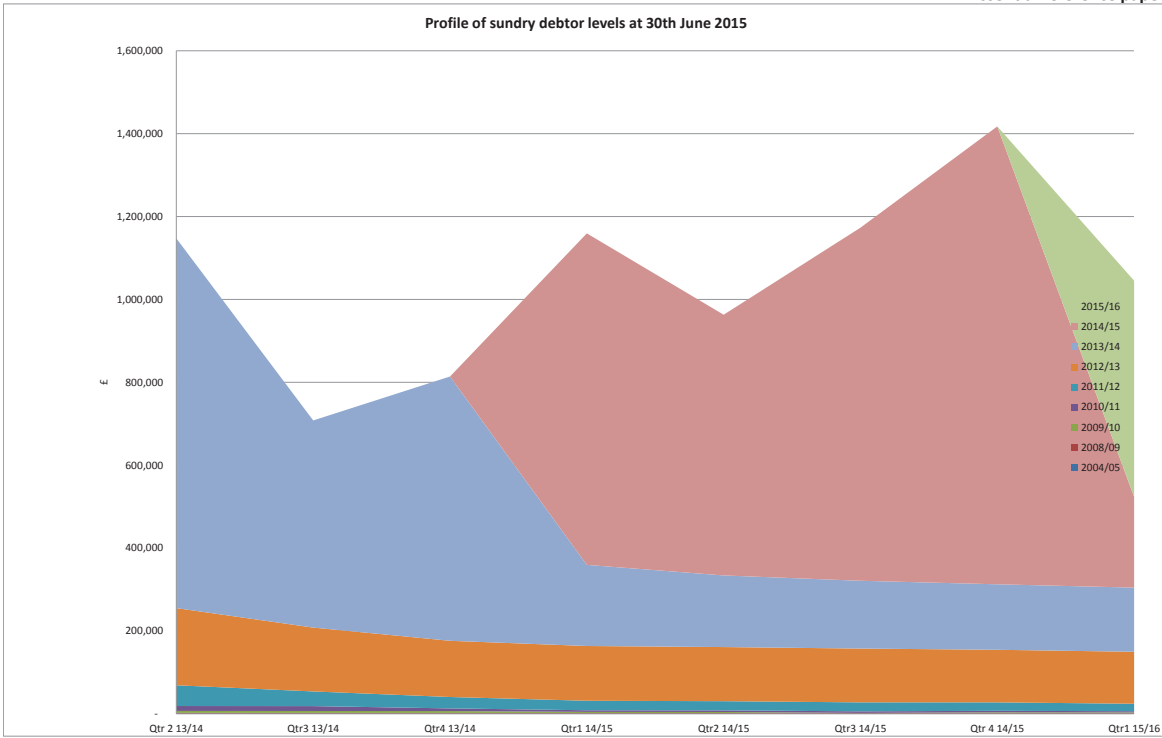
** **DECISION MAKING TIMELINE - ICT SCHEMES**

- July 15 Business case for new HR system - likely to result in a scheme that will draw down in excess of £100,000 - potential delivery by year end
- July 15 Business case for a new document management system for Revs & Bens - spend of up to £80,000 with £40,000 being spent this year - to be completed by May 2016
- Aug 15 Outcomes of new infrastructure review - difficult to assess implications until review completed - spend will be this year
- July 15 - Reviews of other line of business applications in line with the ICT strategy which may give rise to need for new systems or replacement (e.g. elections system)
- Dec 15
- July 15 - Outcomes of various service reviews focused upon efficiency & customer services (led by B. Wood), timescales will be know better once reviews are complete
- Dec 15
- Oct 15 - Scheme agreed for Car Parking Data Warehouse for N. Sloper, spend of up to £40k this year
- Jan 16

2015/16 Savings Tracker

		Saving Target	Forecast Saving	Variance	RAG Status	Comments	HOS Responsible
		£'000	£'000	£'000			
Neighbourhood Services	Community Safety & Health						
	Land Management scheme	(2.5)	(2.5)		Green	Savings target will be achieved	BS
	Public Sector Housing	(19.0)	(19.0)	-	Green	Savings target will be achieved	BS
	Customer and Community Services Total:	(21.5)	(21.5)	-			
Customer and Community Services	Environmental Services						
	Customer & Community Admin	(1.1)	(1.1)	-	Green	Savings target will be achieved	CC
	Hertford Theatre						
	Business Plan savings	(14.3)	(14.3)	-	Green	Savings target will be achieved	WO'N
	Revenue Effects on Capital						
	Bell Street Public Conveniences modernisation	(5.6)	(5.6)	-	Green	Savings target will be achieved	CC
	Leisure - Hertford Pavillion	(7.0)	(7.0)	-	Green	Savings target will be achieved	WO'N
Neighbourhood Services Total:	(28.0)	(28.0)	-				
Finance and Support Services	Democratic & Legal Services						
	Legal services - Third Party payments	(7.6)	(7.6)	-	Green	Savings target will be achieved	JH
	Corpoptate & Democratic Core						
	Bad Debt Provision	(40.0)	(40.0)	-	Green	Savings target will be achieved	PG
	Banking contract	(10.0)	-	10.0	Red	Savings target will not be achieved will be managed through exsiting budgets.	PG
Finance and Support Services Total:	(57.6)	(47.6)	10.0				
Total	(107.1)	(97.1)	10.0	91% of the 2015/16 Savings Target achieved			

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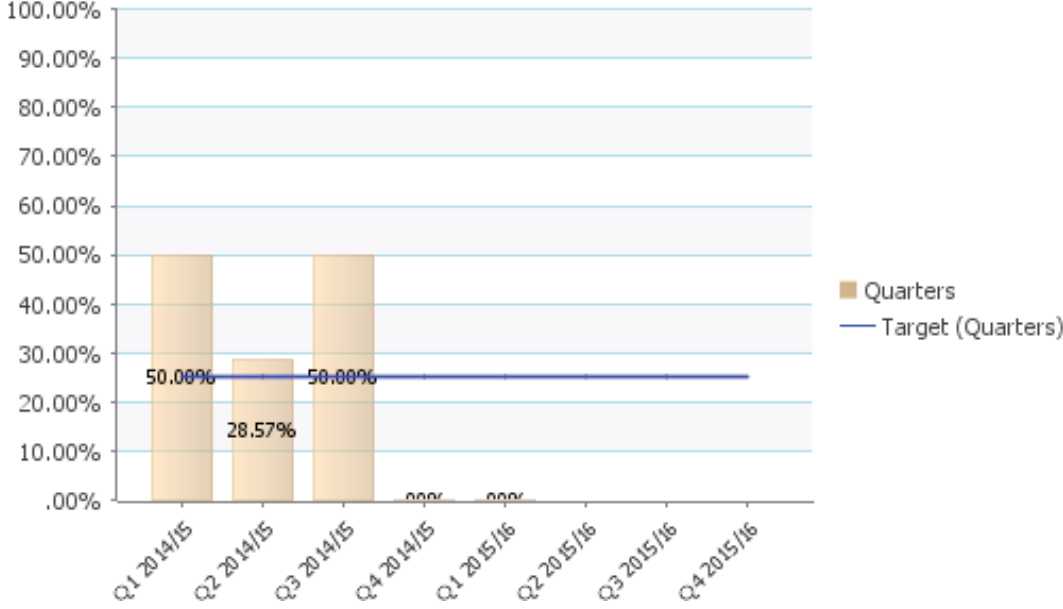


April to June Corporate Business Scrutiny Healthcheck 2015/16

Directorate Customer and Community Services
Service Area Customer Services

PI Code & Short Name	EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)	Managed By	Neil Sloper
EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)		Short Term Trend Arrow	
<p>Legend: ■ Quarters, — Target (Quarters)</p>		Long Term Trend Arrow	
		Traffic Light Icon	
		Current Value	0.00%
		Current Target	0.00%
Notes & History Latest Note		3 complaints from April – June 2 were not investigated – one because it was out of timescale and one due to insufficient evidence 1 was not upheld	
Management Response / Action		No further management response required at this stage	

PI Code & Short Name	EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)	Managed By	Neil Sloper												
<p>EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)</p> <table border="1"> <caption>EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>88.23%</td> </tr> <tr> <td>Q2 2014/15</td> <td>68.29%</td> </tr> <tr> <td>Q3 2014/15</td> <td>83.33%</td> </tr> <tr> <td>Q4 2014/15</td> <td>84.62%</td> </tr> <tr> <td>Q1 2015/16</td> <td>90.91%</td> </tr> </tbody> </table>		Quarter	Value (%)	Q1 2014/15	88.23%	Q2 2014/15	68.29%	Q3 2014/15	83.33%	Q4 2014/15	84.62%	Q1 2015/16	90.91%	Short Term Trend Arrow	↑
		Quarter	Value (%)												
		Q1 2014/15	88.23%												
		Q2 2014/15	68.29%												
		Q3 2014/15	83.33%												
Q4 2014/15	84.62%														
Q1 2015/16	90.91%														
Long Term Trend Arrow	↑														
Traffic Light Icon	🟢														
Current Value	90.91%														
Current Target	70.00%														
Notes & History Latest Note	3 of these outstanding complaints were related to electoral services and the complaints were deemed to be that of the returning officer and so not directly a complaint of the Council so have been removed, leaving only 11 complaints. Of these 11, 10 were dealt with within 14 days														
Management Response / Action	No further management response required at this stage.														

PI Code & Short Name	EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)	Managed By	Neil Sloper																		
<p>EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)</p> <table border="1"> <caption>EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>46.67%</td> </tr> <tr> <td>Q2 2014/15</td> <td>44.12%</td> </tr> <tr> <td>Q3 2014/15</td> <td>19.01%</td> </tr> <tr> <td>Q4 2014/15</td> <td>20.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>10.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>-</td> </tr> <tr> <td>Q3 2015/16</td> <td>-</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> </tr> </tbody> </table>		Quarter	Value (%)	Q1 2014/15	46.67%	Q2 2014/15	44.12%	Q3 2014/15	19.01%	Q4 2014/15	20.00%	Q1 2015/16	10.00%	Q2 2015/16	-	Q3 2015/16	-	Q4 2015/16	-	Short Term Trend Arrow	
		Quarter	Value (%)																		
		Q1 2014/15	46.67%																		
		Q2 2014/15	44.12%																		
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		Q4 2014/15	20.00%																		
Q1 2015/16	10.00%																				
Q2 2015/16	-																				
Q3 2015/16	-																				
Q4 2015/16	-																				
Long Term Trend Arrow																					
Traffic Light Icon																					
Current Value	10.00%																				
Current Target	30.00%																				
Notes & History Latest Note	1 of the 10 complaints at stage 1 was partially upheld in Q1																				
Management Response / Action	No further management response required at this stage.																				

PI Code & Short Name	EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)	Managed By	Neil Sloper																											
EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)		Short Term Trend Arrow																												
 <table border="1" data-bbox="197 379 1256 991"> <caption>EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>50.00%</td> <td>25.00%</td> </tr> <tr> <td>Q2 2014/15</td> <td>28.57%</td> <td>25.00%</td> </tr> <tr> <td>Q3 2014/15</td> <td>50.00%</td> <td>25.00%</td> </tr> <tr> <td>Q4 2014/15</td> <td>0.00%</td> <td>25.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>0.00%</td> <td>25.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>-</td> <td>25.00%</td> </tr> <tr> <td>Q3 2015/16</td> <td>-</td> <td>25.00%</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>25.00%</td> </tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Q1 2014/15	50.00%	25.00%	Q2 2014/15	28.57%	25.00%	Q3 2014/15	50.00%	25.00%	Q4 2014/15	0.00%	25.00%	Q1 2015/16	0.00%	25.00%	Q2 2015/16	-	25.00%	Q3 2015/16	-	25.00%	Q4 2015/16	-	25.00%	Long Term Trend Arrow	
Quarter	Actual Value (%)	Target (%)																												
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Q1 2015/16	0.00%	25.00%																												
Q2 2015/16	-	25.00%																												
Q3 2015/16	-	25.00%																												
Q4 2015/16	-	25.00%																												
		Traffic Light Icon																												
		Current Value	.00%																											
		Current Target	25.00%																											
		Notes & History Latest Note	There was only one stage 2 complaint, this was not upheld																											
		Management Response / Action	No further management response required at this stage.																											

Directorate Finance and Support Services
Service Area Governance and Risk Management

PI Code & Short Name EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)

Managed By Chris Gibson

Short Term Trend Arrow 

Long Term Trend Arrow 

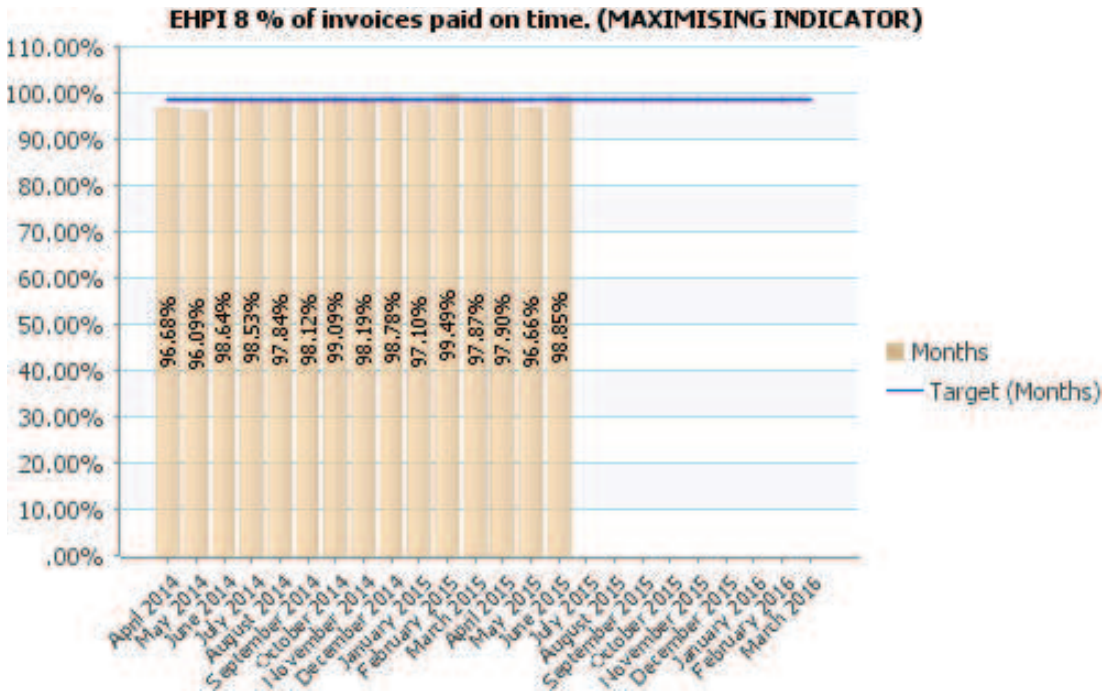
Traffic Light Icon 

Current Value 98.85%


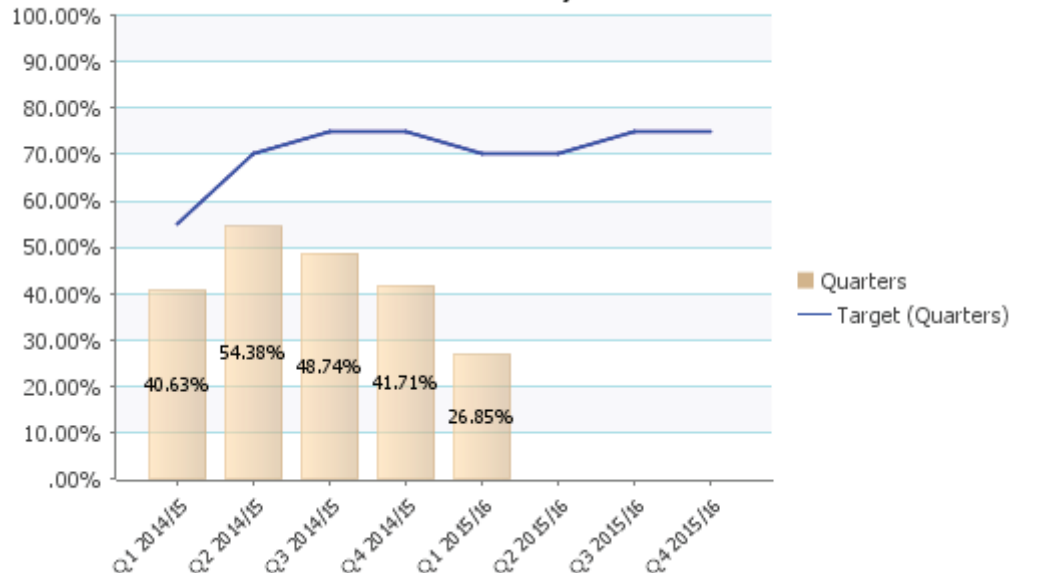


Current Target 98.50%


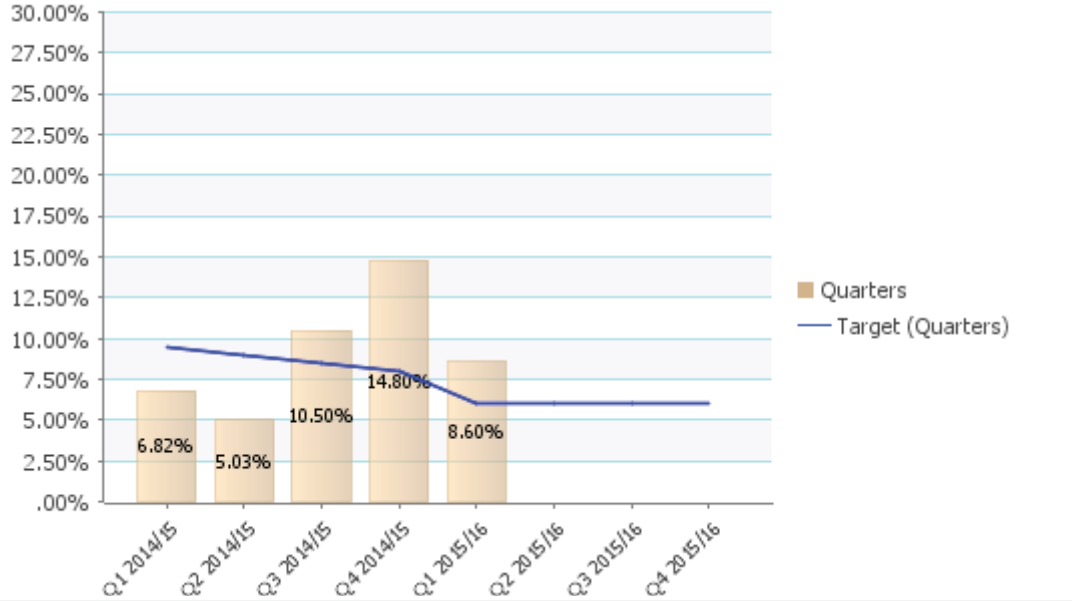


Notes & History Latest Note Target for June was reached and exceeded.

Management Response / Action No further management response required at this stage.

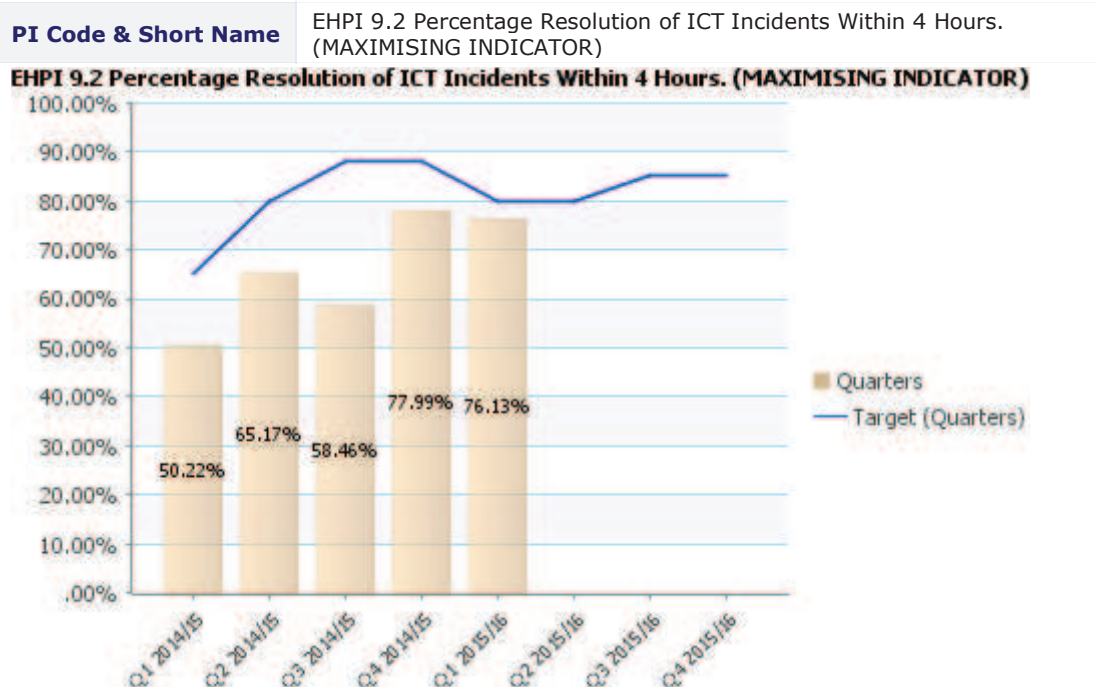


Directorate Finance and Support Services
Service Area ICT Services


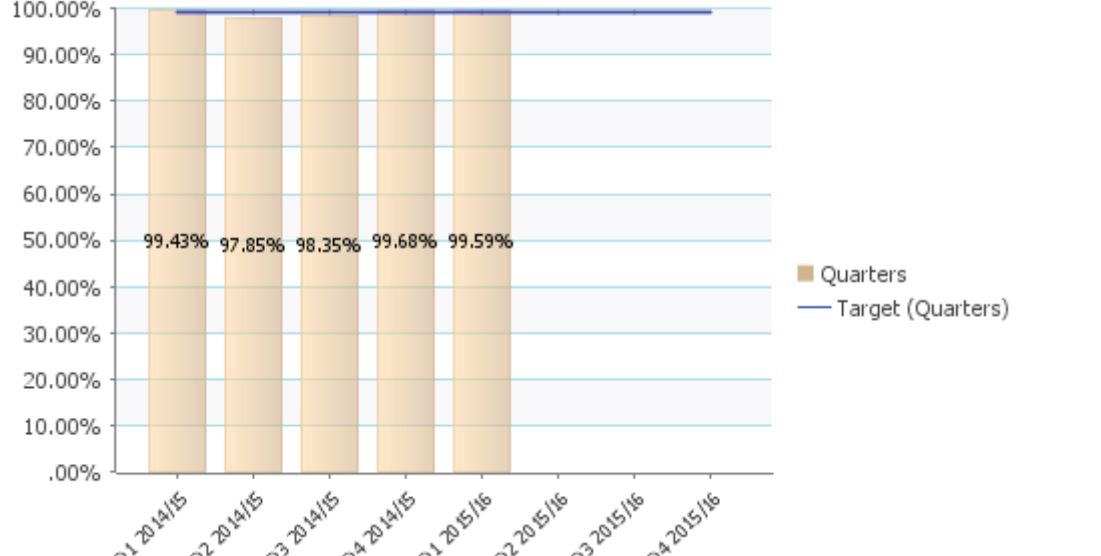


PI Code & Short Name	EHPI 9.5 Percentage of ICT Calls Resolved at First Point of Contact (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor
EHPI 9.5 Percentage of ICT Calls Resolved at First Point of Contact (MAXIMISING INDICATOR)		Short Term Trend Arrow	
		Long Term Trend Arrow	
		Traffic Light Icon	
		Current Value	26.85%
		Current Target	70.00%
		Notes & History Latest Note	The target for this indicator is no longer achievable given reductions in the overall number of incidents and the low numbers of incident now reported by telephone. A detailed analysis is being undertaken to gauge what would represent good performance on this indicator. Results will be reported to ITSG and to Corporate Business Scrutiny.
		Management Response / Action	No further management response required at this stage.

PI Code & Short Name	EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor
EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)		Short Term Trend Arrow	
		Long Term Trend Arrow	
		Traffic Light Icon	
		Current Value	8.60%
		Current Target	6.00%
		Notes & History Latest Note	Although performance is off target this period it has improved compared to the previous period. Performance was poor in April but recovered to target levels in May and June. Continued improvement is anticipated.
		Management Response / Action	No further management response required at this stage.

PI Code & Short Name	EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																											
EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)		Short Term Trend Arrow	N/A – New PI for April 2015																											
<table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Current Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q2 2014/15</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q3 2014/15</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q4 2014/15</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>17.00%</td> <td>27.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>45.00%</td> <td>45.00%</td> </tr> <tr> <td>Q3 2015/16</td> <td>75.00%</td> <td>75.00%</td> </tr> <tr> <td>Q4 2015/16</td> <td>100.00%</td> <td>100.00%</td> </tr> </tbody> </table>		Quarter	Current Value (%)	Target (%)	Q1 2014/15	0.00%	0.00%	Q2 2014/15	0.00%	0.00%	Q3 2014/15	0.00%	0.00%	Q4 2014/15	0.00%	0.00%	Q1 2015/16	17.00%	27.00%	Q2 2015/16	45.00%	45.00%	Q3 2015/16	75.00%	75.00%	Q4 2015/16	100.00%	100.00%	Long Term Trend Arrow	N/A – New PI for April 2015
Quarter	Current Value (%)	Target (%)																												
Q1 2014/15	0.00%	0.00%																												
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Q3 2015/16	75.00%	75.00%																												
Q4 2015/16	100.00%	100.00%																												
		Traffic Light Icon																												
		Current Value	17.00%																											
		Current Target	27.00%																											
Notes & History Latest Note		Two of the five milestones for implementation of the IT Strategy have slipped. These relate to the implementation of new networking and telephony solutions and the Out of Hours scheme. While these have slipped, they are both particularly complex projects and much progress has nonetheless been made. We are confident that these and the additional milestones due for delivery by the end of September will be met by the end of quarter 2.																												
Management Response / Action		No further management response required at this stage.																												



Managed By	Henry Lewis; Adele Taylor
Short Term Trend Arrow	↓
Long Term Trend Arrow	↑
Traffic Light Icon	⚠
Current Value	76.13%
Current Target	80.00%
Notes & History Latest Note	Performance against this indicator is marginally below target and 1.86% lower than the previous period. However performance is a considerable improvement on the cumulative performance for 2014/15.
Management Response / Action	No further management response required at this stage.


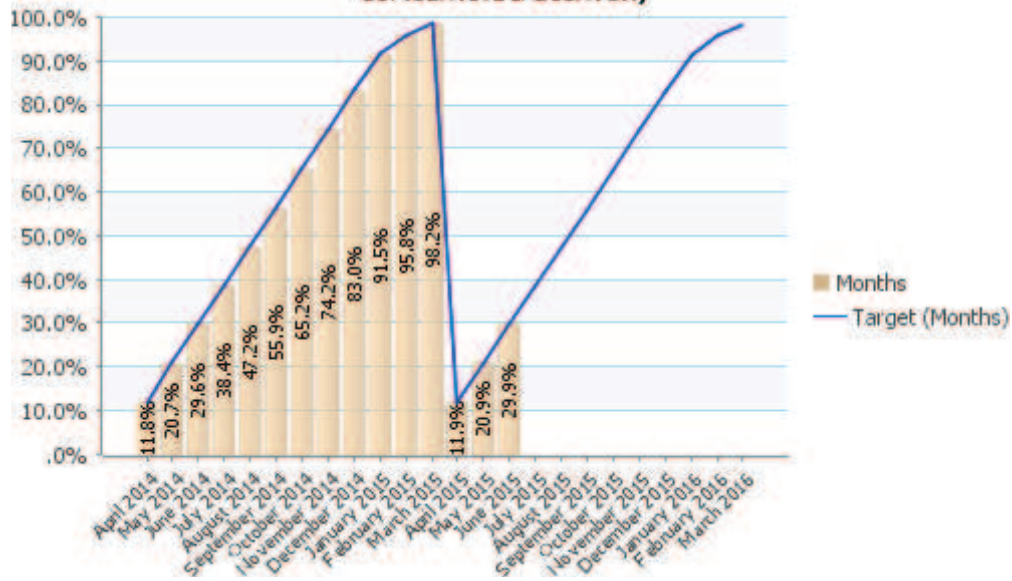


PI Code & Short Name	EHPI 9.1 Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																		
EHPI 9.1 Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)		Short Term Trend Arrow																			
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Quarter	Percentage Availability																				
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Q4 2014/15	99.68%																				
Q1 2015/16	99.59%																				
Q2 2015/16	-																				
Q3 2015/16	-																				
Q4 2015/16	-																				
		Traffic Light Icon																			
		Current Value	99.59%																		
		Current Target	99.00%																		
		Notes & History Latest Note	The most significant downtime experienced related to an incident at Charrington's house where external network issues impacted upon the service. The decline in the short term trend is insignificant (difference of 0.09%).																		
		Management Response / Action	No further management response required at this stage.																		

PI Code & Short Name	EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor												
<p>EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average ICT Incidents per day</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>8.85</td> </tr> <tr> <td>Q2 2014/15</td> <td>9.19</td> </tr> <tr> <td>Q3 2014/15</td> <td>8.46</td> </tr> <tr> <td>Q4 2014/15</td> <td>5.36</td> </tr> <tr> <td>Q1 2015/16</td> <td>7.52</td> </tr> </tbody> </table>		Quarter	Average ICT Incidents per day	Q1 2014/15	8.85	Q2 2014/15	9.19	Q3 2014/15	8.46	Q4 2014/15	5.36	Q1 2015/16	7.52	Short Term Trend Arrow	
Quarter	Average ICT Incidents per day														
Q1 2014/15	8.85														
Q2 2014/15	9.19														
Q3 2014/15	8.46														
Q4 2014/15	5.36														
Q1 2015/16	7.52														
		Long Term Trend Arrow													
		Traffic Light Icon													
		Current Value	7.52												
		Current Target	10.00												
		Notes & History Latest Note	Performing well within target on this indicator. The short term trend shows that the average number of ICT incidents have increased by 2.16 per day, compared to the previous period. This is a marginal increase and is the second best performance level since monitoring started in April 2015.												
		Management Response / Action	No further management response required at this stage.												

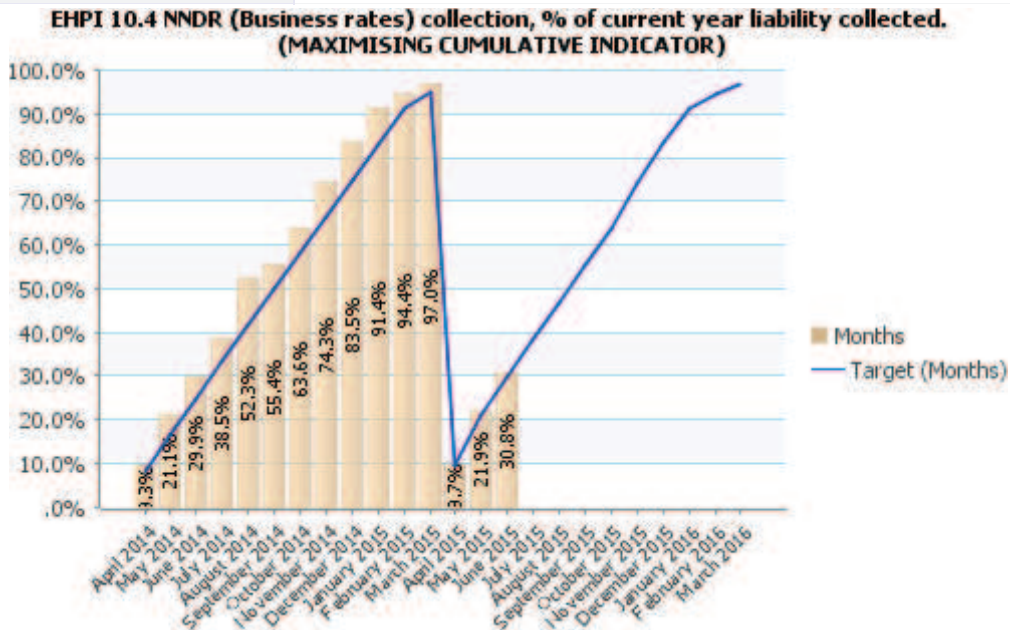
PI Code & Short Name	EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																											
<p>EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)</p> <table border="1"> <caption>EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR) Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>53.67%</td> <td>60.00%</td> </tr> <tr> <td>Q2 2014/15</td> <td>59.33%</td> <td>65.00%</td> </tr> <tr> <td>Q3 2014/15</td> <td>44.43%</td> <td>65.00%</td> </tr> <tr> <td>Q4 2014/15</td> <td>45.66%</td> <td>65.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>71.00%</td> <td>50.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>-</td> <td>50.00%</td> </tr> <tr> <td>Q3 2015/16</td> <td>-</td> <td>55.00%</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>60.00%</td> </tr> </tbody> </table>		Quarter	Value (%)	Target (%)	Q1 2014/15	53.67%	60.00%	Q2 2014/15	59.33%	65.00%	Q3 2014/15	44.43%	65.00%	Q4 2014/15	45.66%	65.00%	Q1 2015/16	71.00%	50.00%	Q2 2015/16	-	50.00%	Q3 2015/16	-	55.00%	Q4 2015/16	-	60.00%	Short Term Trend Arrow	↑
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Current Value	71.00%																													
Current Target	50.00%																													
Notes & History Latest Note	Performance exceeding target. A very significant increase in satisfaction levels has been achieved, particularly amongst managers who reported an overall satisfaction level of 80 percent.																													
Management Response / Action	No further management response required at this stage.																													

Directorate Finance and Support Services
Service Area Revenues and Benefits

PI Code & Short Name	EHPI 181 Time taken to process Housing Benefit new claims and change events. (MINIMISING CUMULATIVE INDICATOR)	Managed By	Su Tarran; Adele Taylor																																																		
<p>EHPI 181 Time taken to process Housing Benefit new claims and change events. (MINIMISING CUMULATIVE INDICATOR)</p> <table border="1"> <caption>EHPI 181 Processing Times (Days)</caption> <thead> <tr> <th>Month</th> <th>Days</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>5.94</td></tr> <tr><td>May 2014</td><td>7.40</td></tr> <tr><td>June 2014</td><td>6.36</td></tr> <tr><td>July 2014</td><td>8.56</td></tr> <tr><td>August 2014</td><td>11.09</td></tr> <tr><td>September 2014</td><td>13.40</td></tr> <tr><td>October 2014</td><td>13.38</td></tr> <tr><td>November 2014</td><td>13.56</td></tr> <tr><td>December 2014</td><td>13.78</td></tr> <tr><td>January 2015</td><td>13.70</td></tr> <tr><td>February 2015</td><td>13.59</td></tr> <tr><td>March 2015</td><td>10.00</td></tr> <tr><td>April 2015</td><td>11.02</td></tr> <tr><td>May 2015</td><td>11.89</td></tr> <tr><td>June 2015</td><td>11.79</td></tr> <tr><td>July 2015</td><td>11.79</td></tr> <tr><td>August 2015</td><td>11.79</td></tr> <tr><td>September 2015</td><td>11.79</td></tr> <tr><td>October 2015</td><td>11.79</td></tr> <tr><td>November 2015</td><td>11.79</td></tr> <tr><td>December 2015</td><td>11.79</td></tr> <tr><td>January 2016</td><td>11.79</td></tr> <tr><td>February 2016</td><td>11.79</td></tr> <tr><td>March 2016</td><td>11.79</td></tr> </tbody> </table>		Month	Days	April 2014	5.94	May 2014	7.40	June 2014	6.36	July 2014	8.56	August 2014	11.09	September 2014	13.40	October 2014	13.38	November 2014	13.56	December 2014	13.78	January 2015	13.70	February 2015	13.59	March 2015	10.00	April 2015	11.02	May 2015	11.89	June 2015	11.79	July 2015	11.79	August 2015	11.79	September 2015	11.79	October 2015	11.79	November 2015	11.79	December 2015	11.79	January 2016	11.79	February 2016	11.79	March 2016	11.79	Short Term Trend Arrow	
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		Current Value	11.77 days																																																		
		Current Target	10.00 days																																																		
		Notes & History Latest Note	Period 12 May 2015 to 9 June 2015 is 11.95 days, this moves cumulative average to 11.79 days. The service continues to try to recruit to vacant posts. 2 full time posts are under offer, and two full time posts are being advertised again. Performance for this period is better than the previous period (12.26 days). There has also been one bank holiday in this period which has added to the processing times.																																																		
		Management Response / Action	No further management response required at this stage.																																																		

PI Code & Short Name	EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	Managed By	Su Tarran; Adele Taylor																																																																											
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		Current Target	29.6%																																																																											
Notes & History Latest Note		Performance on target.																																																																												
Management Response / Action		No further management response required at this stage.																																																																												

PI Code & Short Name EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)



Managed By	Su Tarran; Adele Taylor
Short Term Trend Arrow	↑
Long Term Trend Arrow	↓
Traffic Light Icon	🟢
Current Value	30.8%
Current Target	29.9%
Notes & History Latest Note	Performance exceeding target.
Management Response / Action	No further management response required at this stage.

Directorate Neighbourhood Services
Service Area Community Safety and Health

PI Code & Short Name	EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR)	Managed By	Simon Drinkwater; Brian Simmonds																																																		
<p>EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR)</p> <table border="1"> <caption>Monthly Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>88%</td></tr> <tr><td>May 2014</td><td>89%</td></tr> <tr><td>June 2014</td><td>91%</td></tr> <tr><td>July 2014</td><td>91%</td></tr> <tr><td>August 2014</td><td>91%</td></tr> <tr><td>September 2014</td><td>92%</td></tr> <tr><td>October 2014</td><td>92%</td></tr> <tr><td>November 2014</td><td>93%</td></tr> <tr><td>December 2014</td><td>93%</td></tr> <tr><td>January 2015</td><td>94%</td></tr> <tr><td>February 2015</td><td>94%</td></tr> <tr><td>March 2015</td><td>95%</td></tr> <tr><td>April 2015</td><td>96%</td></tr> <tr><td>May 2015</td><td>96%</td></tr> <tr><td>June 2015</td><td>97%</td></tr> <tr><td>July 2015</td><td>97%</td></tr> <tr><td>August 2015</td><td>97%</td></tr> <tr><td>September 2015</td><td>97%</td></tr> <tr><td>October 2015</td><td>97%</td></tr> <tr><td>November 2015</td><td>97%</td></tr> <tr><td>December 2015</td><td>97%</td></tr> <tr><td>January 2016</td><td>97%</td></tr> <tr><td>February 2016</td><td>97%</td></tr> <tr><td>March 2016</td><td>97%</td></tr> </tbody> </table>		Month	Performance (%)	April 2014	88%	May 2014	89%	June 2014	91%	July 2014	91%	August 2014	91%	September 2014	92%	October 2014	92%	November 2014	93%	December 2014	93%	January 2015	94%	February 2015	94%	March 2015	95%	April 2015	96%	May 2015	96%	June 2015	97%	July 2015	97%	August 2015	97%	September 2015	97%	October 2015	97%	November 2015	97%	December 2015	97%	January 2016	97%	February 2016	97%	March 2016	97%	Short Term Trend Arrow	
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		Current Value	97%																																																		
		Current Target	98%																																																		
		Notes & History Latest Note	June 2015 - Below target. 97% of environmental health service requests responded to within target times. This equates to 31 service requests missing their first responses since April 2015. 336 service requests have been received this month. 924 service requests have been received since April 2015. This represents a 4% increase in number of service requests from this time last year.																																																		
		Management Response / Action	No further management response required at this stage.																																																		

PI Status	
	Alert
	Warning
	OK

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

CARRY FORWARD REQUESTS to 2015/16

Seven areas of underspend have been identified by Heads of Service:

Paragraph	Description	Amount £'000
1	Revenues & Benefits shared services salaries	62
2	Revenues & Benefits shared service professional training	2
3	Member website consultation and redesign	15
4	Internet consultation and redesign	15
5	Bishop's Stortford parking futures	15
6	Housing Options rent deposit	25
7	Community Safety initiatives	5
	Total	139

Detailed information regarding each carry forward request is shown below:

1. The Head of Revenues and Benefits has requested that £62,030 of the Revenues and Benefits shared service salary budget be carried forward to 2015/16 to cover new posts agreed as a result of the re-sizing report with Agency staff until full-time staff in post. Recruitment has taken longer than expected due to scarcity of staff.
2. In addition, the Head of Revenues and Benefits has also requested £2,200 of the Revenues and Benefits shared service professional training budget be carried forward to support the new additional staff appointed from the re-sizing report.
3. The Head of Information, Parking and Customer Services has requested £15k, the one-off revenue budget for Member Website Consultation and Redesign be carried forward to 2015/16. There was a six month delay in the project resulting from a failed procurement process. This has now been overcome and the commission given to SOCITM. Member workshops have been completed but further work is required with new Members
4. The Head of Information, Parking and Customer Services has also requested the £15k one-off revenue budget for Internet Consultation and Design be carried forward to 2015/16. As with

the Member Website project, this was subject to a six month delay in procurement due to difficulties enrolling suppliers in electronic ordering system. This has been resolved and the order has been placed but not yet completed.

5. In addition it has been requested to defer the one-off revenue item £15k Bishop's Stortford Parking Futures to 2015/16 to progress options assessments for additional parking provision in Bishops' Stortford. It had been previously reported that this budget was no longer required, however confirmation of housing developments and development of the 'Old River Lane' site require the service to predict impacts of these events on car parking demand to enable solutions to be identified and assessed.
6. The Housing Services Manager has requested £24,600 of the ODPM Rent Deposit budget be carried forward to 2015/16 to provide damage deposits which enable the homeless to access the private rented sector. At the end of March 2015 a new Officer was appointed to specifically assist residents in housing need to find homes in the private sector. It is anticipated that the Council will now be more pro-active in contacting landlords and securing accommodation. Previously it was carried out as an addition to the roles of Housing Options and Homelessness Officers hence budget not spent. The damage deposit money is paid to the landlord who secures the money in a recognised deposit protection scheme. The money is returned to the Council at the end of the tenancy minus any agreed deductions.
7. The Head of Community Safety and Health has requested that £5k unspent grant be carried forward to 2015/16. £5k was received from Hertfordshire County Council to fund the Homicide report which didn't commence until September 2014 and is not due to be completed until August 2015. The funds are requested to be carried forward to meet this expenditure in 2015/16 to prevent the budget being overspent.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 25 AUGUST 2015

REPORT BY LEADER OF THE COUNCIL

2014/15 CORPORATE ANNUAL REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report provides a draft of the Corporate Annual Report 2014/15, which documents the key achievements of the council in relation to the corporate priorities and challenges over the financial year.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE: That:</u>
--

(A)	The 2014/15 Annual Report be recommended to Executive for approval.
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1.0 Background

- 1.1 Every year the Annual Report considers the council's performance and achievements against each of the corporate priorities over the financial year. It also contains financial information which provides an overview of the council's financial position and performance and a statement on contracts.
- 1.2 The Annual Report is a public-facing document, aimed at our partners, residents, businesses and other stakeholders to reflect on the financial year.
- 1.3 This is the seventh year the Annual Report has been produced, as a single document that covers Strategic, Financial and Performance issues as recommended by external auditors.
- 1.4 The achievements within the report have primarily been sourced from Service Plan Progress Reports, Team Update and Link Magazine.

2.0 Report

2.1 This report provides a draft of the Corporate Annual Report 2014/15.

2.2 The Annual Report is attached as **Essential Reference Paper 'B'**. Performance information will be included in the report at the design phase. This information has already been presented separately so it is omitted at this stage.

2.3 Following approval and recommendations by CMT, the Annual Report will go forward to Executive on 1 September for comments and approval.

2.4 Following approval by the executive, the Annual Report will be proof-read by the Communications Team before entering the design phase. It will then be published on the council website.

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'**.

Contact Member: Councillor L Haysey – Leader of the Council.
linda.haysey@eastherts.gov.uk

Contact Officer: Ben Wood – Head of Business Development.
Extn: 1699. benjamin.wood@eastherts.gov.uk

Report Author: Ryan Brock –Graduate Management Trainee.
Extn: 1476. ryan.brock@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p>Case studies, the 'Did you know?' section and some areas of the Progress against 2014/15 Corporate Priorities section had been produced with the relevant Head of Service or manager.</p> <p>The achievements against each priority and the case studies have been developed from the service plan monitoring reports.</p> <p>The senior management team and executive were consulted on the draft 2014/15 Annual Report in June ahead of circulation to CMT.</p>
<p>Legal:</p>	<p>There are no direct legal implications contained within the report</p>
<p>Financial:</p>	<p>There are no direct financial implications contained within the report</p>
<p>Human Resource:</p>	<p>There are no direct human resource implications contained within the report</p>
<p>Risk Management:</p>	<p>The council has a sound risk management framework which identifies where there are risks and the steps that can be taken to mitigate these. The annual report is one</p>

	tool designed to provide accountability.
Health and wellbeing – issues and impacts:	There are no direct health and wellbeing implications in regards to this report

Annual Report

2014/15

DRAFT

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Section 1: Profile of the District	
Section 2: Our Vision for the District	
Section 3: Progress against 2014/15 Corporate Priorities	
Section 4: Consultation	
Section 5: Equalities	
Section 7: Statement on Contracts	
Section 8: Performance Indicators	
Appendix A: Contact your councillor	

DRAFT

Section 1: Profile of the District

Place

East Hertfordshire is the largest of the 10 districts in the Hertfordshire, and is where the historic county town of Hertford is situated. The predominantly rural district spans over 475 square kilometres and accounts for nearly a third of the county's size and just over an eighth of its population.

Of the 141,076¹ people living in the district, many will live in one of five market towns. The biggest is Bishop's Stortford (with 38,816 residents) which is followed by Hertford (27,703), Ware (19,268), Sawbridgeworth (8,717) and Buntingford (5,581)². The remaining 40,991 live in one of the many villages or hamlets scattered across the district.

Almost 91% of East Herts is green space and it has a number of heritage parks and gardens.³ Rye Meads and woodland in the south of the district at Wormley West End and Brickenden are internationally recognised sites. In addition there are 42 conservation areas.

In recognition of its history, more than 10 museums and heritage centres are spread across the district, in its rural villages as well as its town centres. In Datchworth, a museum in an old blacksmith's forge tells the history of the village with many objects donated or lent by local people. Another renowned site is Scott's Grotto, an enchanting grotto built into the hillside in Ware, by the Quaker poet John Scott in the 1760s.

Whilst the district itself is very rural, its close neighbours include the busy towns of Stevenage, Welwyn Garden City and Harlow, as well as Stansted Airport.

People

The average age of residents in East Herts is 40.2 years, compared to the East of England regional average of 40.6 years. The age distribution in East Herts largely mirrors that of the East of

¹ Mid 2013 Population Estimates, ONS

² Mid-2013 Small Area Population Estimates, ONS

³ Land Use Statistics (Generalised Land Use Database) 2005, ONS Neighbourhood Statistics

England. Two exceptions are the 20-24 and 45-49 age groups; the former is significantly lower than the East of England average and the latter is higher.⁴

Being a heavily rural district, the car remains the major transport method for residents. Car ownership is high, with 87.2% of households owning at least one car. This is above the East of England rate, where 81.5% of households own a car.⁵ 57.9% of residents use a car to travel to work.⁶

Prosperity

The employment rate in East Hertfordshire is high, with 79% of the district's population in employment, in comparison to a rate of 72% nationally.⁷ Weekly earnings are also above the national average, at an average of more than £624.⁸

Over a third of people are educated to level 4 or higher e.g. bachelor's degree (33.5%, 36,867). However under a fifth of the population have no qualifications (17.2%, 18,959)⁹.

Many residents seek work outside of the district, with 36,164 residents commuting outside the district compared to 22,140 workers commuting into the district.¹⁰

House prices are among the highest in the country; latest figures show that the average property price was £366,300. This compares to an average of £265,300 in England.¹¹ There is a shortage of affordable housing in the district.

⁴ 2012-based Sub National Population Projections, ONS

⁵ 2011 Census – Car Availability (from Neighbourhood Statistics)

⁶ 2011 Census - Travel to work

⁷ Regional Labour Market: LI01 - Local Indicators for Counties, Local and Unitary Authorities, May 2015, ONS

⁸ Annual Survey of Hours and Earnings, 2014 Provisional Results, ONS

⁹ 2011 Census - Qualifications and Students (KS501EW), NOMIS

¹⁰ 2011 Census – Commuting Patterns

¹¹ Herts LIS – House Prices 2015, October to December 2015

Did you know?

East Herts Council in 2014/15:

- Awarded £147,379 in both revenue and capital grants to 126 different voluntary groups, community groups and young people, including charities and parish councils
- Sold nearly 12,000 tickets to the 2014 Christmas Pantomime at Hertford Theatre – this is an increase of around 2,000 tickets compared to the previous year
- Supported 6,173 housing benefit customers and 6,623 council tax support customers in East Herts.
- Had more than 14,208 visitors drop off post at its customer service centres in Hertford and Bishops Stortford – the majority of postal items dropped off are for our Housing Options and Benefits departments
- Overall, had 175,119 visits to the council's five pools in each of its towns at Hertford, Ware, Sawbridgeworth, Bishop's Stortford and Buntingford and 214,713 visits to the council's gyms in Hertford and Bishop's Stortford
- Processed 2,319 planning and related applications
- In total collected over 53,941,000kg of waste in the district – this is around 904kg of waste per household
- The recycling rate for waste collections over the year was 49.6%
- Undertook 397 programmed food hygiene inspections across the district
- Collected 117 stray dogs
- Continued to grow its social media following and had 4814 followers on Twitter and 252 likes on Facebook by March 2015
- Received 330,121 visitors to the Council website – the top landing page from search engines was 'View Planning Application Decisions'.

Section 2: Our Vision for the District

East Herts Council's vision for the district is:

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

This overarching aim is underpinned by three corporate priorities, based on what residents said they wanted.

These priorities in 2014/15 were:

<u>People</u> – Fair and accessible services for those that use them and opportunities for everyone to contribute
--

<u>Place</u> – Safe and Clean

<u>Prosperity</u> – Improving the economic and social opportunities available to our communities

Each priority was further defined by a series of objectives which were set out in our four-year Corporate Strategic Plan for 2015/16 – 2018/19. These priorities and objectives were shared with many of our partner organisations to enable a combined approach in service delivery, helping to eliminate service gaps and duplication whilst promoting efficiency.

Those priorities begin to express the council's purpose and show that being **Here to Help** is central to the work and ethos here at East Herts Council.

- It is central to the services and support that we provide to residents and businesses and how we provide them.
- It is the main driver that underlies the community leadership role of our elected Members.
- It underpins staff engagement and organisation improvement activities

This annual report cannot include everything we have achieved. However, it does identify those achievements which we believe will be of most community interest due to their impact and benefits.

Section 3: Progress against 2014/15 Corporate Priorities

PEOPLE – Fair and accessible services for those that use them and opportunities for everyone to contribute

Our priority is to focus on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable and to deliver strong services

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What we want to achieve	What we have done
<p>Objective: Improve the health and well-being of our residents</p>	<ul style="list-style-type: none"> • Published our Health and Wellbeing Strategy which sets out our plans for combining our resources and skills to promote healthier lifestyles in partnership with Hertfordshire County Council, the Clinical Commissioning Groups (CCGs), NHS Trusts, volunteer organisations and others. • Been recognised by The Royal Society for Public Health (RSPH) for our strong commitment to public health and for our achievements in health promotion strategy and initiatives designed to maximise public health opportunities. • Welcomed the first UK Women’s International cycling tour through East Herts. • Implemented '3G' all-weather football pitches at Hartham Common in Hertford. There has been strong demand for football pitches in the Hertford area. The new pitches can be used all year round, including when weather conditions prevent the use of traditional pitches. East Herts consulted with residents and decided to install two pitches and retain one tennis court. The scheme will also generate additional income for the council which helps to keep the cost of leisure services down. • Strengthened our scrutiny of external public bodies and partners. We now have an East Herts councillor representative on the county’s Health Scrutiny Committee, which contributed to a number of scrutiny reviews on various NHS and health service providers (This included visits to the SurgiCentre at Lister Hospital, Kingfisher Court, Watford General Hospital, the Hazard Response Team in Cambridgeshire and a meeting about urgent care).
<p>Objective: Reduce fuel poverty</p>	<ul style="list-style-type: none"> • Launched a revised Home Insulation Grant scheme, which offers 50% contributions towards certain insulation measures. Additionally, the availability of some free

schemes increased. As a result just five East Herts funded grants were required, at a cost of £665. The measures represented annual savings of four tonnes carbon dioxide, and estimated total energy savings of £974 per year. Such initiatives offer a real help to the estimated 7.5% of households in fuel poverty in East Herts. Insulation schemes were widely promoted through our website and other publicity, such as a “bin hanger” card to households on the wheeled bin collection. The council is currently exploring the potential for expanding the East Herts Home Energy grants scheme to encompass a wider range of home energy efficiency measures which are currently excluded from the nationally available schemes.

Objective: Increase community engagement

- Awarded £147,379 in both revenue and capital grants to 126 different voluntary groups, community groups and young people, including charities and parish councils. This included:
 - **Summer Activities** – Our summer activities grants programme for 2014 was very well received and more than 2,000 children and young people attended the various activities. Events included summer archery, Flying Circus at Courtyard Arts, tennis coaching, community picnic and Pop School. There were 7,607 total attendances over all activities reported in 2014 compared to 5,664 in 2013.
 - **Community Activity Grants** – Held six funding rounds and awarded 63 grants to health and social care charities, older peoples’ groups, youth, sports and other leisure clubs. Later in the year, criteria relaxed, and funding was opened to village halls and parish councils. This grant fund was used to support, among others, a Parkinson’s support group, a WWI Remembrance event and to support carers with their launch of discount passports for unpaid carers. Grants were also awarded to support grass root community and voluntary groups with their

running costs. One of the highlights of the year was supporting the local Alzheimer's Society to set up a new Dementia Café in Bishop's Stortford.

- **Community Capital Grants** – Awarded 26 capital grants worth almost £89,000 in total for community-led projects to improve well-used facilities or services. Examples include: the council helped Bishop's Stortford Rugby Club replace its roof in anticipation of the many extra visitors around the Rugby World Cup this summer; provided Buntingford Cougars with portable goals to support their coaching sessions and helped Hailey Day Centre in Sawbridgeworth with a kitchen upgrade so they could continue to provide hot, healthy meals to frail elderly.
- **Performance to Excellence Grants** – Awarded 21 grants to young people (11-18 year olds in the district) who were achieving excellence in their chosen sport. This fund was oversubscribed and we used some of the Community Activities Grants budget to cover these requests.
- Held the fourth annual Community Sports Awards. This annual event, funded by East Herts Council, aims to celebrate achievements and contributions to sport as well as inspiring our local sporting talent to go on and reach their full potential. 19 awards were presented in total across nine categories.
- Held our annual rural parish conference where more than 40 parish councils attended. The event provides a popular forum for engaging with parish councils on rural issues. There was particular interest this year on the information that the Community Voluntary Service (CVS) presented on the community car scheme.
- Held a conference for more than 50 volunteers who give up their time to run village

halls and community buildings. The event was jointly organised with Community Development Action (CDA) for Hertfordshire and with support from various voluntary and community groups. Attendees had the opportunity to discuss common problems, learn from each other and share their experiences, helping them to maximise the potential of halls for the benefit of their local communities.

- Successfully delivered a councillor training and development programme to all elected members to help them fulfil their community engagement role.
- Successfully implemented Individual Electoral Registration (IER). IER has been rolled out across the country to modernise the way people register to vote and to help tackle electoral fraud. 97% of the electorate has now registered under Individual Electoral Registration.
- Supported National Voter Registration Day by encouraging residents across the district to register to vote. Young people in particular were encouraged to get involved and vote for whom they want to represent them.

Objective: Deliver strong and relevant services

- Helped older residents in the district to stay fit, active and independent through the Ageing Well Project by:
 - Launching subsidised Fitsteps dance classes in Bishop's Stortford and Ware. The classes are aimed at older residents, providing the health benefits of regular activities. Fitsteps is a national fitness programme which was created following the popularity of the TV programme, Strictly Come Dancing. The Bishops Stortford class had numbers between two and eight. The number of residents attending the Ware class varied from 20 to as high as 40. Due to its success the initial pilot was extended with reduced funding and sessions are now running

independently

- Supporting a grant from the LSP Health and Wellbeing Group to the Herts Sport Partnership to provide 'Fellas Fitness'. The initiative is aimed at older men to help build and maintain their fitness levels, whilst at the same time providing an opportunity to meet and interact with others.
- Working in partnership with Active East Herts, Riversmead Housing Association and Wodson Park Sports Centre to run chair-based exercise classes for residents aged between 68-89 years of age at Calton Court in Hertford. The pilot scheme worked on posture, balance and strength. Weekly sessions ran from May-July 2014.
- Became a partner in a Shared Anti-Fraud Service for non-benefit and corporate fraud with Broxbourne Borough Council, Hertfordshire County Council, Hertsmere Borough Council, North Herts District Council and Stevenage Borough Council. The shared service will provide fraud prevention, detection and investigation services and will enable the council to meet its duties in relation to safeguarding public funds and minimising the loss to fraud. Ultimately this helps councils to spend the maximum possible on delivering local services. The new venture uses shared intelligence among the partners to target fraudulent activity across the county. The service went live at the start of financial year 2015/16.
- Agreed a new Customer Services Strategy for 2015–2020 to deliver customer focused services. The council needs to understand the changes among its communities over the last 10 years, identify the key issues that have impacted service delivery and look ahead to predict the pressures in the next 10 years in order to 'future proof' our services.

Objective: Improve outcomes for vulnerable families and individuals

- Undertook a housing survey so we have a clear understanding of the housing requirements in the district. All councils are required by central government to carry out a housing survey every few years. The results help us develop our housing strategy and planning policies. 25% of residents (from a sample of 9,000) took part in the survey and the results are due to be published in September 2015.

Case Study 1: Housing Benefit Claims Performance

Housing Benefits are delivered through the East Herts Council and Stevenage Borough Council Revenues and Benefits Service. For 2014/15, the service was set a performance target of ten calendar days to process housing benefit applications. The service faced increased demand and, at the start of the year the service was performing under-target. In October 2014 the service was averaging 14.1 days to process an application.

Demand on the service had risen as not only have caseloads increased since 2013/14, but there has been a considerable increase in complexity of caseload. For example, many more residents are now working on a 'zero hours' contract which means claimants have to notify the Housing Benefit team of a change in circumstances every week or month as their income varies. The service then has to process every individual's change event - contributing to an overall increased volume of work, an increase of more than 3% when compared to the previous year.

East Herts and Stevenage have collaboratively invested more resources into the service in order to achieve an average time taken to process new housing benefit claims or change of events at ten calendar days from the first application, in East Herts. This surpasses the average time taken across other districts in Hertfordshire.

What we were unable to finish during 2014/15: Website Accessibility Review

We had hoped to undertake a review of the council website to optimise the accessibility of the website and ensure we

remain in compliance with the Disability Discrimination Act and Web Content Accessibility Guidelines. An action plan was due for March 2015. The council last undertook an accessibility review in 2011 and recommendations were implemented in 2012. However, since then, a number of minor changes have been made to the website, particularly the front page.

The council started work on reviewing the council intranet and it was sensible to run projects concurrently. This had the knock-on effect of pushing the accessibility review project back. However, the project largely fell behind schedule at the procurement stage: we had tendered for a company to undertake a review of both the usability and accessibility of the website but following the wider scope of the project, we were then unable to elicit any bids from any of the prospected suppliers in the market.

Negotiations have since been undertaken with a separate organisation, SOCITM (The Society of IT Management), on the wider usability of the website. The accessibility review of the website now sits as a separate project, with a revised completion target of the end of September 2015. The website currently remains fully compliant with accessibility guidelines but the council will continue to make further improvements.

Place – Safe and Clean

Our priority is to focus on sustainability, the built environment and ensuring our towns and villages are safe and clean.

What we want to achieve	What we have done
<p>Objective: Reduce residual waste and increase our recycling rate</p>	<ul style="list-style-type: none"> • Introduced the use of compostable caddy liners in kitchen caddies that can be disposed of in the brown bin. Residents told us that composting food waste was messy without them, and therefore made it more difficult. Nearly a third of waste put in the black bin for landfill is food, and the council wanted to make it easier and encourage residents to put it in their brown bin for composting.
<p>Objective: Reduce the carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses</p>	<ul style="list-style-type: none"> • Agreed carbon reduction target of 25% by 2020, from the baseline year of 2009. Carbon dioxide emission figures for 2014/15 are not yet available, but up to 2013/14 there has been a reduction of 17% in total CO₂ emissions from the council's operations. This was a 2% improvement in 2013/14 when compared with the previous year. 2014/15 figures will be released early November • The waste collection contract has delivered considerable ongoing carbon dioxide savings. The total reduction in carbon emissions achieved since 2008/09 to date is 27%.
<p>Objective: Maintain our clean streets and reduce litter</p>	<ul style="list-style-type: none"> • Achieved the RSPCA Gold Footprint award. This certification is given for the quality of stray dog services, housing and animal welfare principles. An effective stray dog services is essential to ensuring dog fouling is kept to a minimum through education and responsible dog ownership, so this is a pleasing result for the council. Last year

	<p>the council achieved a silver footprint and the year before that, a bronze. The council also scored top marks for its consistent promotion of responsible dog ownership, including micro-chipping, which becomes compulsory for all dogs in Britain from June 2016. In 2014/15 the council picked up 117 stray dogs compared with 114 in the previous year.</p>
<p>Objective: Reduce anti-social behaviour and the fear of crime</p>	<ul style="list-style-type: none"> • Contributed, as part of the East Herts Community Safety Partnership, to the reduction in recorded crime and anti-social behaviour across the district. Anti-social behaviour has reduced by 26% from 3,280 incidences in 2012/13 to 2,423 incidences in 2014/15.
<p>Objective: Ensure future development best meets the need of the district and its residents</p>	<ul style="list-style-type: none"> • Consultation responses on the District Plan have been reported back to the District Plan Panel along with supporting and technical evidence. This will inform the production of the next stage in the District Plan. • Brought forward the development at Bishop's Stortford North (permission now granted) whilst seeking to resist what we consider are unsustainable development proposals coming forward in advance of the District Plan. These are proposals where the supporting infrastructure is not in place – and will not be delivered as part of the development. A number of proposals at Buntingford were resisted because of this impact. • Approved a small development of sustainable homes in Waterford. The homes are expected to become the biggest group of naturally ventilated homes in the UK, serving as a working model for buildings elsewhere in the country. They will also exceed the highest ranking in the Code for Sustainable Homes, which measures new homes performance in categories such as energy efficiency, water use and health and wellbeing.

Case Study 2: Pride in Our Parks

Among the council's objectives is to maintain our parks, play areas and open spaces in good order. The council values its green space and we are proud that the prestigious Green Flag award, which recognises and rewards the best green spaces in the country, has been retained for our parks at The Ridgeway in Hertford (for the sixth year running) and Southern Country Park in Bishop's Stortford (for the seventh year running). As part of the Parks and Open Spaces Strategy 2013 – 2018, we are reviewing our play areas for a second time and looking at ways to create more opportunities for visitors of all ages to get fit and healthy in our parks. Whilst we still maintain that our open spaces are crucial to providing social and play opportunities for young people, we are expanding this ethos for our older residents. Our parks are not only important for environmental reasons but also fitting in with the wider 'health and wellbeing' and 'ageing well' agendas.

We have created new circular walking routes in Hertford around the Foxholes Woodland and in Bishop's Stortford, linking five of the town's parks and open spaces. To promote and develop accessibility of our parks, new signage and interpretation boards have been developed and installed at Foxholes Woodland and Hartham Common in Hertford. We have also continued to promote our health walks for older residents which have remained very popular and there are now regular well attended walks in Bishop's Stortford, Hertford and Ware.

Younger people across the district have benefitted from our ongoing Play Area Development Programme. A new bespoke toddler play area at The Bourne open space in Ware has been completed, and a new multi-use games area (MUGA) and additional play equipment for older children installed at the play area in Watton-at-Stone.

We celebrated Love Parks Week across the district, by hosting two free fun family events, "Get Park Active 2014" at Southern Country Park in Bishop's Stortford and Pishiobury Park in Sawbridgeworth. Activities encouraged everyone to get out and have fun in the parks. Southern Country Park activities included a family activity trail, orienteering and new for

2014 'slacklining', with the ever popular annual dog show and making wooden medallions with the Friends group. The council teamed up with Dogs Trust to offer free dog micro-chipping. At Pishiobury Park visitors could picnic, try out the family fitness activity trail and meet the Longhorn cattle, as well as go on a guided bug hunt with the Friends group. Over 800 attended these two events.

Improvement and promotion of our parks and open spaces will continue in line with our Parks and Open Spaces Strategy 2013–2018.

What we were unable to finish during 2014/15 to complete: Flood alleviation

As part of the council's Risk Management Authority role, we initiated a programme of Surface Water Management Plans (SWMPs) in high risk flood locations across the district. The intended outcome is to provide a reduction in flood risk and damage to natural environments, and the project will help to reduce demand for council resources in reacting to floods. This project was programmed to be completed by the end of March 2015

In reaction to the 2014 Central Government flood grant schemes, the council had to focus the resources of the Environment & Engineering team towards providing these flood grants. The scheme aimed to help communities recover from the severe weather experienced during winter 2013-2014 and reduce flood risk for future years. As a result of this additional workload, the council has not been able to deliver the full SWMP programmed for 2014/15. However as part of the initial stages of producing data for this SWMP, the council has gathered large amounts of information on the existing drainage infrastructure, such as its condition and extent. This has enabled us to understand and assess why an area is prone to floods and the nature of what remedial works will be required to improve the system against flooding for the future.

From April 2015, the council will resume the concluding elements of the SWMP which will detail long term or medium-term

infrastructure repairs, capital upgrades and routine or special maintenance recommendations.

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Prosperity – Improving the economic and social opportunities available to our communities

Our priority is to focus on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.

What we want to achieve	What we have done
<p>Objective: Deliver value for money and reduce our reliance on central government funding</p>	<ul style="list-style-type: none"> • Installed new seating and an auditorium floor at Hertford Theatre to provide a better customer experience. • East Herts has considered how to make best use of its resources and through Audit Committee agreed a framework that allows wider options in terms of investing its money. This includes being able to make use of Property Funds. It is anticipated that the increased income from these investments will be able to close gaps in the financial model in future years as an alternative to having to look to make further savings. Two property funds have been identified and agreed and the council is currently on the waiting list to be able to place our money with them. This is anticipated to happen during September 2015. • Agreed a new senior management structure that focused resources in a different way. This included the investment in a new Head of Business Development; the officer's remit includes considering improved ways of working, a more commercial approach to delivering council services and working alongside service areas to consider future efficiency savings. Further investment has also been made in other areas including Procurement to enable wider working with our suppliers and to encourage greater competition. • Continued to implement our 'Here to Help' organisational development programme.

Following on from the success of staff workshops in 2014 where ideas and suggestions were put forward to help improve what we do and how we do it. A number of projects were rolled out from June 2014, for example, to help improve the telephone system and review the council's performance development review scheme.

- For the second year running, the council has undertaken a budget challenge to consider our allocation of resources, and in particular highlight those areas where there have been underspends in prior years, to free up resource to reallocate to other priority areas.
- Undertaken very detailed income modelling against all our major sources of income, and used the results to assist our medium term financial decision making. By doing more detailed and robust modelling, we were able to close the expected budget gap within our financial plan in future years.
- Agreed to work with North Herts District Council on producing an outline business case to evaluate the possibility of a joint Waste Collection and Street Cleansing contract and assess the implications to both authorities in improving the cost effectiveness of these services. The strategic outline case was presented to members in June 2015.
- Taken robust action against fraud and have prosecuted five people, issued five administration penalties and two cautions. This means that the council is recovering a combined total Housing Benefit and Council Tax Benefit/Support overpayments of £425,340.81 against these 12 sanctions and other overpayments determined as fraudulent. A further £6,109.54 in overpayments of Department for Work & Pensions benefits was also identified.

Objective: Enhance the economic well-being of East Herts

- Celebrated 'Love Your Local Market' week by holding a special market where locally made ice-cream, meats and game, cheeses, pickles, alongside the weekly fishmonger and greengrocer, could be enjoyed. The council also provided pitch spaces free of the usual rental charge, to encourage and support small businesses to take part.
- Following extensive public consultation agreed to implement free 30 minutes parking for visitors to East Herts Council car parks in Bishop's Stortford, Hertford and Ware. As part of the council's ambition to increase the vibrancy of the district's town centres, 30 minutes free parking has been introduced in most car parks, adding to the free bays on street and increasing availability and convenience.
- Supported 'Small Business Saturday' – a national day held annually on the first Saturday of December – by allowing free parking all day in East Herts car parks in Bishop's Stortford and Hertford. Market traders in the two towns also received a reduced rent.
- Held our first urban conference, bringing together town, district and county councillors, town clerks and chief officers to discuss how best to tackle issues in our urban areas. Discussion topics included the best ways to communicate with town residents, night time economy, sustainable community transport and leisure and cultural provision.
- Contributed to an East Herts Local Strategic Partnership project called "Get East Herts Working" to help people between the ages of 25–49 looking for work. Led by Jobcentre Plus, participants were able to take part in activities such as facilitated work clubs in Bishop's Stortford, Hertford and Ware, recruitment events and work placements. The project was a success and supported 2,471 participants, against an

	original target of 500. Of those that participated, 44% were recorded as coming off active benefits at the end of the project.
Objective: Protect the environment	<ul style="list-style-type: none"> Produced a new Buildings at Risk register. Farm buildings, thatched cottages and traditional stone walls whose future is at risk are among the historic structures that have been listed, in addition to milestones, bridges, churches and many other distinctive features of the built landscape. To compile the register, the council carried out a survey using Historic England's checklist of criteria. Buildings are usually at risk of loss due to neglect, decay and inappropriate development.

Case Study 3: Rural Development Programme Europe (RDPE)

The council is very pleased to have succeeded in secured £1.8 million from the Rural Payments Agency for a Rural Development Programme across the rural parts of East Herts, Uttlesford, Epping Forest and North Herts. Previously, the council received funding covering 2009-2013. During that period, the programme achieved more than £4 million of investment in the rural economy and created 67 new jobs. This was achieved through a range of projects such as farm diversification, tourism, community and business projects among others.

Following the success of the programme, the four districts agreed to collaborate further to secure funding from the new Rural Development Programme due to start in 2015. 2014 was a transition period, focused on gathering an evidence base for the application. Consultation was held with members of the Local Action Group (comprised of members from the public and private sector across the four districts) and the wider rural community to help formulate local priorities. This consultation fed into the production of our Local Development Strategy and Portfolio of Projects for 2015 – both of which were key documents in the bid in September 2014. Ultimately, approval of the application was granted in February 2015.

The focus of the new programme will be on sustainable rural growth and to support the development of rural businesses up until 2020. East Herts Council is the lead agency and accountable body in delivering the programme. Throughout 2015 the team will be working towards putting in place the application procedures and staff training.

What we were unable to finish during 2014/15: Web-based self-service systems

We had hoped to implement web-based self-service systems for our customers. The primary aim was to increase the range of services that customers could access online, which would include making appointments for some environmental services and to pay for ad-hoc services where customers are not supplied invoices or specific payment identifiers (such as council tax reference numbers). It would have the added benefit of reducing the number of telephone calls and associated staff resources, achieving mid-term financial planning targets. The council initially aimed to complete this by December 2014.

The council has succeeded in creating an online service, 'My East Herts', for refuse and recycling route information alongside other address-related information such as contact details for local councillors. However, the project has proved to be more resource-intensive than anticipated and ultimately some initial ideas were agreed to be out of scope. It was particularly problematic following the transition from one service contractor to another but a considerable amount of effort from internal staff has delivered an easy to use tool for customers. The My East Herts tool is currently in final testing and review, we expect this to be launched before September 2015.

This is the first of the new self-service tools to be deployed and it is expected that this will be closely followed by a new council tax and benefits self-service system. This is due to go live by October 2015.

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Section 4: Consultation

The council is committed to engaging with local people directly about key issues so they can help shape the future of the district. During 2014/15 among other consultations the council consulted on the:

- **Community safety annual consultation:**
Consultation was held with residents through web-based questionnaires and at community meetings.
- **Proposed new Community Fitness Trail at Grange Paddocks open space:**
Grange Paddocks Leisure Centre provided customers with paper questionnaires. There were also web-based questionnaires. The council used press releases and the council website to engage with the wider community.
- **District Plan:**
Consultation responses have been reported back to the District Plan Panel along with supporting and technical evidence. This will inform the production of the next stage in the District Plan.

Following the 2013 Residents Survey, we carried out three Residents' Survey focus groups in June 2014 with voluntary groups, community organisations, residents and members.

To view all our current open consultations and results of closed consultations go to www.eastherts.gov.uk/consultation.

Section 5: Equalities

The Public Sector Equality Duty, part of the Equality Act 2010, places an obligation on the council to meet the needs of all individuals in the way we work, when shaping policy, delivering services and in relation to our own employees. The Equality Act 2010 states that the council must have due regard to:

- eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

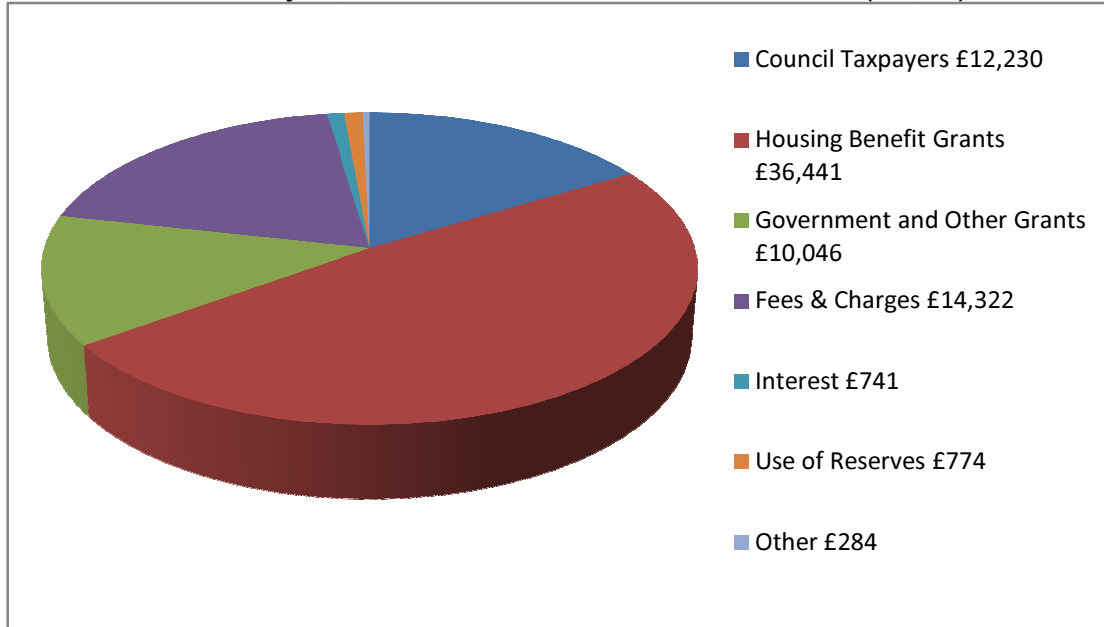
The protected characteristics set out in the Act are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage and civil partnership. The East Herts Council Comprehensive Corporate Equality Policy 2012-2015 supports and drives the council's commitment to better meeting the needs of the district's diverse communities and delivering better services for our customers and ensuring access is fair and reasonable for all.

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Section 6: Financial Information

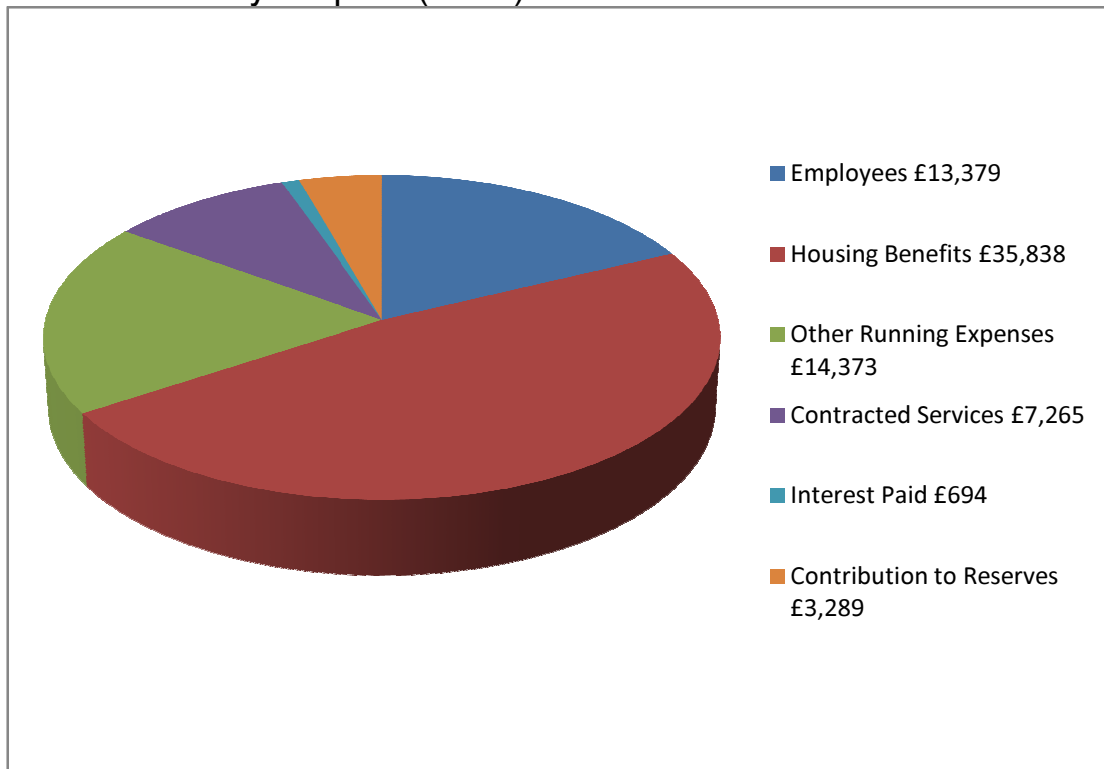
The following summarises East Herts Council's statement of accounts for the financial year from 1 April 2014 to 31 March 2015¹².

Where the money comes from - Sources of income (£000)

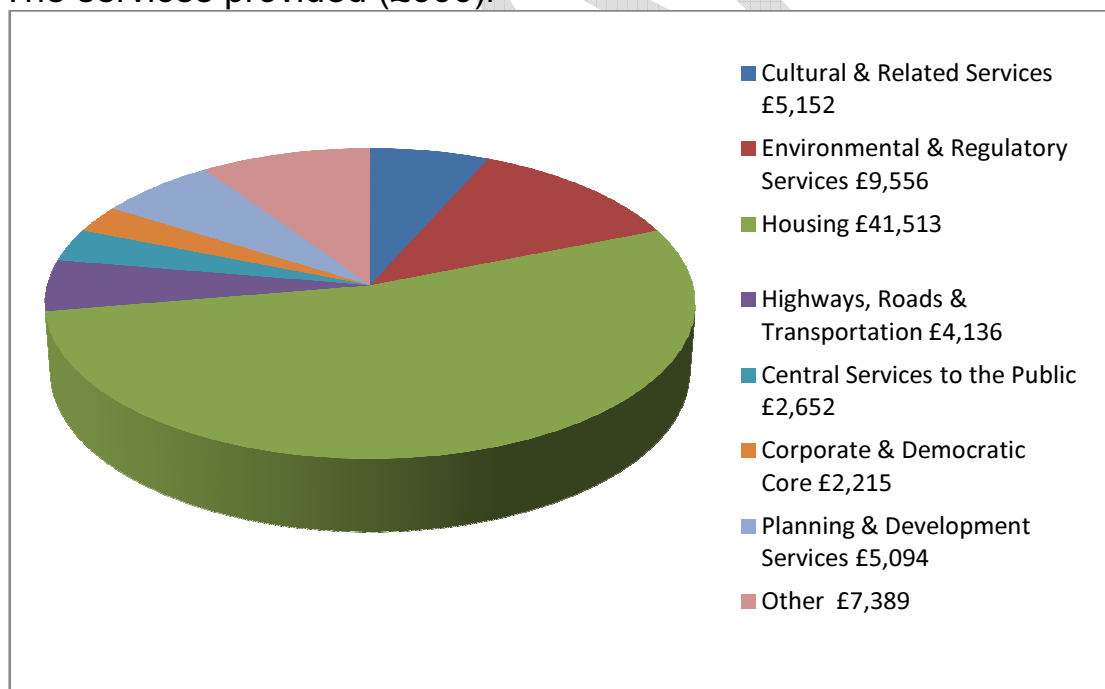


¹² Draft accounts prior to audit

How the money is spent (£000):



The services provided (£000):



The cost of "The services provided" includes capital charges, revenue funded from capital under statute, capital government grants and other financing costs totalling £2,869,000 which have been excluded from the previous charts.

The full statement of account can be found at [/www.eastherts.gov.uk/accounts](http://www.eastherts.gov.uk/accounts) along with a full set of previous years' audited accounts.

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Section 7: Statement on Contracts

In making changes to the way in which services are delivered, there will be times when the council awards contracts that involve the transfer of employees out of council employment. In 2014/15 there were no such transfers.

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Section 8: Performance Indicators

Corporate priority performance measures for 2014/15.

The 2014/15 performance indicator outturns will be inserted here at the design stage.

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Appendix A: Contact your councillor

Contact details for all 50 councillors can be found on the council's website - <http://www.eastherts.gov.uk/councillors> or by contacting Democratic Services on 01279 655261.

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Inserted on the back of the report

If you would like a translation of this document in another language, large print, Braille, audio or an electronic format, please contact Communications at East Herts Council on 01279 655 261 or email communications@eastherts.gov.uk

If you need any further information please contact us:
Office Opening Times: 9am to 5pm Monday to Friday.

We welcome your feedback on this Annual Report.

Web: www.eastherts.gov.uk

Phone: 01279 655261

Write: East Herts Council, Wallfields, Pegs Lane, Hertford SG13 8EQ

Email: performance@eastherts.gov.uk

Visit:

- Wallfields, Hertford
- Charringtons House, Bishop's Stortford.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 25 AUGUST 2015

REPORT BY THE LEADER OF THE COUNCIL

REPORT TITLE: ANNUAL GOVERNANCE STATEMENT 2014/15

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report presents the 2014/15 Annual Governance Statement at **Essential Reference Paper ‘B’** and the 2015/16 Annual Governance Statement Action Plan at **Essential Reference Paper ‘C’**.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:

That:

(A)	Audit Committee be advised, via the Executive, of any comments that Corporate Business Scrutiny has to make on the proposed Annual Governance Statement and Action Plan.
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1.0 Background

- 1.1 The Annual Governance Statement is necessary to meet the requirements set out in the Accounts and Audit Regulations 2011 that requires authorities to carry out an annual review of the effectiveness of its system of internal control.

2.0 Report

- 2.1 The Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, used economically, efficiently and effectively.
- 2.2 The Council should undertake regular, at least annual, reviews of its governance arrangements by means of an Annual Governance Statement, to ensure continuing compliance with best practice. It is important that such reviews are reported both within the Council, to

the Audit Committee and externally with the published accounts, to provide assurance that:

- governance arrangements are adequate and operating effectively in practice, or
- where reviews of the governance arrangements have revealed gaps, action is planned that will ensure effective governance in the future.

2.3 The process of preparing the governance statement should itself add value to the corporate governance and internal controls framework of the Council.

2.4 A governance statement should include the following information:

- an acknowledgement of responsibility for ensuring there is a sound system of governance (incorporating the system of internal control)
- an indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide
- a brief description of the key elements of the governance framework, including reference to group activities where those activities are significant.
- a brief description of the process that had been applied in maintaining and reviewing the effectiveness of the governance arrangements, including some comment on the role of:
 - ◇ the Council
 - ◇ the Executive
 - ◇ the Audit Committee/ overview and scrutiny function/ Standards Committee
 - ◇ Internal Audit
 - ◇ other explicit review/ assurance mechanisms.
- an outline of the actions taken, or proposed, to deal with significant governance issues.

2.5 It is important to recognise that the governance statement covers all significant corporate systems, processes and controls, spanning the whole range of the Council's activities, including in particular those designed to ensure that:

- the authority's policies are implemented in practice.
- high quality services are delivered efficiently and effectively.

- the authority's values and ethical standards are met.
- laws and regulations are complied with.
- required processes are adhered to.
- financial statements and other published performance information are accurate and reliable.
- human, financial, environmental and other resources are managed efficiently and effectively.

2.6 Grant Thornton, the Council's out-going External Auditors, have previously highlighted that to add real value the Annual Governance Statement should:

- have greater status within the council's management and reporting processes as the key document that records the planned and obtained assurances around the achievement of the vision and strategic objectives.
- be owned from the top and used to plan and monitor internal and external assurance gathering throughout the year.
- be fundamentally reviewed each year so that it highlights what is significant and excludes what is not.
- have only significant weaknesses recorded with SMART action planning.
- provide a robust, transparent and honest assessment of the year's governance framework.

2.7 Those areas of the Annual Governance Statement that are considered static have been added to the Constitution as Part 8. The statement outlines the Governance Framework through the six core principles published by CIPFA.

2.8 In order to add real value to the Annual Governance Statement officers have considered the current Annual Governance Statement Action Plan, External and Internal Audit reports, Risk registers, Management Assurance Statements, Ombudsman reports, 3 C's reports, National Fraud Initiative reports and the Annual Report.

2.9 The Audit Committee has monitored the 2014/2015 Annual Governance Statement Action Plan throughout the year. At the Audit Committee on 15 July 2015, it was reported that three significant governance issues remained outstanding and their status showed as "Amber". All these issues are considered to remain significant and have therefore been carried forward to this year's Action Plan with target dates updated to reflect any changes of circumstances.

- 2.10 The Acting Chief Executive, the Acting Monitoring Officer, the Chief Finance Officer and the Head of Governance and Risk Management have discussed any items that could be considered significant governance issues that have been identified in the past year. No new issues have been identified to include in the Action Plan; no specific issues were raised either by Grant Thornton or the Shared Internal Audit Service.
- 2.11 An Annual Governance Statement and an Action Plan that identifies required enhancements to internal control arrangements has been drawn up.
- 2.12 The static part of the Annual Governance Statement can be found at **Essential Reference Paper 'B'**. This document shows tracked changes made to last year's statement. Changes have been made that update the Council's governance arrangements to ensure the current position is reflected.
- 2.13 The Annual Governance Statement Action Plan 2015/2016 can be found at **Essential Reference Paper 'C'**. The three issues identified will continue to be monitored through Corporate Management Team and Audit Committee.
- 2.14 These documents will be considered by Corporate Business Scrutiny Committee on 25 August 2015 and the Executive on 1 September 2015. Responsibility for approval of the Annual Governance Statement rests with the Audit Committee, as part of the approval of the Annual Accounts. The results of on-going consultations will be reported verbally to each Committee as part of the process.
- 3.0 Implications/Consultations
- 3.1 Consultation documents were sent to the Leader and Executive Members, Chairmen of Committees, Directors and senior managers, the Shared Internal Audit Service and Grant Thornton. Corporate Management Team considered the Annual Governance Statement and Action Plan on 11 August 2015.
- 3.2 Corporate Business Scrutiny Committee and the Executive will consider the Annual Governance Statement and Action Plan, prior to approval by Audit Committee.
- 3.3 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	Consultation has taken place with Councillors, Senior Management, Internal and External Audit.
Legal:	There are no additional legal implications to those already contained in this report.
Financial:	There are no additional financial implications to those already contained in this report.
Human Resource:	There are no additional human resources implications to those already contained in this report.
Risk Management:	There are no additional risk management implications to those already contained in this report
Health and wellbeing – issues and impacts:	There are no additional health and wellbeing implications to those already contained in this report.

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EAST HERTS COUNCIL ANNUAL GOVERNANCE STATEMENT 20143/20154 AND ACTION PLAN 20154/20165

Scope of responsibility

East Hertfordshire District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including arrangements for the management of risk.

The Council's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).

The Council has approved and adopted a local code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government' (CIPFA 2007).

This statement explains how the Council has complied with the code and also how it meets the requirements of regulation 4 of the Accounts and Audit (England) Regulations 2011 that requires authorities to carry out an annual review of the effectiveness of its system of internal control.

The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and

controlled and by which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. Controls cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify risks to the achievement of the council's policies, aims and objectives. It evaluates the likelihood of those risks being realised and the impact should they be realised, and it prioritises and manages them efficiently, effectively and economically.

The Governance Framework

The Council's governance framework derives from the six core principles identified by the Independent Commission on Good Governance in Public Services – a commission set up by the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Office for Public Management. The Commission used work done by, amongst others, Cadbury (1992), Nolan (1995) and CIPFA/SOLACE (2001). These principles were adapted for application to local authorities and published by CIPFA in 2007.

The six core principles are:

- a. focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area;
- b. Members and officers working together to achieve a common purpose with clearly defined functions and roles;
- c. promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour;
- d. taking informed and transparent decisions which are subject to effective scrutiny and managing risk;

- e. developing the capacity and capability of Members and officers to be effective; and
- f. engaging with local people and other stakeholders to ensure robust public accountability.

The key elements of East Herts Council's application of each of these core principles are as follows:

a) Focusing on the purpose of the Council and on outcomes for the community and creating and implementing a vision for the local area

The Sustainable Community Strategy outlines the vision, aims and priority themes for the district. It was produced in conjunction with the East Hertfordshire Local Strategic Partnership, which brings together all relevant stakeholders, including those that deliver services in the area.

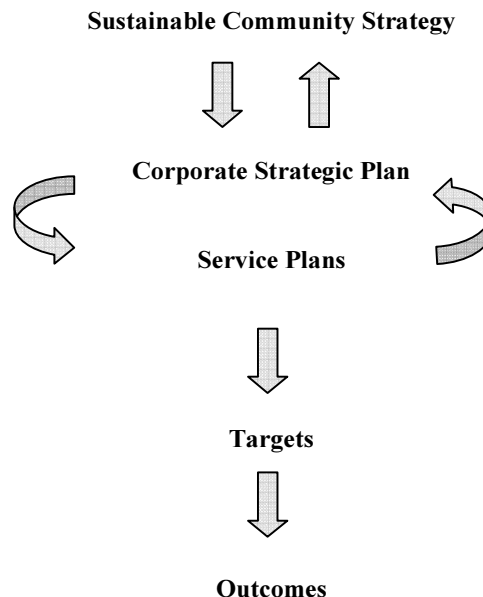
The Customer Services Strategy requires all services to individually consider insight about their customers, local need and how their service is accessed and set out actions, within the Council's medium term financial planning process, to maximise the appropriate digital operation and delivery of services. This will include the requirement to understand the reasons for customer contact and the methods currently used.

The Council's aims and objectives are set out in the annually updated Corporate Strategic Plan. This sets out what the Council expects to deliver over the next four years and, in many cases, beyond this timeframe. The details of how the Council will get there are incorporated in the individual service plans. The Plan will be updated each year to include new service developments and to remove outcomes once they are achieved. The Plan sets the direction for the financial planning of the Council based on the Council's priorities.

During 2015/16 the financial and business planning process is being fundamentally changed. It will ensure that service actions reflect changing patterns of demand, need and preference balanced against financial constraints in the medium term.

The Executive receives the Medium Term Financial Strategy covering a four-year period, which is used to set initial parameters for the coming budget process to ensure that spending proposals are affordable and sustainable over the medium term.

The diagram below sets out the various links in the process of establishing and subsequently monitoring the achievement of the Council's ambitions. It shows the links between the Sustainable Community Strategy and Corporate Strategic Plan which then feed into, and are informed by, service plans, service targets and individual employees via specific areas of responsibility allocated to them.



The Council has an effective performance management framework using a dedicated IT system to record and report performance. The system is driven by the Service Plans which focus on activities that will deliver the Council's ambitions and priorities. This is cascaded through individual employee appraisals.

This process monitors how the Council is meeting its performance targets and triggers corrective actions where targets are proving

challenging, through the Corporate Healthcheck report and Service Plan monitoring reports.

The Council's Executive and its Scrutiny Committees monitor and scrutinise progress against targets and performance in priority areas affecting relevant service areas, and consider and approve corrective action where necessary. For ease of interpretation performance graphs are reported. There are reports which include the results of monthly and quarterly budget monitoring reports covering the revenue expenditure, capital projects, key performance indicators and absence monitoring.

The monitoring process has enabled the Council to concentrate on areas which require particular attention.

The Council is therefore able to monitor all key measures on a monthly basis and respond quickly and effectively to changes at an early stage.

The Council maintains an objective and professional relationship with external auditors and statutory inspectors, as evidenced by the Annual Audit Letter.

Through reviews by external auditors, external agencies, the Shared Internal Audit Service (SIAS) and internal review teams, the Council constantly seeks ways of securing continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness in the use of resources. The Council has regularly reviewed Financial Regulations and has adopted Procurement Regulations to ensure proper arrangements are in place for procurement of goods and services.

All budget cost centres are allocated to a named post holder, who is responsible for controlling spend against those budgets, and who is also responsible for maximising the benefits from assets used in the provision of their service.

b) Members and officers working together to achieve a common purpose with clearly defined functions and roles

The Council has adopted a constitution which sets out how the Council operates, how decisions are made and the procedures which are followed. This ensures that decisions are transparent and that Members are to ensure these are efficient, transparent and accountable to local people.

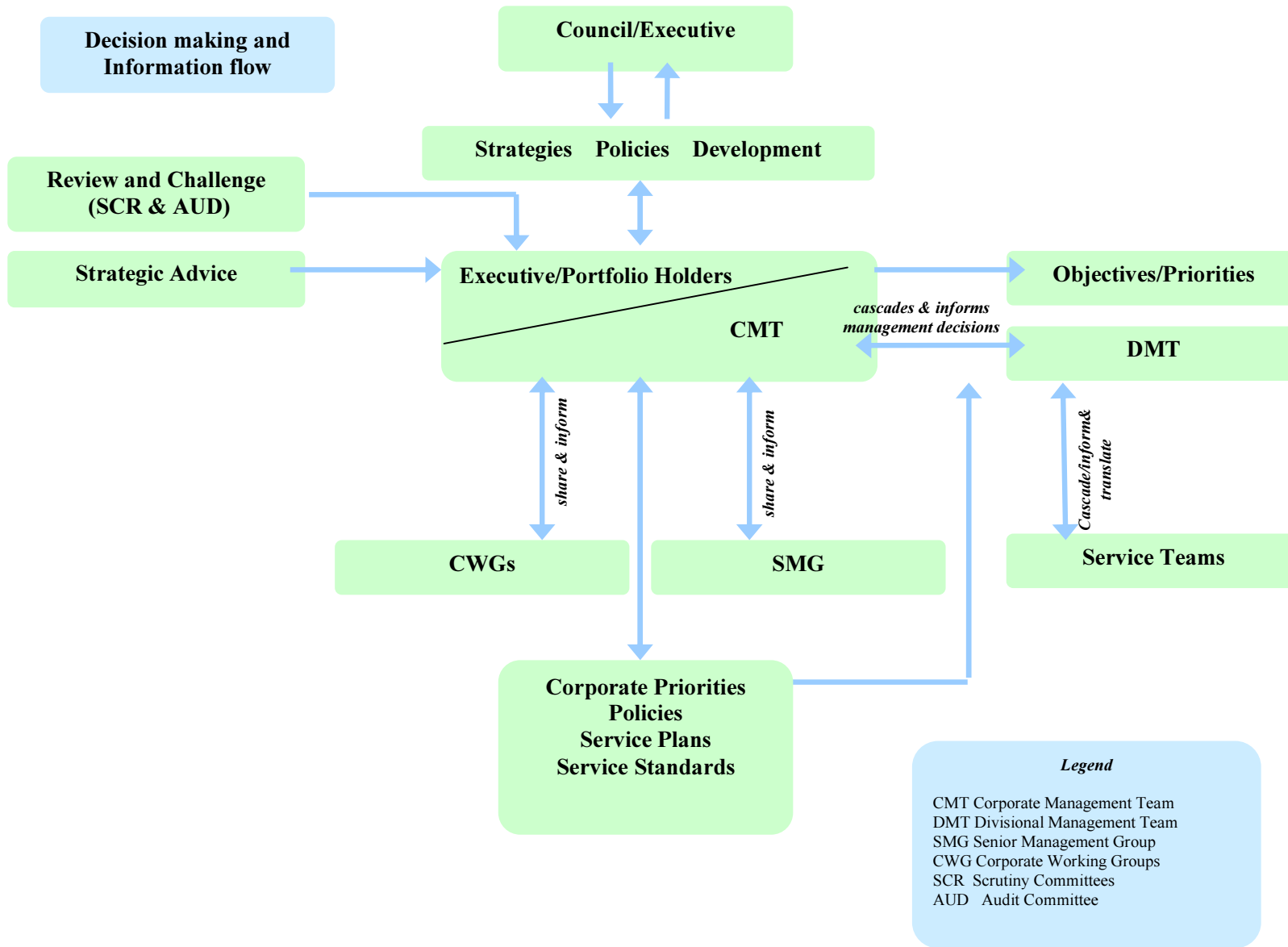
The Council adopted the Leader and Cabinet Executive model. The main features are:

- The Council's Executive consists of a Leader and between two and nine other Councillors.
- The Leader is elected by full Council and will hold office in accordance with the Local Government Act 2000, the Local Government and Public Involvement in Health Act 2007 and the Localism Act 2011.
- The other Executive Members will be appointed by the Leader who will decide their portfolios and also which executive functions will be discharged by full Executive, any of its Committees or any individual Executive Member or officers.
- There are currently seven Councillors on the Executive.

The Council's Chief Executive retired in May 2015 and a new Chief Executive takes up the post in Autumn 2015.

The Council's Corporate Management Team (CMT) consisting of the Chief Executive ~~and Director of Customer and Community Services~~, Directors and the Head of Human Resources and Organisational Development~~People and Property Services~~ meets on a fortnightly basis to develop policy issues commensurate with the Council's aims, objectives and priorities. CMT also considers internal control issues, including risk management, performance management, compliances, efficiency and value for money, and financial management. Members of CMT meet with Portfolio Holders on a monthly basis to review progress in achieving the Council's ambitions, priorities for action, budget monitoring, performance management and forward planning for major issues. CMT has a corporate responsibility for the messages that the Council produces, both internally and externally.

Below CMT the management structure is well defined. The chart below indicates how decisions are implemented and cascaded:



The Council has adopted a number of codes and protocols that will govern both Member and officer activities. These are:

- Members' Code of Conduct
- Officers' Code of Conduct
- Members' Planning Code of Good Practice
- Member/Officer Relations Protocol

c) Promoting values for the Council and demonstrating the values of good governance through upholding high standards of conduct and behaviour

It is the function of the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations. After consulting the Chief Executive and Section 151 Officer he will report to the full Council if he considers that any proposal, decision or omission would give rise to unlawfulness or maladministration. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

Under Section 5 of the Local Government and Housing Act 1989 it is the duty of the Council's Monitoring Officer to report to Council if it appears that the Authority, a Committee or Officer of the Authority has made a decision which is contrary to law.

The Council has responsibility for responding to Freedom of Information Requests (FOI) promptly and within 20 working days.

The Council ~~has taken action to improve its~~constantly monitors its speed of response to FOI's ~~and seeks to. An important element of that plan is to shift the Council from waiting for FOI requests to~~ proactively publish regularly requested~~reducing the need for~~ individuals to request information by making a wider range of information more easily available through the Council's website.

~~The Council recognises that expenses of politicians have come under serious scrutiny. The current Members Allowances scheme is published in the Constitution. The Council determines its~~ Members' Allowances scheme in accordance with the legislative framework. Each allowance scheme is determined following consideration of the recommendations made by its Independent Remuneration Panel. A scheme forms part of the Council's constitution and details of actual allowances paid are published as soon as possible after the end of the year in question.

All Council services are delivered by trained and experienced

specification. Training needs are identified through the Personal Development Review Scheme and addressed via the Human Resources service and/or individual services as appropriate.

The Council achieved re-accreditation for a further three years from ~~April 2012~~May 2015 under the Investors in People Standard, which is a quality framework to ensure that the Council's employees have the right knowledge, skills and motivation to work effectively.

The financial management of the Council is conducted in accordance with ~~the Constitution and with~~ Financial Regulations that form part of the Council's constitution. The Director of Finance and Support Services is the statutory Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972.

The Council has a Treasury Management Strategy Statement and Annual Investment Strategy in place. Investments are made in accordance with the Council's approved policy. All investment transactions and transfers undertaken in house are supported by appropriate documentation and are properly authorised. External fund managers are subject to strict regulation by the Financial Conduct Authority. The Portfolio holder and the Leader of the Council receive regular updates from the Director of Finance and Support Services. The Chairman of the Audit Committee is invited to participate in review meetings with Fund Managers.

The Council utilises an Internal Audit Service delivered under a shared partnership with seven other Councils. This service operates to the standards set out in the CIPFA Public Sector Internal Audit Standards which came into effect on 1 April 2013. An Anti-Fraud and Anti-Corruption Strategy and a Disclosure (Whistleblowing) Code are in place. A Whistleblowing hotline and email facility operates and has been well publicised. Each year all staff are required to complete Annual Declaration forms. The Council has adopted a policy on bribery. The Council does not tolerate bribery committed by Council employees or its contractors or partners and will take consistent and swift action against those persons committing bribery.

Individual services have produced Service Plans that are updated each year so that services know what they are required to do to achieve the Council's priorities and ambitions.

At individual employee level the Council has established a Personal Development Review Scheme so as to ~~jointly~~ agree

individual employee objectives and identify training and development needs jointly. The Scheme provides for a mid-year review as well as an annual appraisal at which past performance is reviewed.

d) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

The Council has several committees which carry out regulatory or scrutiny functions. These are:

- Overview and Scrutiny committees (Corporate Business Scrutiny, Community Scrutiny, ~~and~~ Environment Scrutiny and from 2015/16, Health and Wellbeing Scrutiny) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions, developing the capacity and capability of members and officers to be effective.
- Audit Committee provides assurance about the adequacy of internal controls, financial accounting and reporting arrangements, and that effective risk management is in place. Its work is intended to enhance public trust in the corporate and financial governance of the Council;
- Development Management Committee determines planning applications and related matters;
- Licensing Committee monitors and reviews the effectiveness of the Council's licensing policy and procedures;
- The Human Resources Committee's functions relate to all aspects of the Council's role as an employer. This includes the monitoring and strategic overview of Human Resources activities.
- Standards Committee promotes and maintains high standards of conduct for the Council's Members, and advises and assists Parish Councils and Councillors to maintain high standards of conduct;

The Council has data protection policies, a Data Protection Action Plan and a data sharing protocol in place to ensure that personal data is maintained securely and used correctly. There is a Data Protection Compliance Governance Framework which involves the Corporate Business Scrutiny Committee in the governance structure. The Committee ~~will~~ takes a strategic oversight of the completion of the Data Protection Action Plan and Data Protection compliance through a formal annual report. Data Protection risk assessment is also part of the service planning process.

The Risk Management Strategy defines risk management, explains the benefits of a strategic approach, outlines how it will be implemented, identifies roles and responsibilities and formalises the process. The Strategy sets out the links between risk management, emergency planning and business continuity. It recognises that risk management is a key part of the management of projects and partnerships.

The Strategy highlights how risk management supports strategic planning, financial planning, policy making and review and performance management.

The Corporate Management Team is responsible for ensuring that the key risks on the strategic risk register are managed. Strategic and service risk registers are reviewed quarterly. Risks will be amended so that they reflect the current situation, obsolete risks deleted and new risks added. This will ensure that the risk register and the resulting risk mitigation measures are appropriate for corporate objectives and services.

Members have received risk management training.

The Council also has a Partnership Protocol in place.

The Council is represented on the Joint Committee and the Joint Management Board following the introduction of a shared Revenues and Benefits service with Stevenage Borough Council.

A shared service partnership with Stevenage Borough Council to deliver ICT, Business Improvement, Print and Design services came into operation on 1 August 2013. A Partnership Board with Director representation is responsible for making the key decisions about the way that the partnership operates.

The Shared Internal Audit Service (SIAS) is a partnership of eight Hertfordshire Authorities. The Council is represented on the Board that provides strategic direction and oversight for the partnership.

The ManagerHead of Governance andCorporate Risk Management is the Audit Champion for the Council and has monitoring meetings every threewe months with the Director of Finance and Support Services and SIAS managers. Progress reports are submitted to four Audit Committee meetings per year.

The Shared Anti-Fraud Service (SAFS) launched in June 2015 and is a partnership of six Hertfordshire Authorities. It is a 'sister' partnership with SIAS and has shared governance arrangements.

through the Partnership Board. SAFS will provide robust fraud prevention, detection and investigation across Council services. The Council is represented on the Board and the Head of Governance and Risk Management is the Council's Anti-Fraud Champion.

The Council is one of four partners in the Hertfordshire CCTV Partnership. A new company to conduct the commercial trading affairs of the Hertfordshire CCTV Partnership is operating~~has been created~~.

e) Developing the capacity and capability of Members and officers to be effective

The Council plans and provides training for members in carrying out their roles effectively including their responsibilities for governance, challenge, scrutiny and review. The Council did hold accreditation for the Charter for Member Development but when that came to the end of the four year term, it was replaced by a local Member Development Pledge (based on the same parameters as the Charter). The Pledge was originally signed in December 2014 by the leaders of all the political groups represented on the council at the time. It has recently be re-signed by the Leader on behalf of all Members at Annual Council in May 2015.

The Council's vision is to empower Members to be more self sufficient, confident in their community leadership roles and responsive to local issues, problems and challenges in a variety of ways by drawing on existing skills, knowledge, strength, resources and expertise from within. This vision is being taken forward through a comprehensive Member Development programme overseen by a Members' Development ~~Charter~~ Group. With 22 new councillors elected in May 2015, support is being offered through a co-ordinated Mentor support programme. A key aspect of on-going ~~peer-to-~~peer support for local problem solving is the use of Action Learning Sets.

~~The Council is taking forward the concept of 'Here to Help' which is an organisational development activity which has been developed in-house to allow Councillors, managers and staff to contribute to the development of the Council's performance, values and behaviours. The purpose of 'Here to Help' is celebrating what is good, sharing good practice, making things better and unlocking barriers to better working. It is about giving employees greater~~

~~opportunity to think about improvements to their ways of working together to deliver a high quality customer experience every time.~~

The Council has an infrastructure in place to support members' needs in respect of ICT requirements.

~~and t~~The Council's Democratic Services team provide general advice and assistance.

Protocols have been adopted to ensure clarity of the respective roles of officers and members.

The Council's recruitment process is designed to ensure only well qualified applicants are employed and the subsequent induction process is robust so that employees are effective. The Performance Development Review process ensures individual contributions are effective in meeting corporate priorities and capability issues addressed by training. Internal communications methods and processes are reviewed to ensure staff remain well informed and their feed back is responded to. A biennial staff survey leads to action plans to improve effectiveness.

The Council is taking forward the concept of 'Here to Help' which is an organisational development activity which has been developed in-house to allow managers and staff to contribute to the development of the Council's performance, values and behaviours. The purpose of 'Here to Help' is celebrating what is good, sharing good practice, making things better and unlocking barriers to better working. It is about giving employees greater opportunity to think about improvements to their ways of working together to deliver a high quality customer experience every time.

The Council reviews its organisation and capacity as part of its annual service planning to ensure its staffing is commensurate in both quantitative and qualitative terms with its business plans. The Council is committed to taking forward the shared services agenda which will ensure more effective use of scarce skills by sharing across boundaries.

The Council's HR People Organisational Development Strategy ~~seeks to ensure its pay and terms and conditions are appropriate to attract and retain sufficient staff and to encourage staff to invest in their own developments~~sets out the Council's workforce development plan over the next four years to support the Council's priorities and values. It focuses on how the Council attracts, retains, rewards and develops its employees.

The Council seeks to maintain effective employee relations to enable a high standard of service to the public to be maintained. Staff are fully consulted on proposed changes to terms and conditions. The Council engages with the trade union and staff to manage issues arising from pay settlements and changes to the organisation including the Local Joint Panel and the Human Resources Committee. The Council also utilises Staff Surveys.

Use is made of the Intranet to provide staff with ready access to learning material and best practice via a series of tool kits.

f) Engaging with local people and other stakeholders to ensure robust public accountability.

The Council encourages all members of the local communities to contribute to, and participate in, the work of the Council. The Council achieves this through Residents' Surveys and follow-up focus groups. Engagement events around specific issues will be considered where they provide a proportionate and cost effective model for engagement.

The Council's Communications Strategy has identified a need to engage more through social media and reconfirmed the use of the LINK magazine quarterly as a communications and engagement tool.

Individual members are active in their localities and with local groups and serve on a number of external bodies. Training is offered to all Members who are asked to represent East Herts on outside bodies and Trusteeships.

~~The Hertfordshire ForwardCounty LSP~~ and the East Herts ~~District LStrategic Partnership~~ are forums for active engagement with wider stakeholders and a mutual holding to account in delivering the Community Strategies.

The Council publishes an Annual Report setting out progress on its priorities in the prior year. An Annual Report on Overview and Scrutiny is also presented to Council and published every year.

There is a strategic approach to consultation to ensure the information returned is reliable – the Council has adopted a Consultation Toolkit setting out best practice.

The Council's web site is under constant review to ensure it is of a good standard and that information is easily accessed. A

consultation section has been introduced so members of the public can easily access open consultations and information on past consultations. Members of the public also have the opportunity to present petitions to, and ask questions at, full Council meetings.

The Council manages freedom of information requests effectively to ensure transparency including the corporate governance arrangements. Information is made available on the website to reduce the need for requests. The Council has procedures in place to engage with members of the public to receive Comments, Compliments and Complaints. Oversight of the Council's approach is provided by annual report to the Corporate Business Scrutiny Committee. The Local Government Ombudsman reported on complaints made about the authority for the year ended 31 March 2015⁴ that there were no concerns about response times and no issues arising from complaints.

As part of the Council's drive to increase the transparency of its spending, the Council publishes all payments on a weekly basis and has complied with the requirements of the Local Government Transparency Code. ~~as opposed to the Government's expectation that spend over £500 is detailed.~~

The Council has approved a Pay Policy Statement as required under section 38 of the Localism Act. The statement follows three principles when publishing data; responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way.

Review of Effectiveness

This statement explains the Council's overall governance arrangements. Each year, the Council reviews its governance framework including the system of internal control. The Council produces and monitors an Action Plan each year. The process is detailed below:

- All Directors, Heads of Service, Members of the Executive and Chairmen of Committees given the opportunity to make contributions.
- Consideration by the Audit Committee.
- Production of a draft Annual Governance Statement.
- Consideration by Corporate Management Team
- Consideration by the Corporate Business Scrutiny Committee.
- Consideration by the Executive
- Approval by the Audit Committee.

The review of effectiveness is informed by the work of the Directors within the Council who have responsibility for the development and maintenance of the governance environment, the reports by the SIAS and also by comments made by the Council's External Auditors and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the effectiveness of the governance framework includes:

The Monitoring Officer has a legal duty to monitor and review the operation of the Constitution to ensure its aims and principles are given full effect. The Council reviews the Constitution annually to incorporate any necessary changes.

The Council had ~~s~~ three overview and scrutiny committees (up to 2014/15) and four from the start of 2015/16. The committees can establish 'task and finish' groups, which can look at particular issues in depth, taking evidence from internal and external sources, before making recommendations ~~to their 'parent' Scrutiny Committee and~~ on to the Executive. Four Members can "call-in" a decision which has been made by the Executive but not yet implemented, to enable it to consider whether the decision is appropriate. In addition the Corporate Business Scrutiny Committee can exercise its scrutiny role in respect of Executive functions, Scrutiny Committees will conduct regular performance monitoring of all services, with particular attention to areas identified as under-performing.

The Council complies with the Regulation of Investigatory Powers Act (RIPA) 2000:

The Audit Committee

Seven Councillors sit on the Audit Committee. The Committee's terms of reference are detailed below:

Audit Activity

1. To consider the Head of Internal Audit's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements.
2. To consider summaries of specific Internal Audit reports as requested.

3. To consider reports dealing with the management and performance of the providers of Internal Audit services.
4. To consider reports from Internal Audit on agreed recommendations not implemented within a reasonable timescale.
5. To consider the External Auditor's annual letter, relevant reports and the report to those charged with governance.
6. To consider specific reports as agreed with the External Auditor.
7. To comment on the scope and depth of external audit work and to ensure it gives value for money.
8. To liaise with the Audit Commission over the appointment of the Council's External Auditor.
9. To commission work from internal and external audit.

Regulatory Framework

10. To maintain an overview of the Council's Constitution in respect of rules of procedure relating to contracts, financial regulations and financial procedures and codes of conduct and behaviour.
11. To review any issue referred to it by the Chief Executive or a Director or any Council body.
12. To monitor the effective development and operation of risk management and corporate governance in the Council.
13. To monitor Council policies on "Confidential Reporting" and the anti-fraud and anti-corruption strategy and the Council's complaints process.
14. To oversee the production of the Authority's Annual Governance Statement and to recommend its adoption.
15. To consider the Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice.

16. To consider the Council's compliance with its own and other published standards and controls.
17. To review arrangements for delivering value for money.
18. To review the Council's finances including borrowing, loans, debts investments and banking arrangements.

Accounts

- To approve the annual statement of accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
- To consider the External Auditors' report to those charged with governance on issues arising from the audit of the accounts.

The Audit Committee's work programme and the minutes of its meetings are public documents and are published on the Council's web site.

The Shared Internal Audit Service (SIAS) has responsibility for delivery of the Internal Audit Plan at the Council. The SIAS also delivers a service to Hertfordshire County Council, Hertsmere Borough Council, North Hertfordshire District Council, Stevenage Borough Council, Welwyn Hatfield Borough Council, Welwyn Hatfield Community Housing Trust, Watford Borough Council and Three Rivers District Council. The three main drivers for this partnership are seen as providing greater resilience, higher levels of performance and greater efficiencies.

The SIAS is responsible for monitoring the quality and effectiveness of systems of internal control. A risk model is used to formulate an annual audit plan. A model for assessing risk against desirability of audit work is used across SIAS and allows for the prioritisation of potential audit projects. Future risks are identified as appropriate and a forward plan for future audit work is in operation.

The reporting process for SIAS requires a report of each audit to be submitted to the relevant chief officer and service manager. The report includes recommendations for improvements that are included within an action plan (and graded as high, medium or merits attention). This requires agreement or rejection by relevant chief officer and/or service manager. The process includes follow-

up reviews of high priority recommendations by SIAS and reports to the Audit Committee as part of the SIAS update report. The Audit Champion monitors all other recommendations and reports progress to Corporate Management Team on a quarterly basis. All SIAS audit reports include an opinion on the quality and effectiveness of internal control within the Council's systems, and an assurance assessment.

All final versions of SIAS reports are circulated to members of the Audit Committee. All reports for the key financial systems audits are also sent to the Council's External Auditors who place reliance on the work carried out by SIAS. In order to comply with the requirements of the Public Sector Internal Audit Standards, SIAS will be required to have an independent external review of performance at least every five years.

For performance management, a traffic light monitoring and reporting system is in place. Performance data is reported to the Scrutiny committees on a frequent basis, with corrective action plans put in place for any under-performing areas.

Significant governance issues are reviewed each year and required enhancements to internal control arrangements are identified. These required enhancements form an Action Plan that is monitored through the Audit Committee.

The Annual Governance Statement is certificated by the Council Leader and the Head of Paid Service.

Further copies of this Statement and the Action Plan are available within the Annual Statement of Accounts on the Council's website www.eastherts.gov.uk; alternatively paper copies can be obtained from:

East Hertfordshire District Council

Head of Governance and ~~Manager of Corporate~~ Risk Management

Wallfields

Pegs Lane,

Hertford

SG13 8EQ

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ACTION PLAN 2015/16

Significant governance issues

The following required enhancements to internal control arrangements were identified during 2014/15 as a result of the review of arrangements and by the work of external and internal audit:

Required enhancements to internal control arrangements:

Issue	Resp. Off.	Initial Target Date	Actions needed to achieve milestone
Asset Management Plan	CMT	Dec 2015	<ul style="list-style-type: none">• Review assets held by the Council.
Impact of Welfare Reform changes	CMT	March 2016	<ul style="list-style-type: none">• Impending Legislation will have an adverse financial impact on a significant number of residents. Provide residents more support for services across the Council to staffing levels, manage the budget and the public expectations. Implement Council policies effectively.
Development of a District Plan that is approved by the planning inspectorate.	CMT	October 2016	<ul style="list-style-type: none">• Plan to be agreed within required timeframe.

We propose to address the above matters to further enhance our governance arrangements. We are satisfied that these Page 133

steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Certification by the Leader of the Council and the Head of Paid Service:

Signed.....Dated.....

**Councillor Linda Haysey
Leader of the Council**

Signed.....Dated.....

**Simon Drinkwater
Acting Chief Executive and Director of Neighbourhood
Services**