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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 26 MAY 2015
TIME	:	7.00 PM

MEMBERS OF THE COMMITTEE:

To be confirmed at Annual Council on 20 May 2015.

SUBSTITUTES:

To be confirmed at Annual Council on 20 May 2015.

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

CONTACT OFFICER:
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DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:

    *   must not participate in any discussion of the matter at the meeting;

    *   must not participate in any vote taken on the matter at the meeting;

    *   must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;

    *   if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;

    *   must leave the room while any discussion or voting takes place.

2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.

3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4. It is a criminal offence to:

    *   fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
    *   fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
    *   participate in any discussion or vote on a matter in which a Member has a DPI;
    *   knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

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

<u>Audio/Visual Recording of meetings</u>

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

AGENDA:

1. Appointment of Vice–Chairman

2. Apologies

    To receive apologies for absence.

3. Minutes – 17 March 2015

    To confirm the Minutes of the meeting of the Committee held on Tuesday 17 March (Previously circulated as part of the Council Minute book for 20 May 2015).

4. Chairman's Announcements

5. Declarations of Interest

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

6. 2015/16 Work Programme (Pages 5 – 12).

7. Data Protection – Governance Training

8. Review of Comments, Compliments and Complaints (3Cs) 2014/15 (Pages 13 – 38).

9. Performance Indicator Outturns 2014/15 (Pages 39 – 64).

10. Service Plan Monitoring: October 2014 – March 2015 (Pages 65 – 96).

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.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 MAY 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.

RECOMMENDATION FOR DECISION: 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 (e.g. from central government).

2.2   Members are asked whether there is any additional topic they wish to put forward for inclusion on any future agenda.

2.3   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.

2.4   The training session '*Where does Local Government Finance come from?',* which has been scheduled as part of the wider Induction programme, will take place before CBS meeting in July. All members will be invited to attend.

2.5   In the absence of any new substantive items coming forward for scrutiny in August, CBS are invited to include a training session onto their agenda to help with financial decision making *'Questions to ask when making the business case'*.

3.0   Implications/Consultations

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

Background Papers
None.

Contact Member: Chairman of Corporate Business Scrutiny
                    Committee.

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

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

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (2015/16 wording)	*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. *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. *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. Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.
Consultation:	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 (and the HWP) are consulted at every meeting as their work programme is a standing item on the agenda.
Legal:	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.
Financial:	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.
Human Resource:	None.

Risk Management:	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.
Health and wellbeing – issues and impacts:	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. The Health and Wellbeing Panel was 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.

Corporate Business Committee Work Programme 2015/16 (DRAFT)

2015/16	Civic Year			
meeting	date	topic	Contact officer/lead	Next Exec
1 in 15/16	26 May 2015 Report deadline 13 May	Work Programme 2015/16 – discussions with new committee	Scrutiny Officer	~~2 June 2015~~ 8 June 7 July 2015
		Data Protection - Governance Training for CBS specific role	Head of Service	
		Comments, Compliments and Complaints (3Cs) 2014/15 review	Head of Service	
		2014/15 Performance Indicator Outturns (Healthcheck will be attached as a ERP)	Lead Officer - Performance	
		Service Plan Oct 2014 – March 2015 monitoring	Lead Officer – Corporate Planning	
2 in 15/16 Where does LG Finance come from?: Induction training to be held (5:30pm) pre-Corporate Business Scrutiny	14 July 2015 Report deadline 1 July	Work programme	Scrutiny Officer	4 August 2015
		Customer Service Strategy – project plan	as discussed and agreed at Joint Scrutiny on 10/02/15	
		Data Protection (Information Security) action plan – annual governance report	Head of Service	
		4 year Corporate Strategic Plan (2016/17 to 2019/20) … probably move here from Aug	Lead Officer – Corporate Planning	
		Medium Term financial strategy (2016/17 to 2019/20) … probably move here from Aug	Director of Finance and Support Services	
		Council Tax Support Scheme (first look at any changes before going out to consultation)	Director of Finance and Support Services	

Essential Reference Paper 'B'

3 in 15/16 Could put in training session on Finance and decision making: *Questions to ask when making the 'business case'*	25 Aug 2015 Report deadline 12 Aug	Work programme	Scrutiny Officer	1 September 2015 6 October 2015
		Annual Governance Statement 2014/15 and action plan 2015/16	Head Of Service	
		Corporate Annual Report 2014/15	Lead Officer – Corporate Planning	
		4 year Corporate Strategic Plan (2016/17 to 2019/20) … move this to July meeting		
		Medium Term financial strategy (2016/17 to 2019/20) … move this to July meeting		
		Review of fees and charges relevant to CBS remit: calculations and levels	As agreed at JOINT Scrutiny	
		Healthcheck through to June 2015	Lead Officer - Performance	
4 in 15/16	20 Oct 2015 deadline 7/10	Work programme	Might cancel meeting in favour of a BUDGET training event on this date (or TBA).	3 November 2015
		?		
		?		
5 in 15/16	24 Nov 2015 Report deadline 11 Nov	Work programme	Scrutiny Officer	1 December 2015
		Council Tax Support Scheme (following consultation)	Director of Finance and Support Services	
		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 Deadline 6/1	BUDGET X X	Exact title of report(s) TBC	2 February 2015

JOINT SCRUTINY	09 Feb 2016 Report deadline 27 Jan	2016/17 Service Plans		8 March 2015
		2015/16 Performance Indicator Estimates and 2016/17 Future targets		
8 in 15/16	22 Mar 2016 Report deadline 9 Mar	Residents' Survey results and analysis – and draft action plan if there is one separate to the Corporate Plan (TBC)	Subject to confirmation of methodology and start date	5 April 2015
		?		
		?		
		Healthcheck through to Jan 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	1. To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement. 2. To consider the budget setting proposals and strategies of the Council. 3. To make recommendations to the Executive on matters within the remit of the Committee. 4. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change on matters within the remit of the Committee. 5. To consider issues referred by the Executive, including modifications to the Constitution, or members of the Committee and where the views of outsiders may contribute, take evidence and report to the Executive and Council on matters within the remit of the Committee. 6. To consider any item referred to the Committee by any Member of the Council who is not a member of this Committee and decide whether that item should be pursued on matters within the remit of the Committee. 7. To appoint annually Standing Panels as may be determined, which shall be given a brief to consider a specified service area relating to matters within the remit of the Committee and report back to the Committee on a regular basis as determined by the Committee. 8. To consider, should it choose to do so, any item within the remit of the Committee to be considered by the Executive (except items of urgent business). The relevant report to the Executive shall consider any report and recommendations on the item submitted by the Scrutiny Committee.

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 MAY 2015

REPORT BY HEAD OF INFORMATION, PARKING AND CUSTOMER SERVICES

REVIEW OF COMMENTS, COMPLIMENTS AND COMPLAINTS 1 APRIL 2014 TO 31 MARCH 2015

WARD(S) AFFECTED: None.

Purpose/Summary of Report:

- To provide a summary of comments, compliments and complaints (3Cs) received between April 2014 and March 2015.

- To highlight the key issues, remedial action and learning arising from these 3Cs.

- To present actions in respect of 3Cs for 2015/16.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY COMMITTEE That:	
(A)	The report and actions in respect of 'Comments, Compliments and Complaints' be scrutinised; and
(B)	The Executive be advised of any recommendations.

1.0   Background

1.1   The Council implemented the current corporate comments, compliments and complaints system (3Cs) in January 2009.

1.2   On 14 July 2009, Corporate Business Scrutiny Committee resolved to receive an annual analysis of the 3Cs managed by the Council.

1.3   The 3Cs Procedure was reviewed to ensure compliance with the Regulator's Code in April 2014. This places a statutory requirement on the Council's regulatory services in respect of complaints:

'2.3   Regulators should provide an impartial and clearly explained route to appeal against a regulatory decision or a failure to act in accordance with this Code. Individual officers of the regulator who took the decision or action against which the appeal is being made should not be involved in considering the appeal. This route to appeal should be publicised to those who are regulated.

2.4   Regulators should provide a timely explanation in writing of any right to representation or right to appeal. This explanation should be in plain language and include practical information on the process involved.

2.5   Regulators should make available to those they regulate, clearly explained complaints procedures, allowing them to easily make a complaint about the conduct of the regulator.'

SOURCE: Regulators' Code 2014

1.4   The Council's Freedom of Information IT system has been used to record 3Cs since April 2014.

1.5   The Council receives a very low level of formal complaints, 95 recorded in 2014/15. This should be compared to the high volume of enquiries and services that the Council delivers. There are in excess of 250,000 telephone calls to Customer Services alone during this period.

1.6   All stage 2 complaints (appeal of original decision) are managed through stage 1 of the 3Cs procedure.

2.0   <u>Report</u>

2.1   In order to enable the use of the Freedom of Information system to record 3Cs and given the low use of printed complaints forms to register 3Cs; forms sent online are now recorded as received from the website and those sent via post are recorded as a letter. This has had a minor impact on the comparative analysis presented.

2.2   <u>Performance</u>

2.2.1 The Council's performance 1 April 2014 to 31 March 2015 is summarised below:

Performance Indicator	Performance 1 April 2014 – 31 March 2015 (*2013/14 figures in brackets*)
Total complaints recorded (Stage 1 plus Stage 2)	95(120)* * *All stage 2 complaints have passed through stage 1 of the 3Cs procedure.*
EHPI 5.1, % of complaints resolved in 14 days or less 2014/15 Target = 70%	77.9% (79.2%) • Customer and Community Services – 93.3% (85.3%) • Internal Services/Financial and support services – 83.3% (93.5%) • Neighbourhood Services – 64.3%* (73.3%) *The lower resolution rate in Neighbourhood Services reflects the additional time involved when handling planning complaints. All cases received acknowledgements and updates within the Council's Customer Service Standards.*
EHPI 5.2a, % of complaints about the Council and its services that are upheld: 1st Stage 2013/14 Target = 30%	35.3% (32.3%) – 28/79 (33/102) upheld at Stage 1 • Customer and Community Services – 34.6% (42.8%) • Internal Services/Financial Services – 68.2% (64.5%) • Neighbourhood Services – 12.9% (17.3%)
EHPI 5.2b, % of complaints about the Council and its services that are upheld: 2nd Stage – appeal 2013/14 Target = 25%	31.25% (11.1%) – 5/16 (2/18) upheld at stage 2: • Customer and Community Services – 33.3% (18.1%) • Financial and Support Services 50% (0%) • Neighbourhood Services – 27.3% (0%)

EHPI 5.4, % of complaints to the Local Government Ombudsman that are upheld 2013/14 Target = 0%	0% 6 (6) Complaints received by the Local Government Ombudsman. 5 cases were not investigated, in the other case the Council was determined not at fault.

2.2.2 Neighbourhood Services did not meet the target of 70% of complaints resolved within 14 days. However their performance improved on last year and the main reason is the length of time that it can take to investigate contested planning decisions.

2.2.3 The Council just missed its target of only 30% of formal complaints upheld. Neighbourhood Services exceeded the target. Revenues and Benefits in Financial and Support Services had 12 complaints upheld impacting the performance indicator. However, this compares very favourably to their customer volume of almost 60,096 households, 4,269 businesses and 12,796 Council Tax and Benefit support customers. The service has also been re-sized to support the increased volume of work in the last year with an additional 26 staff engaged across the workload of the Shared Revenues and Benefits Service with Stevenage Borough Council.

2.2.4 Cases upheld cover a variety of services, most are raised within the areas of most customer contact, Environmental Services and Revenue and Benefits (**Essential Reference Paper 'D'**).

2.2.5 The Council received 16 escalated complaints, where the customer remained dissatisfied after their initial complaint, 2 less than last year. Whilst the target of 25% of stage 2 complaints upheld was not met, only 5 complaints were upheld at this appeal stage. The low level of complaints at stage 2 means that a small change in the numbers has a significant impact on the performance indicator. The main source of stage 2 complaints was complex planning cases, where decisions were contested.

2.3   Volumes

2.3.1 The number of 3Cs recorded are shown below with 2013/14
       figures in brackets:

	April – June (Q1)	July – Sept. (Q2)	Oct – Dec (Q3)	Jan – March (Q4)	Total
Comments	0 (1)	0 (1)	0 (0)	1 (1)	1 (3)
Compliments	0 (28)	6 (39)	0 (21)	1 (28)	7(116)
Complaints Stage 1	15 (12)	34 (29)	20 (24)	11 (19)	79 (84)
Complaints Stage 2	2 (4)	7 (7)	4(4)	2(4)	16 (18)
Total 3Cs logged	**17**	**47**	**24**	**14**	**103 (221)**

2.3.2 Due to the change in IT system 3Cs comments were not logged
       as in previous years. Steps to address this are detailed within the
       3Cs action plan.

2.3.3 The number of stage one complaints the Council received fell by
       6% compared to last year. Stage two complaints also fell, by
       11%.

2.4   Source of Complaints

2.4.1 Customers have a clear preference for raising complaints by e-
       mail (64%) and letter (22%), see **Essential Reference Paper 'B'.**
       Email use continues to increase as the main source of
       complaints, with the number raised by letter falling. The number
       of complaints logged via telephone has also increased on the
       previous year.

2.5   Corrective Action Taken following 3Cs

2.5.1 58% of complaints investigated were found to be unjustified
       following investigation as it was found that the customer did not
       have grounds for complaint or that the Council had followed its
       procedures and policies correctly.

2.5.2 Improvement actions in response to complaints in 2013/14 are shown in **Essential Reference Paper 'C'.** The key reasons for upheld complaints were service delivery and change of details. Most of these complaints arose from high workloads increasing processing times or where customer details have been incorrect.

2.6   Local Government Ombudsman

2.6.1 From April 2013 The Local Government Ombudsman (LGO) has published all decisions on its website to increase transparency and accountability.

2.6.2 6 complaints were raised with the LGO regarding East Herts Council, the same number as 2013/14. Only one Planning complaint was investigated and the Council was found not to be at fault.

Year	Decision	No of Cases	Service
2014/2015	Not investigated	2 1 1 1	Council Tax Building control Environmental Services Development Management
	Council not at fault	1	Development Management
2013/2014	Not investigated	1 1	Housing Options Development Management
	Premature complaint	1	Housing Benefits
	Not in jurisdiction and discretion not exercised	2	Development Management
	No maladministration	1	Development Management

2.7   Actions Completed 2014/2015:

Action	Outcome
Migration to new IT System	Freedom of Information system used as interim system.
3Cs Procedure reviewed to ensure compliance with the Regulator's Code 2014	New procedure in place
Audit completed by Shared Internal Audit Service to review use of 3Cs system in services.	Full assurance given with no recommended actions. See **Essential Reference Paper 'E'.**

2.8   Actions Planned in 2015/2016:

Action	Outcome
Optimisation of new IT system	Review ease of use and set up to identify changes to enhance use. Revised procedures for compliments and comments to encourage logging.
Evaluate interim 3Cs system with 3Cs champions and managers	Evaluate interim IT system and determine if a permanent replacement is a priority.
Review website complaint logging form and enquiry form	Effective and efficient process to promote ease of use on-line, with automated logging and distribution to further speed up responsiveness.
Refresh 3Cs champions	Support session to identify any concerns/issues and to assist in promoting use of 3Cs.
Streamline 3Cs information leaflet	Redesign the printed form to be suited to electronic presentation and use, remove pre-paid postage card as no-longer used by customers.

3.0   Implications/Consultations

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

Background Papers:

Corporate Business Scrutiny Committee – 8 July 2014.

Contact Member: Executive Member for Community and
                    Partnership Liaison.

Contact Officer: Neil Sloper, Head of Information, Parking and
                    Customer Services, Extn: 1611.
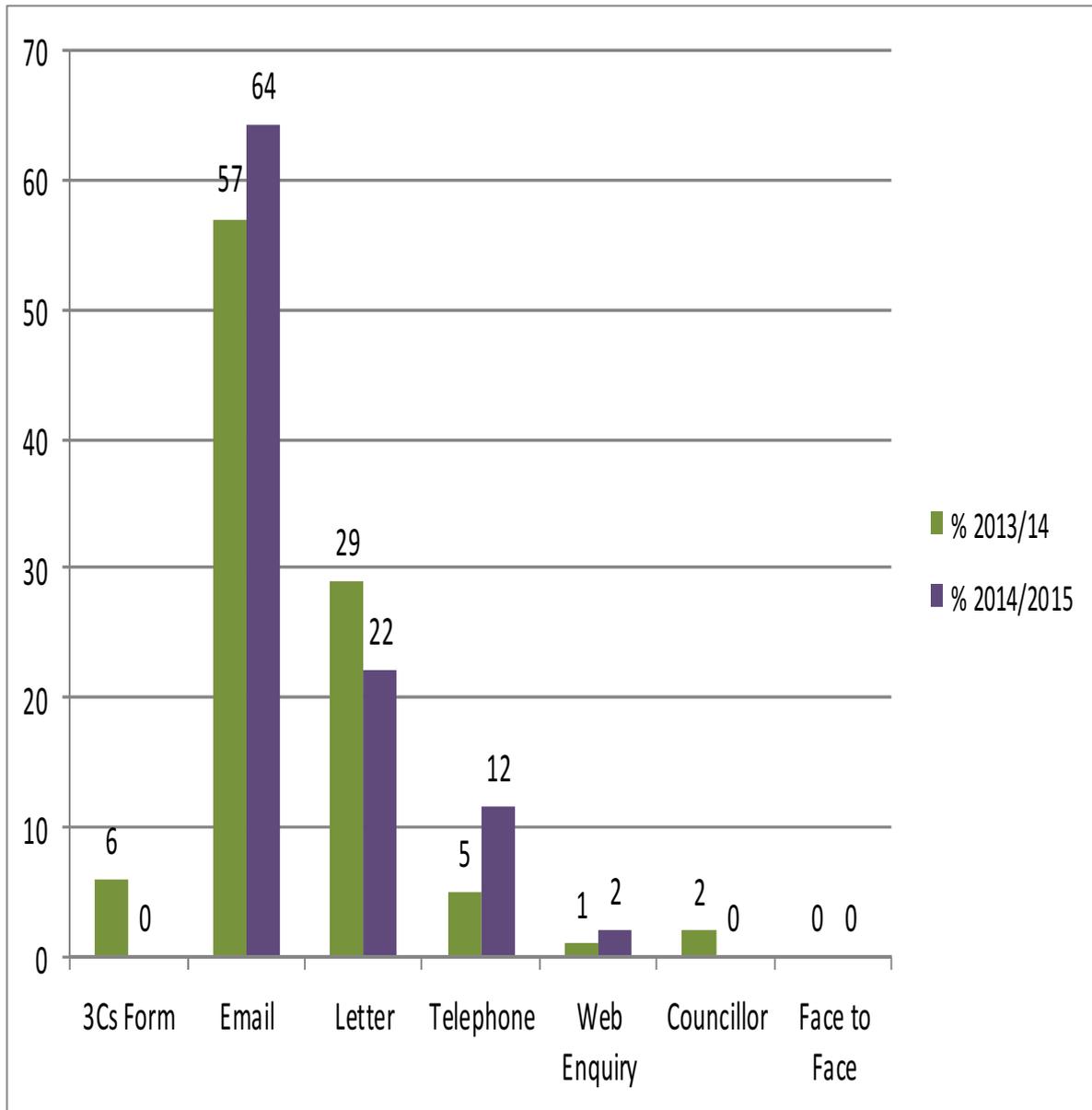   neil.sloper@eastherts.gov.uk

Report Author: Neil Sloper, Head of Information, Parking and
                    Customer Services, Extn: 1611.
                    neil.sloper@eastherts.gov.uk

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	*People – **Fair and accessible services for those that use them and opportunities for everyone to contribute.*** This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	On-going operation of the 3Cs procedure includes the involvement of feedback champions from all directorates.
Legal:	The Regulators Code 2014,places a statutory obligation upon the Council to run an effect complaints procedure and appeals process: *'2.3 Regulators should provide an impartial and clearly explained route to appeal against a regulatory decision or a failure to act in accordance with this Code. Individual officers of the regulator who took the decision or action against which the appeal is being made should not be involved in considering the appeal. This route to appeal should be publicised to those who are regulated.* *2.4 Regulators should provide a timely explanation in writing of any right to representation or right to appeal. This explanation should be in plain language and include practical information on the process involved.* *2.5 Regulators should make available to those they regulate, clearly explained complaints procedures, allowing them to easily make a complaint about the conduct of the regulator.'* There is also the potential legal consequence of not addressing a complaint through the council's complaint procedure could be significant. Best practice indicates that if complaints are dealt with at an early stage, this reduces an escalation of the complaint, potentially to a legal claim.
Financial:	There are no capital or revenue costs associated with this report. However, claims for damages and compensation could be significant should the 3Cs procedure not be followed

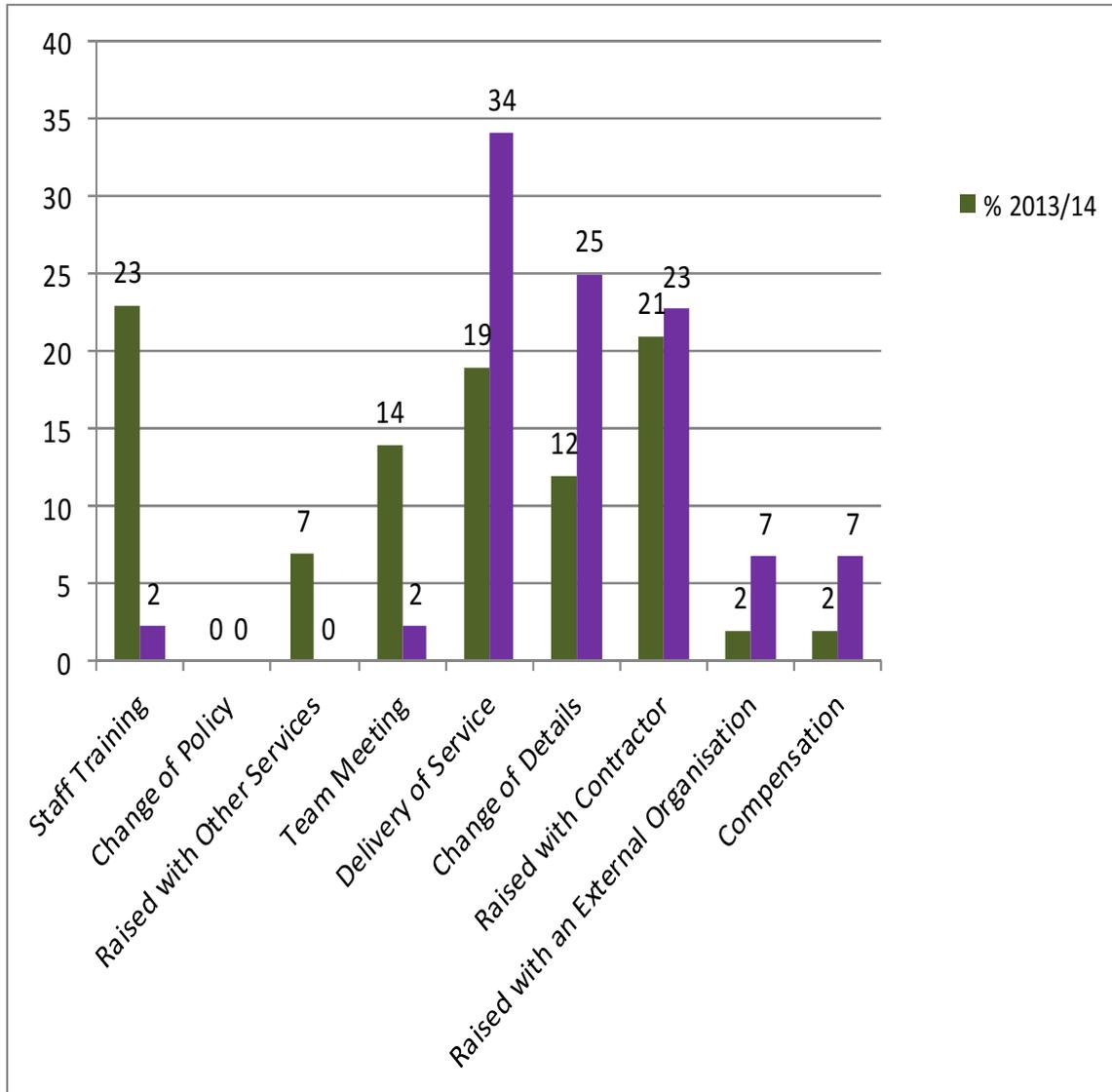|	to rectify any issues as soon as they arise in a professional and timely manner.
Human Resource:	Each service has a member of staff who is knowledgeable about the 3Cs procedure and administrates compliments, comments and complaints on the database on behalf of the service (3Cs champions).
Risk Management:	*None.*
Health and wellbeing – issues and impacts:	*None.*

Method of Raising a Comment, Compliment or Complaint

Chart data:

Method	% 2013/14	% 2014/2015
3Cs Form	6	0
Email	57	64
Letter	29	22
Telephone	5	12
Web Enquiry	1	2
Councillor	2	0
Face to Face	0	0

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Corrective Action Taken in Response to a Complaint

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Summary of Complaints 2014/15

Customer Services and Community		
Department	**Complaints Upheld**	**Outcome**
Communications	False Statement made by EHDC Press Officer	Apology offered and acknowledgment of error.
	Stage 2 Unsatisfied with original outcome - False Statement made by EHDC Press	EHDC will issue a statement to the editor of the Herts and Essex Observer that clarifies the position and corrects the inaccuracy of our original statement.
Customer Services – Parking	Customer was informed that an email sent to the Council had been received but it turned out that the Council has not received the email. The customer incurred an increased PCN fee as a result and was seeking compensation and an apology for incorrect information.	PCN challenge was reviewed on the basis of the date that it should have sent and was found to be a legitimate appeal therefore all fine payment was returned and an apology was issued.
	Customer complained that CEO had littered on her car and claimed that photographs taken by the CEO prove this. The customer vowed to take court proceedings after the CEO denied this	The CEO's account of proceedings were challenged and it was agreed that in all likelihood,, the dropping of litter was unintentional but the CEO was reminded the importance of diligence when issuing PCN's.
Env Services – Grounds	East Herts Council have recently made changes to the children's park in the Bourne. They have changed the location and installed new play equipment but have decided to leave the area unfenced without	Council stood by its position with regard to not install fencing around a children's area park and attempted to outline the financial implications that would have occurred has a fence been installed.

	consultation	
	Stage 2 escalation of the above complaint.	Works on the children's area were suspended due to a large number of concerns from residents and complaints. Advised that a revised consultation process would occur.
	Customer had query about a tree Preservation Order. Despite several attempts, no rely was being given and felt there was a potential hiding of wrongdoing by the Council	Apology was given and there were assurances that system updates had led to delay but the situation and the preservation of the tree was clarified.
Env Services – Waste	Sticker was applied to the bin saying your bin 'has' been emptied but that it contained soft plastic which has been left, however the bin was 'not' emptied	Resident advised that the exclusion of soft plastics had been broadcasted in many ways. With regards to the sticker this was an error by the contractors who used an old version of the sticker.
	Lost inner box for the third time in as many months.	Delivery of a replacement inner box with numbers the day of complaint response. Waste Manager to investigate with contractors why this is happening .loss of box may be unconnected with council - but will be raised with contractor
	Customer moved into a new build and asked twice for a set of bins. They were given the wrong collection timetable, thus there recyclables were not collected. Asked for 4 week Council Tax compensation	Apology given and special arrangements made to collect the overdue waste and recyclables. There was no compensation given.

| | Customer complained that blue bin was not emptied but the brown bin, situated next to the blue bin had been emptied | Matter was investigated but resolution suggestion was that bin position is moved more towards the property boundary in future as photograph seemed to show the bin situated quite a distance from boundary. |
| | Communal waste not collected | Apology offered and waste collected. |

Financial and Support Services		
Department	**Services Complaints Upheld**	**Outcome**
Democratic Services	Refers to access to Apple Trees on land which had been under review	Understood that errors had been made and apology for their part in the process which is largely a County Council issue.
	Customer asked to be removed from open register but wasn't instructed how to despite asking	Removal of details from the open register and an apology given.
	Complaint made regarding an existing case and the difficulties faced addressing this, lead to a complaint against the handling of the case of the department	A further apology was given and their existing issues were resolved.
Revenues	Service provide by Revenues and Customer Support Team	Apology given, explaining that a new payment system recently introduced was having teething problems.
	Challenge of Council Tax due amount	Apology given to customer and retraction of associated costs of debt collection.
	Recovery of Council Tax	Apology given to customer and update and review of account lead to amendments of amounts.
	Business Rate summons	Address the letter was sent

	sent to the wrong address	to was completely disassociated with the debts due.
	Lack of response to a Council Tax enquiry and time taken for reply	Apology for the waiting time and records have been reviewed and clarified with customer.
	Overpayment of Council Tax Ref and time taken to address	Other complaint dealt with the issue.
	Overpayment of Council Tax Ref and time taken to address	Telephone call with customer where an apology was given and overpayments were sorted by giving a refund.
	Customer believed Council Tax bill was being incorrectly assigned to him and non-payment has escalated to debt collection. Advised that EHDC had been advised multiple times of this	Apology offered and debt collection and associated debts were revoked.
	Customer added details to a Council tax form to include son for reference but the existing customers were taken off the system leading to incorrect charges	Apology of mistake in deleting customer details and summons were dropped. No compensation to be issued.
	Customer contacted twice to advise of moving address and to be added to the voting register but did not hear anything	Apology was given for the delay and requests were sorted.
	Customer wanted a reimbursement of charges associated with credit card payment when he paid via debit card.	Bill was settled and balance was set to nil.
	Court summons had proceeded with regard to an unpaid Council Tax	Address details were changed, apology offered and reimbursement of court

Department	Complaints Upheld	Outcome
	payment but resident insisted that previous bills were being sent to the wrong address	summons.

Neighbourhood Services		
Department	**Complaints Upheld**	**Outcome**
Planning	Customer rang in to planning as was unable to find the information needed in the planning portal but the phone response was dismissive	Customer was issued an apology and was informed that the staff member in question was reminded of conduct.
Planning – Development Management	Attitude of Case Officer during site visit. Alleged that suitable precautions were not made upon entering	Apology offered, new case officer issued and case member reminded of need to maintain professional manner.
	Customer unhappy with the response time for pre planning advice. Was left more frustrated by the lack of communication and not being kept informed of any delays	Apology issued and it was agreed that service performance would be reviewed to identify improvements.
	Stage 2. Unsatisfied with original outcome. Refers to access to Apple Trees on land which had been under review	Understood that errors had been made and apology for their part in the process which is largely a County Council issue.
Planning – Development Management / Revenue	Complaint was two pronged, Council Tax DD had been incorrectly cancelled whilst at similar time period, had issue with planning decision, an appeal appointment had not been attended	Customer complained to planning regarding a decision on an application and costs incurred. Council apologised and customer received compensation as full and final settlement. He then went to the ombudsman to complain about the council who referred him back to follow our complaints system. This covered more details regarding a cancelled DD from his CT. Council

		dealt with the response before the full complaints notes had been received. Compensation for missed appointment given and apology for DD cancelation.

Final Internal Audit Report

EHDC - Processing of Complaints, Compliments and Comments

December 2013

Issued to:	Neil Sloper – Head of Information, Customer and Parking Services
	Sue Richardson - Customer Services Manager
Copied to: **(Final only)**	George A Robertson - Chief Executive and Director of Customer and Community Services
	Chris Gibson – Corporate Risk Manager
	Audit Committee Members
	Finance Portfolio Holder
Report Status:	Final
Reference:	E3125/13/001
Overall Assurance:	**Full**

INDEX

1. EXECUTIVE SUMMARY

Introduction

1.1   Internal Audit provides the Council with an independent and objective opinion on the organisation's governance arrangements, encompassing internal control and risk management, by completing an annual risk-based audit plan.

1.2   This audit of Complaints, Compliments and Comments (3Cs) was not included in the original 2013/14 EHDC audit plan and has been added in response to an officer recommendation, supported by Corporate Business Scrutiny, to ensure full application of the 3Cs process by services across East Herts Council. The audit days required to complete this work will be sourced from the Council's audit contingency budget.

1.3   The 3Cs are normally received via telephone, letter or email and are recorded in a central electronic database operated by the EHDC Customer Services team.

1.4   The audit looked at the implementation of the agreed procedure for 3Cs across all services.

Overall Audit Opinion

1.5   Based on the work performed during this audit, we can provide **Full Assurance** that there are effective controls in operation for those elements of the risk management processes covered by this review. These are detailed in the Assurance by Risk Area Table in section 2 below.

1.6   We held discussions with a number of Managers from Planning, Revenues & Benefits, and Environmental Services to establish how they deal with the recording of complaints, compliments and comments. In respect of complaints we found that all services reviewed complied with the laid down procedures. Where a customer's complaint concerns matters outside the Council's immediate control, e.g. legislative changes it is not logged as a complaint. Compliments are always logged centrally and comments normally relate to suggestions on ways to improve a service and are logged on the corporate system and considered. It should be noted that our assurance opinion includes coverage of the processes for logging/recording on the corporate system.

1.7   For definitions of our assurance levels, please see Appendix B.

1.8   There are no recommendations arising from this review.

Annual Governance Statement

1.9   This report provides good levels of assurance to support the Annual Governance Statement.

2. ASSURANCE BY RISK AREA

2.1   Our specific objectives in undertaking this work, as per the Terms of Reference, were to provide the Council with assurance on the adequacy and effectiveness of internal controls, processes and records in place to mitigate risks in the following areas:

Risk Area	None	Limited	Moderate	Substantial	Full
Adherence to the 3C's					•

	None	Limited	Moderate	Substantial	Full
Overall	•	•	•	•	•

2.2   See definitions for the above assurance levels at Appendix B.

Levels of assurance	
Full Assurance	There is a sound system of control designed to achieve the system objectives and manage the risks to achieving those objectives. No weaknesses have been identified.
Substantial Assurance	Whilst there is a largely sound system of control, there are some minor weaknesses, which may put a limited number of the system objectives at risk.
Moderate Assurance	Whilst there is basically a sound system of control, there are some areas of weakness, which may put some of the system objectives at risk.
Limited Assurance	There are significant weaknesses in key control areas, which put the system objectives at risk.
No Assurance	Control is weak, leaving the system open to material error or abuse.

Priority of recommendations	
High	There is a fundamental weakness, which presents material risk to the objectives and requires urgent attention by management.
Medium	There is a significant weakness, whose impact or frequency presents a risk which needs to be addressed by management.
Merits Attention	There is no significant weakness, but the finding merits attention by management.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 MAY 2015

EXECUTIVE – 8 JUNE 2015

REPORT BY THE LEADER OF THE COUNCIL AND THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

2014/15 PERFORMANCE INDICATOR OUTTURNS

Purpose/Summary of Report:

- This report contains performance information based upon all the indicators that the council monitors. The purpose of the report is to inform Members of the performance outturns for 2014/15. These will be published on the council website as part of the Annual Report to help ensure transparency in the council's activities and use of resources.

RECOMMENDATION FOR CORPORATE BUSINESSSCRUTINY:	
(A)	**The 2014/15 outturns in Essential Reference Paper 'B' and the performance analysis be scrutinised; and**
(B)	**The Executive be advised of any recommendations.**

RECOMMENDATION FOR THE EXECUTIVE:	
(A)	**The outturns for 2014/15 in Essential Reference Paper 'B' and the analysis in section three of the report be noted.**

_____

1.0   BACKGROUND

1.1   The council uses performance indicators and targets to help monitor progress against key objectives, understand how it is impacting upon the lives of residents and help inform decisions about directing resources to areas of need. East Herts Council's performance management framework was reviewed by Members in 2013 to make it more streamlined and more closely aligned with the objectives and

priorities set out in the Corporate Plan.

1.2   The 2014/15 performance indicator set is detailed in **Essential Reference Paper 'B'.**

1.3   Please note that from May 2015 a number of issues may impact upon how the council measures success through the performance framework, such as:

- Possible new political priorities for the council following elections.
- Greater use of customer insight information in the 2015/16 service planning process.
- A stronger focus on trend analysis and outcomes delivered, as well as input/ output measures.

1.4   Therefore the performance management framework and suite of indicators may be revisited in 2015/16 in light of the above.

2.0   ANALYSIS

2014/15 ANALYSIS – BY RAG (Red, Amber and Green) STATUS

2.1   There are a total of **63** performance indicators for 2014/15. Of these:

- 33 are showing as "green" (i.e. met their target).
- 1 is showing as "amber" (i.e. 1-5% off target).
- 6 are showing as "red" (i.e. 6% or more are off target).
- 4 are still awaiting for their RAG status to be determined as the outturn position is not available yet (see **Essential Reference Paper 'B'** for more information).
- 6 will not have an outturn for 2014/15 (see paragraph 6.4 for more information).
- 2 indicators are not applicable to 2014/15 as they are reported biennially through the council's Residents' Survey.
- 11 do not have targets because they were either new indicators for 2014/15 or are trend only measures.

Full details of each indicator in terms of performance and commentary can be found in **Essential Reference Paper B**. For reference, performance against the 2013/14 targets is also included. Details on the indicators which have not met their targets can be found below:

- **EHPI 3b – Usage: number of swims (16 – 60)** – Performance target was not achieved due to a higher level of decline in throughput during quarter one and quarter two of 2014/15 when compared to the same period the year before in 2013/14. The downturn in adult swimming is consistent with national trends. In addition East Herts has seen an increase in gym membership and as gym members can swim without their visit to the pool being recorded which may have affected the achievement of the target.

- **EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage.** Performance was not achieved due to a significantly higher number of complaints being upheld in quarter one and quarter 2, although performance for quarters 3 and 4 were within target.

- **EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal).** Performance was not achieved as 5 out of 16 complaints were upheld.

- **EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours and EHPI 9.5 - Percentage of ICT Calls Resolved at First Point of Contact.** Performance target not achieved. A new service desk staffing structure was implemented in quarter 1 and quarter 2 which is expected to deliver improvements during 2015/16 following embedment and further training.

- **EHPI 9.6 – Satisfaction with ICT Services.** Performance off target. Over the course of 2014/15 satisfaction amongst staff is relatively strong. Satisfaction from managers is low overall but very variable with some managers expressing high degrees of confidence and others very low levels of satisfaction. The IT management team have recently met with the majority of East Herts managers to understand their issues and to communicate better IT issues and plans. Work to implement new networking and wireless solutions all scheduled for completion by June 2015 may improve confidence in the service in the new financial year.

- **EHPI 155 – Number of affordable homes delivered (gross).** The number of affordable homes developed depends on the number of residential sites given planning permission that are eligible for affordable housing and the percentage of affordable homes approved as part of the planning process. There have been a number of Section 106 schemes that have achieved less than 40% affordable homes because of viability. In addition some of the housing association sites anticipated for completion by April 2015 did not achieve planning permission. The outturn is less than the January 2015 estimate as 23 new affordable

housing association homes have had their completion delayed whilst waiting connection to utilities. These properties are now due for completion in April 2015.

2014/15 ANALYSIS – BY TREND

2.2   Performance for 13 indicators have improved however 13 indicators show a decline in performance when compared to the previous year. Of the measures that have declined 10 have a 'Green' status, with only three having a 'Red' or 'Amber' status.

2.3   Further analysis shows that 10 (out of the 13 indicators declining) show a long term declining trend (i.e. comparing 2014/15 outturn with the average outturn over the last two years). They are:

- **EHPI 3b** – Usage: number of swims (16 - 60)
- **EHPI 157c** – Processing of planning applications: other applications
- **EHPI 2.1d** – Planning Enforcement: Initial Site Inspections
- **EHPI 2.4** – Fly-tips: removal
- **EHPI 5.1** – % of complaints resolved in 14 days or less
- **EHPI 5.2a** – % of complaints about the Council and its services that are upheld a) 1st stage
- **EHPI 5.2b** – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- **EHPI 6.8** – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)
- **EHPI 6.9** – Turnaround of PCN Representations (calendar days)
- **EHPI 8** – Percentage of invoices paid on time

2.4   If performance continues to decline these indicators could be at risk of either retaining or moving to a 'Red' or 'Amber' status in the future.

2014/15 ANALYSIS – CONCLUSION

2.5   In conclusion targets are generally being met; however the direction of travel shows there are a number of indicators which have a long term declining trend. This could put them at risk of being off target in the future. This is because:

- The number of performance indicators that exceeded their target in 2013/14 was high. Therefore making it harder to

sustain an improved direction of travel despite a measure being on target.

- Pressure within services (e.g. resources, technology and or increase in demand) during 2014/15 has resulted in the length of processing in terms of invoices, applications etc. taking longer, and;
- Other factors outside the council's direct control affecting performance levels e.g. decline in usage of leisure facilities increase in the time taken to remove fly tips due to size and location.

3.0   PROPOSED DELETIONS AND NEW PERFORMANCE INDICATORS

3.1   No further deletions or new performance indicators have been proposed.

4.0   2015/16 TARGETS

4.1   In the 2014/15 Performance Indicator Estimates and Future Targets report there were ten indicators where the 2015/16 target was not able to be set due to either:

- Outturn data being required before the 2015/16 target could be set
- Insufficient past data being available
- Human Resources Committee needing to approve future targets in respect to the human resource performance measures (due in July 2015)

4.2   However since the publication of the report the following target has now been put forward:

Performance Indicator	2015/16 Target
EHPI 9.8 – Delivery of key milestones in the ICT Strategy	100%

4.3   In addition one revision has been proposed for a 2015/16 target as follows:

Performance Indicator	Reason for target change	2015/16 Target

EHPI 4b – Usage: Gym (60 +)	Future targets have been revised to reflect the rise in usage.	17,500

4.4 For 6 indicators there will be no targets for 2015/16 this is due to a change in the data collection method that needs piloting during 2015/16 for **EHPI 1a – 1f** – customer satisfaction with leisure services. Targets for the three human resource indicators (**EHPI 12a – c**) will be available in July 2015 following agreement at Human Resources Committee.

5.0 DATA QUALITY

Data Quality Spot Checks

5.1 As mentioned in the 2014/15 Performance Indicator Estimates and Future Targets report, a number of performance indicators have been selected for data quality spot checks to ensure that we maintain the highest level of data quality standards. The indicators were selected based on the following criteria:

- Performance indicators where there were data quality concerns highlighted in the 2013/14 outturn process.
- Performance indicators where monthly and or quarterly data has been challenged within the year.
- Performance indicators that have been introduced in the last 2 years.

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

5.2 Members are asked to note the data quality spot checks carried out on the performance indicators detailed in **Essential Reference Paper 'C'.**

5.3 The data quality spot check cannot be completed on the leisure satisfaction indicators (EHPI 1a – 1f) as the data collection methodology has been changed. A new survey was sent out at the end of January 2015 to start to collect data and the first outturn position will be available for 2015/16. Also a data quality spot check could not be completed on EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy. The ICT Strategy is due to be agreed by Executive in June 2015 and monitoring against this indicator will commence

from then. It is therefore recommended that these indicators are included in the data quality spot check for 2015/16.

5.4   The following indicators cannot be investigated until the final outturn position is available:

- **EHPI 159** – Supply of ready to develop housing sites – outturn data should be available by mid June 2015.
- **EHPI 2.5** – Total waste collected by the district (kg per household) – outturn data should be available by end of June 2015.
- **EHPI 2.6** – Percentage of residual waste (refuse) sent for disposal – outturn data should be available by end of June 2015.

5.5   Once completed the findings will be reported through the Corporate Healthcheck report.

5.6   There were no data quality issues with the rest of the measures.

6.0   BENCHMARKING

6.1   For the purpose of this year's benchmarking, comparisons have been made with the data available on LG Inform as this contains the latest available data.

6.2   Where comparative data is available **Essential Reference Paper 'D'** compares East Herts performance with the all district position. As the data is sourced from a variety of datasets some of which are not an indicator but for an example a statistical return, the latest available data is listed.

6.3   In summary there are seven indicators where benchmarking data is available. Four indicators are performing better than the district average, one below the district average and two indicators cannot be analysed at this stage as the 2014/15 outturn position is still to be determined.

7.0   UNIT COST INDICATORS

7.1   Unit cost indicators have been excluded in the estimates and targets list of performance indicators as services are not required to set targets for these measures. They are analysed to provide trend information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In

total there are **28** unit cost indicators, all unit cost outturns are reported to Corporate Management Team (CMT), once the council's 2014/15 accounts have been finalised.

Background Papers

2014/15 Performance Indicators Estimates and Future Targets Report – Executive 3 March 2015.

Contact Member: Leader of the Council.

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

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

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	***People* – Fair and accessible services for those that use them and opportunities for everyone to contribute** This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable. ***Place* – Safe and Clean** This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean. ***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 and delivering cost effective services.
Consultation:	Performance monitoring discussions have taken place between Directors and Heads of Service. In addition joint scrutiny reviewed the 2014/15 performance indicator estimates and future targets at their meeting on 10 February 2015 and their recommendations need to be considered.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no Human Resource implications.
Risk Management:	By not having effective performance management arrangements in place puts the Council at risk of not being clear whether it's priorities and objectives are being met and if there are any service delivery issues, that could impact on their delivery. This report is one tool designed to help mitigate against this risk. Also effective performance management arrangements help to support transparency and increase local accountability.
Health and wellbeing – issues and impacts:	There are no direct Health and Wellbeing implications in regard to this report. However a number of the council's performance indicators do support/contribute to the health and wellbeing agenda.

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Code	Indicator	Past Performance	Current Performance					
		2013/14	2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
Corporate Priority: People								
EHPI 1a	% of customers satisfied with leisure services - All	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A		Environmental Services
EHPI 1b	% of customers satisfied with leisure services - Leventhorpe	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A		Environmental Services
EHPI 1c	% of customers satisfied with leisure services - Hartham	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A	There will not be a 2014/15 outturn due to data quality issues with the data collection methods used previously. A new survey was sent out at the end of January 2015 to collect data. First outturn data will be available for 2015/16. The service will need to collect at least 2 years of data to establish a base line for setting future targets.	Environmental Services
EHPI 1d	% of customers satisfied with leisure services - Fanshawe	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A		Environmental Services
EHPI 1e	% of customers satisfied with leisure services - Buntingford	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A		Environmental Services
EHPI 1f	% of customers satisfied with leisure services - Grange Paddocks	N/A (Data could not be provided)	65%	**N/A (Data can not be provided)**	N/A	N/A		Environmental Services
EHPI 3a	Usage: number of swims (under 16)	53,396	49,000	**50,261**	V	☺	Performance exceeded target.	Environmental Services

Essential Reference Paper 'B'

Code	Indicator	Past Performance	Current Performance					
		2013/14	2014/15					
				Performance				
		Outturn	Target 2014/15	Outturn	Short term trend	Status	Notes	Lead Service
EHPI 3b	Usage: number of swims (16 - 60)	101,583	101,500	95.590	⋁	🙂	Performance off target. The 2014/15 target was not achieved as expected due to performance in Quarter 1 through to Quarter 3 being below expectations caused by increasing gym membership (gym members can swim without this being recorded). Therefore this has had a knock on affect on the annual total. Everyone Active had sought to stem the decline by adding additional early morning swims at Grange Paddocks and looked into other promotional activities.	Environmental Services
EHPI 3c	Usage: number of swims (60 +)	27,395	27,000	29,268	⋀	🙂	Performance exceeded target and is in line with normal trend patterns.	Environmental Services
EHPI 4a	Usage: Gym (16 - 60)	187,830	187,000	193,446	⋀	🙂	Performance exceeded target and is in line with normal trend patterns.	Environmental Services
EHPI 4b	Usage: Gym (60 +)	17,365	16,800	21,267	⋀	🙂	Performance exceeded target. Future targets have been revised to 17,500 to reflect the rise in usage.	Environmental Services
EHPI 129	Response time to Anti Social Behaviour complaints made to East Herts Council	100.00%	100.00%	100.00%	—	🙂	Performance on target.	Community Safety and Health
EHPI 2.15	Health & safety inspections (proactive project based on health and safety interventions)	100%	80%	100.00%	—	🙂	Target exceeded for health & safety interventions. Achieved 100%. Indicator agreed for deletion on 3 March 2015 by the Executive and a new indicator agreed for implementation in 2015/16.	Community Safety and Health

2

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
EHPI 184	Food establishments in the area which are broadly compliant with food hygiene law	90%	85%	**94%**	⌵	🙂	Performance exceeding target. 94% of food businesses within East Herts are classed as broadly compliant.	Community Safety and Health
EHPI 10.1	Council Tax Support caseload	N/A (New measure for 14/15)	N/A (Trend only)	**6,623**	N/A	N/A	This was a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Going forward this measure will be reported for trend analysis only.	Revenues and Benefits Shared Service
EHPI 10.3	Housing benefit caseload	N/A (New measure for 14/15)	N/A (Trend only)	**6,173**	N/A	N/A	This was a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Going forward this measure will be reported for trend analysis only.	Revenues and Benefits Shared Service
EHPI 181	Time taken to process Housing Benefit new claims and change events (Calendar days)	9.2 days	10 days	**10 days**	⌵		Performance on target.	Revenues and Benefits Shared Service
Corporate Priority: Place								
EHPI 154	Net additional homes provided	366	467	**TBA (due June/July 2015)**	TBA	TBA	The data is compiled by Hertfordshire County Council on behalf of East Herts. Count data will not be available until June/July2015 and therefore the outturn figure is not currently available.	Planning and Building Control

3

Essential Reference Paper 'B'

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
EHPI 155	Number of affordable homes delivered (gross)	76	200	**124**	⬆	☹	Performance off target. The number of new affordable homes delivered has been less than the estimate for a number of reasons. The number of affordable homes developed depends on the number of residential sites given planning permission that are eligible for affordable housing and the percentage of affordable homes approved as part of the planning process. There have been a number of Section 106 schemes that have achieved less than 40% affordable homes because of viability. In addition some of the housing association sites anticipated for completion by April 2015 did not achieve planning permission. The outturn is less than the January 2015 estimate as 23 new affordable housing association homes have had their completion delayed whilst awaiting for connection to utilities. These properties are now due for completion in April 2015.	Housing Services
EHPI 157a	Processing of planning applications: major applications	57.00%	60.00%	**63.00%**	⬆		Performance exceeded target at 63% - 27 out of 43 applications were processed in time.	Planning and Building Control
EHPI 157b	Processing of planning applications: minor applications	81.00%	80.00%	**85.55%**	⬆		Performance exceeding target at 85.55% - 314 out of 367 applications were processed in time.	Planning and Building Control
EHPI 157c	Processing of planning applications: other applications	93.00%	90.00%	**92.24%**	⬇		Performance exceeded target at 92.24% - 1273 out of 1380 applications were processed in time.	Planning and Building Control

4

Code	Indicator	Past Performance	Current Performance					
		2013/14	2014/15					
					Performance			
		Outturn	Target 2014/15	Outturn	Short term trend	Status	Notes	Lead Service
EHPI 159	Supply of ready to develop housing sites	68.0%	N/A (Trend only)	TBA (due mid June 2015)	TBA	N/A	The council's published position is set out in the Authority Monitoring Report, dated December 2014. This assesses the 5 year supply position for the 5 years commencing in 2015/16 and ending in 2019/20. This assumes a level of housing delivery in the 2014/15 year of 581 and against a target delivery of 750 per annum (included in draft District Plan). On that basis of supply figure of 3.4years is available (applying the Sedgefield method) and 3.9 years (applying the Liverpool method). Further assessment of the supply position will not be possible until the actual 2014/15 outturn figure for housing delivery is available (EHPI 154) in June/July this year (2015).	Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	79.50%	75.00%	75.80%	▽		Performance exceeded target.	Planning and Building Control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	100.00%	70.00%	100.00%	—		Performance exceeded target.	Planning and Building Control
EHPI 2.23	Planning decisions delegated.	96%	90%	96%	—	☺	Performance exceeding target. 2045 out of 2127 delegated decisions.	Planning and Building Control
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	13	△	☺	Performance exceeding target as the total is now 13. 13 brought back into use, all had been empty for over 2 years. 8 of which for 4+ years, several with complaints. This exceeds the target of 10 brought back into use of which at least 2 being particularly long term or problematic.	Community Safety and Health

5

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
EHPI 191	Residual household waste per household	461 kgs	448 kgs	TBA (end June 2015)	TBA	TBA	Performance outturn is not available at the time of writing this report as the service is still waiting recycling bank data from Hertforshire County Coucil which will not be available until late June 2015.	Environmental Services
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.98%	51.00%	TBA (end June 2015)	TBA	TBA	Performance outturn is not available at the time of writing this report as the service is still waiting recycling bank data from Hertforshire County Coucil which will not be available until late June 2015.	Environmental Services
EHPI 195a	Improved street and environmental cleanliness: Litter	3%	2%	2%	⌃	☺	Performance on target and has improved this year, particularly in the last 4 months, due to improved litter picking of residential roads, rural roads and industrial areas. This has resulted in the annual outturn being better than expected.	Environmental Services
EHPI 195b	Improved street and environmental cleanliness: Detritus	5%	7%	5%	—	☺	Performance exceeding target and better than anticipated mainly due to last 4 months not being as wet/cold as previous winters so less detritus, particularly on rural roads.	Environmental Services
EHPI 195c	Improved street and environmental cleanliness: Graffiti	0.17%	1.00%	0.00%	⌃	☺	Performance exceeding target. Performance shows continuing low levels of graffiti and swift removal when it occurs.	Environmental Services
EHPI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	0%	—	☺	Performance exceeds target. Performance reflects continuing low levels of fly posting and swift removal when it does occur.	Environmental Services

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	53.54	46.00	**29.18**	⬆	☺	Performance exceeding target. End of year figure the second best figure since records began. A strong contract management procedure has been put in place which is reflected in the yearly figure.	Environmental Services
EHPI 2.4	Fly-tips: removal	1.41 days	2 days	**1.70 days**	⬇	☺	Performance exceeding target. The average fly tipping clearance time was higher than previous years due to some problem fly tips which involved more investigation than usual but performance is still within the target of 2 days.	Environmental Services
EHPI 2.5	Total waste collected by the district (kg per household)	N/A (New measure for 14/15)	N/A	**TBA (end June 2015)**	N/A	N/A	Performance outturn is not available at the time of writing this report as the service is still waiting recycling bank data from Hertforshire County Coucil which will not be available until late June 2015.	Environmental Services
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal	N/A (New measure for 14/15)	N/A	**TBA (end June 2015)**	N/A	N/A	Performance outturn is not available at the time of writing this report as the service is still waiting recycling bank data from Hertforshire County Coucil which will not be available until late June 2015.	Environmental Services
EHPI 86	Cost of household waste collection	£40.92	£48.05	**TBA (due in line with closure of accounts)**	TBA	TBA	Performance outturn was not available at the time of writing this report as the finance accounts for 2014/15 have note been closed. The service expects to have the outturn available by the end of May 2015.	Financial and Support Services and Performance
EHPI 90b	Satisfaction with waste recycling	80.00%	N/A (Next survey 2014/15)	**N/A**	N/A	N/A	No Residents Survey in 2014/15. Next survey due in 2015/16.	Environmental Services

Essential Reference Paper 'B'

Code	Indicator	Past Performance 2013/14 Outturn	Current Performance 2014/15				Notes	Lead Service
			Target 2014/15	Outturn	Performance Short term trend	Status		
Corporate Priority: Prosperity								
EHPI 5.1	% of complaints resolved in 14 days or less	79.16%	70.00%	**77.89%**	⌄	🙂	Performance exceeded target. The final average value was 77.89%.	Information, Parking and Customer Services
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	32.35%	30.00%	**35.44%**	⌄	🙁	Performance off target. The target of 30% was missed this year. There was high % values in the first two quarters and although the next two quarters were within the target, the overall annual target was not reached. Please note a small number of complaints can have a big impact on the final percentage.	Information, Parking and Customer Services
EHPI 5.2b	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	11.11%	25.00%	**31.25%**	⌄	🙁	Performance off target. Performance was not achieved as five out of 16 complaints were upheld.	Information, Parking and Customer Services
EHPI 5.4	% of complaints to the Local Government Ombudsmen that are upheld	0%	0%	**0%**	—	🙂	Performance on target. The target of 0% was reached across the year.	Information, Parking and Customer Services
EHPI 6.8	Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)	8 days	14 days	**12 days**	⌄	🙂	Performance exceeded target. Indicators agreed for deletion on 3 March 2015 by the Executive and a new indicator covering both activities agreed for implementation in 2015/16.	Information, Parking and Customer Services
EHPI 6.9	Turnaround of PCN Representations (calendar days)	8 days	21 days	**12 days**	⌄	🙂		Information, Parking and Customer Services

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Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service
EHPI 8	Percentage of invoices paid on time	98.87%	98.50%	**98.02%**	V	🙂	Performance is still within the targeted threshold. Slipping performance in April and May 2014 and January 2015 attribute to the council not reaching or exceeding the target.	Governance and Risk Management
EHPI 3	Overall satisfaction with the authority.	70.00%	N/A (Next survey 2014/15)	**N/A**	N/A	N/A	No Residents Survey in 2014/15. Next survey due in 2015/16.	Communications, Engagement and Cultural Services
EHPI 10.2	Council tax collection, % of current year liability collected.	N/A (New measure for 14/15)	N/A	**98.2%**	N/A	N/A	This was a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Targets have been set for 2015/16 onwards.	Revenues and Benefits Shared Service
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected.	N/A (New measure for 14/15)	N/A	**97.0%**	N/A	N/A	This was a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Targets have been set for 2015/16 onwards.	Revenues and Benefits Shared Service
EHPI 11.1	Rental income from market traders.	N/A (New measure for 14/15)	N/A	**£97,132.35**	N/A	N/A	This is the first year where a complete set of annual data has become available. Data will continue to be collected, targets will be set when sufficient benchmarking data is available.	Economic Development
EHPI 11.2	Number of producers at Hertford farmers market.	N/A (New measure for 14/15)	N/A	**57**	N/A	N/A	This is the first year where a complete set of annual data has become available. Data will continue to be collected, targets will be set when sufficient benchmarking data is available.	Economic Development

Code	Indicator	Past Performance	Current Performance						
		2013/14	2014/15						
		Outturn	Target 2014/15	Outturn	Performance		Notes	Lead Service
					Short term trend	Status		
EHPI 12a	Number of short- term sickness absence days per FTE staff in post	4.64 days	4.50 days	**3.35 days**	⬆	🙂	Short term absence for the year is 3.35 days which is within the target of 4.50 days.	Human Resources and Organisational Development
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	1.26 days	2.00 days	**1.02 days**	⬆	🙂	Long term absence for year is 1.02 days which is within the target of 2.00 days.	Human Resources and Organisational Development
EHPI 12c	Total number of sickness absence days per FTE staff in post	5.89 days	6.50 days	**4.37 days**	⬆		Total absence for the year is 4.37 days which is within the target of 6.50 days.	Human Resources and Organisational Development
EHPI 15	Ill Health Retirements	0.00%	3.23%	**0.00%**	▬		There have been no ill health retirements for this period.	Human Resources and Organisational Development
EHPI 9.1	Percentage availability of core ICT systems during supported hours	N/A (New measure for 14/15)	99.00%	**98.83%**	N/A		Performance just within the target threshold but has improved consistently since Quarter 2.	Shared Business and Technology Services
EHPI 9.2	Percentage Resolution of ICT Incidents Within 4 Hours	N/A (New measure for 14/15)	80.00%	**62.96%**	N/A	☹	Performance off target. While performance is significantly below target, it has improved substantially in Quarter 4 which bodes well for the new financial year.	Shared Business and Technology Services
EHPI 9.3	Average ICT Incidents per day	N/A (New measure for 14/15)	10.00	**7.96**	N/A		Performance exceeded target. Performance has been substantially above target throughout the year.	Shared Business and Technology Services
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	N/A (New measure for 14/15)	9.00%	**9.30%**	N/A		Performance within the target threshold. Overall performance for year missed the target by 0.3%. Performance was strong all year except in January and February 2015, when the new service desk team were being trained.	Shared Business and Technology Services

Code	Indicator	Past Performance	Current Performance						
		2013/14	2014/15						
						Performance			
		Outturn	Target 2014/15	Outturn	Short term trend	Status	Notes		Lead Service
EHPI 9.5	Percentage of ICT Calls Resolved at First Point of Contact	N/A (New measure for 14/15)	70.00%	46.36%	N/A	☹	Performance off target. The new service desk team once trained will be able to handle more calls at the first point of contact. However there are other factors that need to be taken into account to understand whether the current target is achievable. They include the total number of incidents (which are very low); the residual incidents are quite technical in nature and many will never resolved over the phone straight away. There has been a large increase in the communication with the service desk by e-mail.		Shared Business and Technology Services
EHPI 9.6	Satisfaction with ICT Services	N/A (New measure for 14/15)	65.00%	50.78%	N/A	☹	Performance off target. Over the course of 2014/15 it has been established that satisfaction amongst normal users is relatively strong. Satisfaction from managers is low overall but very variable with some managers expressing high degrees of confidence and others very low levels of satisfaction. The IT management team has recently met with the majority of East Herts managers to understand their issues and to communicate better IT issues and plans. Work to implement new networking and wireless solutions all scheduled for completion by June 2015. May improve confidence in the service in the new financial year.		Shared Business and Technology Services
EHPI 9.7	Delivery of Key ICT Projects	N/A (New measure for 14/15)	N/A	N/A	N/A	N/A	Indicator agreed for deletion on 3 March 2015 by the Executive. Projects are monitored in a more detailed and individual way through the IT Strategy Group (ITSG) making this indicator redundant. It will be removed from the corporate basket for 2015/16.		Shared Business and Technology Services
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy	N/A (New measure for 14/15)	N/A	N/A	N/A	N/A	This indicator goes live with effect from April 2015, the start date for the East Herts ICT strategy.		Shared Business and Technology Services

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Essential Reference Paper 'B'

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status	Notes	Lead Service

Status	
The 'smiley faces' reflect performance against target	
🔴	indicator is 6% or more off target
🟡	indicator is 1-5% off target
🟢	indicator is on or above target
The 'arrows' reflect performance against 2013/14	
△	performance is improving
—	performance is the same
▽	performance in worsening

Data Quality Spot Check

Code	Indicator	Issue(s)	Lead Service	Findings			
				Reported as per definition (yes/no)	**Numerator and denominator as per record on system (yes/no)**	**PI calculated correctly (yes/no)**	**Other observations**
Corporate Priority: People							
EHPI 1a	% of customers satisfied with the service - All	Data quality issues were raised with regard to the data collection methodology not being consistent in the way SLM provide data to the leisure manager following the 2013/14 data quality check. The issue continues to be a problem during 2014/15. It is proposed that the Performance Team and Leisure Services work together to implement an alternative method.	Environmental Services	No	No	No	The previous method for collecting customer feedback Govmetric was not an effective tool/medium to collect data as there was often not enough user feedback to get any useful or meaningful data. New collection method involves face to face requests to complete customer satisfaction exit survey. The sample period/duration of the surveys is 1 week.
EHPI 1b	% of customers satisfied with the service - Leventhorpe		Environmental Services	No	No	No	
EHPI 1c	% of customers satisfied with the service - Hartham		Environmental Services	No	No	No	
EHPI 1d	% of customers satisfied with the service - Fanshawe		Environmental Services	No	No	No	
EHPI 1e	% of customers satisfied with the service - Buntingford		Environmental Services	No	No	No	
EHPI 1f	% of customers satisfied with the service - Grange Paddocks		Environmental Services	No	No	No	
EHPI 10.1	Council Tax Support caseload	New performance indicator for 2014/15.	Revenues and Benefits Shared Service	Yes	Yes	Yes	No data quality issues were observed.
EHPI 10.3	Housing benefit caseload	New performance indicator for 2014/15.	Revenues and Benefits Shared Service	Yes	Yes	Yes	No data quality issues were observed.
Corporate Priority: Place							
EHPI 159	Supply of ready to develop housing sites	Concerns have been raised over the clarity of the annual outturn produced (currently using a supply projection of either 3.8 years and 4.5 years)	Planning and Building control	TBA	TBA	TBA	
EHPI 2.5	Total waste collected by the district (kg per household)	New performance indicator for 2014/15.	Environmental Services	TBA	TBA	TBA	Performance data returns are dependant on Herts County Council and performance data for March 2015 will not be available until late June 2015.
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal	New performance indicator for 2014/15.	Environmental Services	TBA	TBA	TBA	
Corporate Priority: Prosperity							
EHPI 10.2	Council tax collection, % of current year liability collected.	New performance indicator for 2014/15.	Revenues and Benefits Shared Service	Yes	Yes	Yes	Indicator is cumulative so no calculations were necessary and supporting evidence was

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Code	Indicator	Issue(s)	Lead Service	Reported as per definition (yes/no)	Numerator and denominator as per record on system (yes/no)	PI calculated correctly (yes/no)	Other observations
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected	New performance indicator for 2014/15.	Revenues and Benefits Shared Service	Yes	Yes	Yes	presented to indicate the monthly data was correctly recorded.
EHPI 11.1	Rental income from market traders	New performance indicator for 2014/15.	Economic Development	Yes	Yes	Yes	No data quality issues were observed.
EHPI 11.2	Number of producers at Hertford farmers market.	New performance indicator for 2014/15.	Economic Development	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.1	Percentage availability of core ICT systems during supported hours	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.2	Percentage Resolution of ICT Incidents Within 4 Hours	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.3	Average ICT Incidents per day	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.5	Percentage of ICT Calls Resolved at First Point of Contact	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.6	Satisfaction with ICT Services	New performance indicator for 2014/15.	Shared Business and Technology Services	Yes	Yes	Yes	No data quality issues were observed.
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy	New performance indicator for 2014/15.	Shared Business and Technology Services	N/A	N/A	N/A	This performance indicator will commence collecting data from April 2015.

Code	Indicator	Past Performance 2013/14	Current Performance 2014/15					Lead Service	LG Inform (LGA) Benchmarking Data	
		Outturn	Target 2014/15	Outturn	Performance Short term trend	Status		Average (All Districts)	Status (East Herts estimated performance compared to all district average position)
Corporate Priority: People										
EHPI 181	Time taken to process Housing Benefit new claims and change events (calendar days)	9.2 days	15 days	**10 days**	V	🙂	Revenues and Benefits Shared Service	11 days (Q2 2014/15 data)	Better than average
Corporate Priority: Place										
EHPI 155	Number of affordable homes delivered (gross)	76	200	**124**	△	☹	Housing Services	83 (2013/14)	Better than average
EHPI 157a	Processing of planning applications: major applications	57.00%	60.00%	**63.00%**			Planning and Building Control	73% (Q3 2014/15 data)	Below average
EHPI 157b	Processing of planning applications: minor applications	81.00%	80.00%	**85.00%**			Planning and Building Control	70% (Q3 2014/15 data)	Better than average
EHPI 157c	Processing of planning applications: other applications	93.00%	90.00%	**92.00%**			Planning and Building Control	82% (Q3 2014/15 data)	Better than average
EHPI 191	Residual household waste per household	461 kgs	448 kgs	**TBA (end June 2015)**	TBA	TBA	Environmental Services	466.91kg 2013/14	TBA
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.98%	51.00%	**TBA (end June 2015)**	TBA	TBA	Environmental Services	43.78% 2013/14	TBA

Status	
The 'smiley faces' reflect performance against target	
🙁	indicator is 6% or more off target
😐	indicator is 1-5% off target
🙂	indicator is on or above target
The 'arrows' reflect performance against 2013/14	
↑	performance is improving
—	performance is the same
↓	performance is worsening

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 MAY 2015

REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

2014/15, 2013/14 AND 2012/13 SERVICE PLANS – END OF YEAR
MONITORING REPORT

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This is the end of year monitoring report which explains how the
council has performed in 2014/15 against the actions and
objectives it set out to achieve at the start of the financial year.
The report also monitors the status of all outstanding actions from
2013/14 and 2012/13.

RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY: That:	
(A)	**The progress against the council's priorities and the revised completion dates and deletions against 2014/15 Service Plan actions and 2013/14 and 2012/13 Service Plan actions be received; and**
(B)	**The Executive be advised of any recommendations.**

1.0   Background

1.1   In 2011/12 the council agreed its overall priorities for improving
the district around the themes of:

- People – Fair and accessible services for those who use
them and opportunities for everyone to contribute.
- Place – Safe and clean.
- Prosperity – Improving the economic and social opportunities
available to our communities.

1.2   These priorities form the basis of the council's Corporate Plan.
Departments within the council produce annual service plans
which demonstrate what actions will be delivered to help meet
those priorities. These are agreed by the Executive at the start of

the financial year and progress is reported to the relevant Scrutiny Committees.

1.3   This report covers the period 1 October 2014 to 31 March 2015 for the following services:

- Corporate Risk and Procurement
- Democratic and Legal Support Services
- Financial Support Services and Performance
- People and Property Services
- Business and Technology Services
- Information, Parking and Customer Services (Customer Services only)

1.4   Please note the formation of a new Council following District elections in May 2015 could lead to new priorities for the organisation. This may impact upon what actions are delivered in future and how they are monitored.

2.0   <u>Report</u>

2014/15 Analysis

2.1   In total, there are 38 actions in the 2014/15 Service Plans listed in paragraph 1.3.

	Status at the twelve month stage – end of year report
Have already been achieved	60.5% (23)
Are on target	7.9% (3)
Have had their completion dates revised	29% (11)
Are off target	2.6% (1)
Total	100% (38)

2.2   One action is off target due to IT resources being deployed to other priority areas.

2.3   11 actions have had their completion dates revised. In general the revisions to completion dates are due to:

- Scope of the activity changing/expanding therefore impacting on completion dates e.g. building in extra time to allow for consultation on proposed changes to the member extranet function and revised ICT and People strategies.
- Technical systems requiring further development work
- Resource shortfalls – in terms staff resources being re-prioritised to other key areas of activity.

2.4   Three actions are on target and the remaining actions have been achieved.

2013/14 Analysis

2.5   In total, there are nine outstanding actions from the 2013/14 Facilities Management and Estates Management Plan, the Human Resources Plan, the ICT Plan and Customer Services and Parking Service Plan of which:

	Status at the twelve month stage – end of year report
Have already been achieved	56% (5)
Are on target	11% (1)
Have had their completion dates revised	22% (2)
Have been deleted	11% (1)
Total	100% (9)

2.6   The two actions that have had their completion dates revised have been revised for the third time. Both actions are in progress

however they were dependent on other areas of work being completed first.

2.7   The action that has been deleted was agreed for deletion as part of the six month report (April – September 2014) as activity in the 2015/16 Service Plan replaces this.

2012/13 Analysis

2.8   There is one action that is outstanding from the 2012/13 Corporate Risk and Procurement Service Plan and currently the completion date for this action has been revised for the eighth time. Revisions have been due to the re prioritisation of IT resources to other priority areas following the implementation of a Shared IT Service, work on this action is progressing now.

2.9   An overview of all council achievements by Corporate Priority for 2014/15 are detailed in **Essential Reference Paper 'B'.**

2.10   **Essential Reference Paper "C"** details 2012/13 through to 2014/15 Service Plan actions that are either on target, have had their completion dates revised, are off target or have been deleted. For ease of reference, these have been categorised by Corporate Priority. Full progress comments on all service plan actions can be accessed by referring to the council's performance management system, Covalent (**www.covalentcpm.com/eastherts**).

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

2014/15 Service Plans report to Executive on 4 March 2014.

Contact Member: The Leader of the Council.

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

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

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	*People* This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable. *Place* This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean. *Prosperity* This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.
Consultation:	There are no specific consultation implications arising directly from this report.
Legal:	There are no specific legal implications arising directly from this report.
Financial:	There are no specific financial implications arising directly from this report.
Human Resource:	There are no specific human resource implications arising directly from this report.
Risk Management:	There is a generic risk management implication arising from this report, in terms of not completing the actions from Service Plans would be likely to result in not achieving the Corporate Priorities and Objectives.
Health and wellbeing – issues and impacts:	A number of the council's service plan actions do support/contribute to the health and wellbeing agenda. Any relevant actions that are either 'off target', 'have a revised completion date' or are proposed for 'deletion or suspension' are highlighted in the report along with a current service update.

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Telling the Story – An overview of achievements by Corporate Priority up to 31 March 2015:

Please note only the objectives where there are achievements to report have been listed and where an achievement relates to a specific service plan action this has been referenced. Text in blue shows the new achievements that have been added since the last monitoring report.

Priority: People	What we want to achieve	What we have done
	Objective: Improve the health and well-being of our residents	- 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 achievements in health promotion strategy and initiatives designed to maximise public health opportunities. - Welcomed the first UK Womens International cycling tour through East Herts. The race made its way through the district on the fourth stage of the tour, which started in Cheshunt and finished in Welwyn Garden City. Cyclists passed through Hertford Heath, Hertford town centre before continuing through Wadesmill, Standon, Buntingford and Cottered.

		• Implemented '3G' all weather football pitches at Hartham Common as part of a hybrid solution implemented. There is a strong demand for football pitches in the Hertford area and proposals were developed to convert the little used tennis courts to three all weather 'astroturf' five-a-side pitches. These can be used all year round and when weather conditions prevent the use of traditional pitches. Following consultation with residents it was decided to install two pitches and retain one tennis court to allow the continuation of a 'pay and play' facility at Hartham. The scheme will also generate additional income for the council which helps to keep the cost of leisure services down. (14-ES02).
	Objective: Reduce fuel poverty	• Launched a revised Home Insulation Grant scheme, offering 50% contributions towards certain insulation measures. However some free schemes became available and were therefore promoted instead. As a result just 5 East Herts funded grants were required, at a budget cost of £665. The measures they funded represent a total annual saving of 4 tonnes C02 per year, and estimated total energy savings of £974 per year. Such initiatives offer a real help to the estimated 7.5% of households in East Herts estimated to be in fuel poverty. Insulation schemes were widely promoted through our website and other publicity, such as a "bin hanger" card to all East Herts households on the wheeled bin collection. This promoted assistance through East Herts and Herts Healthy Homes schemes. 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 excluded from the nationally available schemes. (14-CSH04)

	Objective: Increase community engagement	• As at 31 March 2015 we had awarded £147,379 in both revenue and capital grants to 126 different voluntary/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 2,004 children and young people attended the various activities, compared to 2,886 last year. 68% came from the 5 to 11 age category and events included Summer Archery, Flying Circus at Courtyard Arts, Tennis coaching, community picnic and Pop School. Participation figures fluctuate from year to year and is dependent on a combination of factors such as level of interest by parents/children, weather, effectiveness of individual marketing and accuracy of reporting by project organisers. However overall attendance figures (new and repeat participants) have increased. 7,607 total attendances over all activities were reported in 2014 compared to 5,664 in 2013.
		➢ **Community Activity Grants** – Held 6 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, the criteria was relaxed, and the funding was opened to village halls, parish councils and young athletes. This grant fund has been used to support, among others, a Parkinson's support group, a WWI Remembrance event, community events organised by a new residents association, a canal boat trip for senior citizens and to support Carer's in Herts 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, an Ageing Well partner, to set up a new Dementia Café in Bishop's Stortford to meet unmet demand.

➢ **Community Capital Grants** – In the 2014/15 financial year, a total of 26 capital grants were awarded for community-led projects to improve well used facilities or services. A total allocation of £88,989. For example, we 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 Hailey Day Centre with a kitchen upgrade to they could continue to provide hot, healthy meals to frail elderly.

➢ **Performance to Excellence Grants** – Awarded 21 grants to young people (11 to 18 years old resident 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 9 categories.

- Held our annual rural parish conference where up to 46 parish councils attended. The event provides a popular forum for engaging with parish

		councils on rural issues with particular interest this year on the information that the CVS presented on the community car scheme.
		• Jointly organised with Community Development Action (CDA) for Hertfordshire with support from various voluntary and community groups, a conference for more than 50 volunteers who give up their time to run village halls and community buildings. The event gave attendees the opportunity to discuss common problems, learn from each other and share their experience so that they can maximize the potential of halls for the benefit of their local communities.
		• Successfully delivered a member training and development programme for all elected members to help them in fulfilling their community engagement role. (14-DLSS02)
		• Successfully implemented Individual Electoral Registration (IER). IER has been rolled out across the country to help modernise the way people register to vote and to help tackle electoral fraud. (14-DLSS01)
		• Supported National Voter Registration Day by encouraging residents across the district to register to vote tomorrow by getting their names on the voting register. Young people in particular were encouraged to get involved and vote for who they want to represent them.
	Objective: Deliver strong and relevant services	• As part of the Ageing Well project helped older residents in the district to stay fit, active and independent by:
		➢ Launching concessionary Fitsteps dance classes in Bishop's Stortford and Ware. The classes are aimed at older residents (60 years plus) so that they can reap the many health benefits that regular physical activity brings. Fitsteps is a national fitness

programme which was created following the popularity of the TV programme, Strictly Come Dancing. The Bishop's Stortford class varied in numbers between two to eight residents at each session. The number of residents attending the Ware class varied from 20 to as high as 40 at each session. Due to its success the initial pilot was extended with reduced funding and will run independently from January 2015.

➢ 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 other members of their local community.

➢ 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 Carlton Court in Hertford. The pilot scheme works on posture, balance and strength with a variety of movements including foot pumping, gentle stretching and squats all designed to help improve flexibility and circulation. Weekly sessions began in May 2014 and will continue monthly until the end of the year. (14-CEC03)

• 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 a fraud prevention, detection and investigation service and will

		enable the council to meets its duties in relation to safeguarding of public funds, minimising the loss to fraud so that councils can spend the maximum possible on delivering local services. The new venture brings many benefits to all Hertfordshire's residents not least of all using shared intelligence between the partners to target fraudulent activity across the whole county. It is anticipated that the new service will go live on 4 April 2015. (14-CRP01).
		• Agreed a new Customer Services Strategy for 2015 – 2020 at full Council on 4 March 2015. The purpose of the strategy is to deliver customer focused services, by understanding their preferences now and what the demands will be in the future across all services. The Council may then need to reshape services. During 2015/16 an action plan supporting the delivery of the strategy will be delivered and started.
	Objective: Improve outcomes for vulnerable families and individuals	• Under took a housing survey consultation so we can 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 of the survey 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 June 2015. (14-H04).
		• Maintained the average time taken to process new housing benefit claims or change of events at 10 days, by continuing to invest more resources in the service in response to increasing complexity of cases. The increasing complexity comes from on-going changes by the Department of Work and Pensions (DWP) to the benefits framework

		and their increasing use of real time information e.g. in respect of earnings, private pensions etc. These all impact on entitlement to Housing Benefit and can be complex for our customers to understand and track. Cases often require increased interventions and reassessments during the year as a consequence. The overall volume of work has increased by in excess of 3% when compared to last year.

Priority: Place	**What we want to achieve**	**What we have done**
	Objective: Reduce residual waste and increase our recycling rate	• 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 we wanted to make it easier and encourage residents to put it in their brown bin for composting. Currently the recycling rate is 51% as at February 2015 which is 2% higher than the same period last year and more than 16% higher than in 2008/09.
	Objective: Reduce the carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of	• Agreed carbon reduction target of 25% by 2020, from the baseline year of 2009. Up to 2013/14 there has been a reduction of 17% in total CO_2 emissions, from the council's operations. This was a 2% improvement in 2013/14 when compared with the previous year. • The waste collection contract had delivered considerable ongoing CO_2 savings and the total reduction in carbon emissions achieved since

	households and businesses	2008/09 to date is 27%.
	Objective: Maintain our clean streets and reduce litter	• An effective stray dog services is essential to ensuring dog fouling is kept to a minimum through education and responsible dog ownership. Therefore the council was pleased to win the RSPCA Gold Footprint award. This certification is given for the quality of stray dog services, housing, contingency planning and animal welfare principles. Last year 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.
	Objective: Maintain our parks, play areas and open spaces in good order	• Celebrated Love Parks Week, buy holding two free fun activities at Southern Country Park in Bishop's Stortford and Pishiobury Park in Sawbridgeworth. Activities at Southern County Park ranged from the popular annual dog show to a fitness activity trail, orienteering and making wooden medallions with the Friends group. At Pishiobury Park visitors could meet the Longhorn cattle and join a guided bug hunt. The council also teamed up with the Dogs Trust to offer free dog micro-chipping on the day. • Retained our two Green Flags for The Ridgeway in Hertford (for the sixth year running) and Southern Country Park in Bishop's Stortford (for the seventh year running).

Objective: Reduce anti-social behaviour and the fear of crime	• Contributed, as part of the East Herts Community Safety Partnership to the reduction of 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.
Objective: Ensure future development best meets the need of the district and its residents	• Consultation responses on the District Plan have been reported back to District Plan Panel along with supporting and technical evidence. This will inform the production of the next stage in the District Plan. (14-PBC02) • 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 (Buntingford). (14-PBC01) • Approved a small development of sustainable homes in an East Herts village. 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 well-being.

Priority: Prosperity	What we want to achieve	What we have done
	Objective: Deliver value for money and reduce our reliance on central government funding	- Installed a new seating and auditorium floor at Hertford Theatre to provide a better customer experience. (14-CEC04) - Implemented remote working procedures in the Area Environmental Inspection Team. This allows inspectors to receive service requests and customer enquiries remotely in the district enabling jobs to be visited more quickly and some actions to be undertaken while on site. (14-ES20) - 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 the 2nd quarter of 2015/16. - Corporate Management Team (CMT) considered and agreed a new senior management structure that focussed resources in a different way. This included the investment in a new Head of Business Development, the remit of which 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 resource to enable wider working with our suppliers to encourage greater competition in the market.

- 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. In addition staff were involved in developing behaviours for our three core organisational values:
  - ➢ Here to Help
  - ➢ We work together to support each other
  - ➢ We aim high to make a difference

  In February 2015, all employees attended bite size training sessions to share the success of the programme a year on; to look at what tools are available to support change, share our service successes and what 'we achieved together' and build on our successes to encourage the development of improvement ideas.

- 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 of our major sources of income, and used the implications of this work 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. (14-FSSP04)

- Agreed to work with North Herts District Council (NHDC) 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 outline business case is due to be presented to members in Spring 2015.

- Taken robust action against fraud and during 2014/15 have prosecuted 5 people, issued 5 administration penalties and 2 cautions. This means that the council is recovering a combined total of Housing Benefit/Council Tax Benefit/Support overpayments £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 games, cheeses, pickles, sausages alongside the weekly fishmonger and greengrocer could be enjoyed. The council also provided spaces free of the usual rental charge, to encourage and support as many small businesses to take part. • Following extensive public consultation agreed to implement free short stay parking (30 minutes) 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. Visitors needing to park for more than half an hour will receive more parking time for the same price.

- 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 to encourage shoppers. Market traders in the two towns also received a reduced rent.

- Held our first urban conference. The event brought 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 who were looking for work. Led by Jobcentreplus 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% of attendees were recorded as coming off active benefits at the end of the project.

Objective: Deliver sustainable rural

- Successful in securing an offer of £1.8m from the Rural Payments Agency for a further RDP programme across East Herts, Uttlesford, Epping Forest and North Herts. It will support the development of rural

	business growth	businesses and East Herts Council are the lead agency.
	Objective: Protect the environment	• 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, along with 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. In addition to the register owners of such building could qualify for a special grant towards repairs and maintenance.

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2014/15 Service Planning Report - January - March 2015

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status		October - December 2014 Status		January - March 2015 Status		Notes
Corporate Priority: People										
Objective: Deliver strong and relevant services										
14-BTS01	Here to Help - Deliver a service catalogue which sets out the detail of the services that partners should expect from the Shared Service	**Target:** Delivered by October 2014. **Outcome:** Customers better informed about services delivered. **Critical Success Factors:** Good communication and awareness regarding the catalogue. **Environmental Impacts:** None.	01-Oct-14	⏰	Revised Completion Date (to 31 December 2014)		Revised Completion Date (to 31 March 2015)		Revised Completion Date (to 30 September 2015)	January - March 2015. In agreement with the Shared Service Partnership Board the completion of the service catalogue has been revised to 30 September 2015. The revision is to enable the service to focus on new priority work as set in the implementation plan of the ICT strategy 2015 - 2019. The Strategy and the implementation plan were presented separately to Corporate Business Scrutiny on 17 March 2015 and the Executive on 2 June 2015. As the delivery of the service catalogue forms one of the milestones in the ICT Strategy it is proposed that this action is marked as achieved and progress reported in 2015/16 through action 15-BTS04.
14-CRP02	Production of a corporate land inspection policy.	**Target:** Production of a policy ensuring compliance with legislation, common law expectations and best practice, but also Council resources. **Outcome:** A policy that a Court will hopefully consider reasonable followed by compliance checks across the teams that manage land. **Critical Success Factors:** Support from other services. **Environmental Impacts:** Improved management of land and reduction of serious risk.	30-Sep-14	⏰	Revised Completion Date (to 31 March 2015)	▶	Action On Target		Revised Completion Date (to 30 June 2015)	January - March 2015. Revised completion date of 30 June 2015. A draft Land Management Policy is currently out for consultation with Senior Officers. Comments to be returned by the end of May.

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Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
14-IPCS01	Website Accessibility Review	**Target:** An action plan to achieve Disability Discrimination Act/Web Content Accessibility Guidelines v2 compliance and additional practical measures to support accessibility of the Council's website. **Outcome:** Assurance and actions to ensure the Council's website is as accessible as possible. **Critical Success Factors:** Funding, Service resources to amend web content, IT resources to amend any web based service provision, Digital Media and Information team resources. **Environmental Impacts:** none, electronic service delivery has a positive impact on reducing environmental impact of existing service delivery.	31-Mar-15	Action On Target	Revised Completion Date (to 30 September 2015)	Action On Target	January - March 2015. Action on target for completion by the end of September 2015. Procurement underway through quotation process to enable commissioning in April 2015. The website remains fully compliant with accessibility guidelines, this work will focus on additional usability of users with disabilities through a specialist provider.
14-PPS10	Review the council's People Strategy to reflect the council's future challenges and update policies accordingly.	**Target:** 'Making East Herts Council a great place to work' through the development and delivery of the actions identified in the Council's People Strategy and through actions identified in the service plan 2014/15. **Outcome:** Improved staff morale and engagement. Measured through the Staff Survey and Pulse Surveys. **Critical Success Factors:** Implementation of staff and pulse surveys. **Environmental Impacts:** None.	31-Mar-15	Action On Target	Action On Target	Revised Completion Date (to 30 June 2015)	January - March 2015. Revised Completion Date from 31 March 2015 to 30 June 2015. Consultation on the strategy has commenced. On target for completion for end of quarter one in 2015/16.

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
Corporate Priority: Prosperity							
Objective: Deliver value for money and reduce our reliance on central government funding							
14-BTS03	Deliver and implement a business case for rationalising and improving the print solutions delivered corporately across partner Councils	**Target:** Business case to be delivered by June 2014. Implementation by December 2014. **Outcome:** Positive feedback from customers relating to new solutions and financial savings (to be identified in business case). **Critical Success Factors:** Flexible and resilient print solutions. **Environmental Impacts:** Potential to reduce use of consumables and energy usage.	01-Dec-14	Revised Completion Date (to 31 March 2015)	Revised Completion Date (30 September 2015)	Action On Target	January - March 2015. Action on target. Business case for rationalising and improving print solutions across the two councils will be presented to the Shared Services Partnership Board in April 2015.
14-BTS04	Improve the resilience of IT systems support by rationalising and harmonising line of business applications across partner Councils	**Target:** Priority systems delivered by January 2015. **Outcome:** Reduced costs and all priority systems to be supported by at least 2 BATS staff. **Critical Success Factors:** Service capacity to support changes to systems where appropriate. **Environmental Impacts:** None as changes relate mainly to software.	31-Jan-15	Action On Target	Action On Target	Revised Completion Date (to 31 March 2016)	January - March 2015. A fully established programme to deliver resilience in application support that the council currently requires is in place. Going forward there is a target in the ICT Strategy 2015 - 2019 to deliver full resilience across all key systems by March 2016. In addition significant progress has been made to harmonise systems most notably we are now live with one planning system that supports both councils and by June 2015 the same system will be used by Building Control and Environmental Health and Licencing in both councils as well. In 2015 the council will be establishing whether the new HR system that is planned can also be deployed to both councils. As this action forms one of the milestones in the ICT Strategy it is proposed that this action is marked as achieved and progress be reported in 2015/16 through action 15-BTS04.

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Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
14-CRP04	Undertake health and safety audits and spot check highest risk services.	**Target:** Comprehensive review of health and safety management of major contractors and services, i.e. leisure, grounds maintenance, refuse and facilities management. **Outcome:** Assurance that health and safety risks are managed appropriately. **Critical Success Factors:** Support from other services. **Environmental Impacts:** Requirement to consider environmental criteria as included in Health & Safety Policy and risk assessment processes.	31-Mar-15	Action On Target	Action On Target	Revised Completion Date (to 30 June 2015)	January - March 2015. Good arrangements in place for Grounds & Refuse. Good client/contractor relations and inspection and monitoring regularly undertaken. Leisure Services outstanding. Revised Completion date 30 June 2015.
14-FSSP02	Further develop the Council's new Financial Systems following implementation	**Target:** Identify budgets to responsible officers, production of targeted management information to support decision making and provision of further user training / support. **Outcome:** Enhanced business processes and financial management. **Critical Success Factors:** Availability of staff resources. **Environmental Impacts:** Potential reduction in hard copy reports.	31-Mar-15	Action On Target	Action On Target	Revised Completion Date (30 June 2015)	January - March 2015. Budget holder training is taking place in March and April 2015. The final Finance Review Project report is due on April 13. Some systems development work has taken place although further development work is required to allow Civica to produce custom reports. This development work with Civica will need to be arranged in the first quarter of 2015. The reports that are produced for DMTs, CMT and Executive are currently being revised for implementation in quarter 1 2015.
14-IPCS06	Scope Intranet Development	**Target:** To identify the top tasks that will support staff to be efficient through use of the internet and establish a project initiation document to achieve them. **Outcome:** A clear development plan for the intranet based on user needs with funding requirements set out in a business case for consideration. **Critical Success Factors:** Digital Media and Information Team Resources, Funding for external support, funding for template changes, IT resources for development of potential business case, HR resources to look at staff support activities. **Environmental Impacts:** None - all electronically enabled processes will reduce the Council's environmental impact.	31-Mar-15	Action On Target	Action On Target	Revised Completion Date (30 September 2015)	January - March 2015. Revised completion date to 30 September 2015 following completion of staff workshops. Further questionnaire work and proposals recommended by Socitm consultants to shape functions of intranet to meet organisational and employee requirements.

Action Code	Action Title	Action Description	Original Due Date	April – September 2014 Status	October – December 2014 Status		January – March 2015 Status		Notes
14-IPCS08	Customer Service Strategy Action Planning	**Target:** To identify clear actions under each Head of Service that follow the direction adopted within the Customer Service Strategy. **Outcome:** Customer Service Delivery Plan. **Critical Success Factors:** Support from Heads of Service and Directors, Resource to review existing service development work underway and see how that may be enhanced further given the Customer Service Strategy. IT support and resources on projects. Funding availability for new IT systems and solutions. Link to Here to Help. **Environmental Impacts:** Self-service and assisted service provision can reduce the Council's environmental impact.	31-Mar-15	Revised Completion Date (31 January 2016)	▶	Action On Target	▶	Action On Target	January - March 2015. Action on target. Work has commenced now Customer Service Strategy adopted.
14-IPCS10	My East Herts' Website Tool	**Target:** Delivery of localised Council service information via a web interface. **Outcome:** Enhanced service delivery for residents and Councillors, resolving top 5 location based service enquiries. **Critical Success Factors:** IT resources in developing the solution, Digital Media and Information manager resources in developing the solution. Service support in addressing data quality issues to enable location based searching and result presentation. Funding. **Environmental Impacts:** Self-service and assisted service provision can reduce the Council's environmental impact.	31-Mar-15	▶ Action On Target	Revised Completion Date (to 31 May 2015)		🔔	Action Off Target	January - March 2015 Action off target, service does not anticipate deployment until September 2015 as the IT development resources has to be deployed on the implementation of the new planning IT system.

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status		October - December 2014 Status		January - March 2015 Status	Notes
14-IPCS11	Scope Members Extranet	**Target:** Clear member's extranet development plan based on user design with business case as required. **Outcome:** Better supported members, more able to be available to help their constituents and play an effective role as a member of the Council. **Critical Success Factors:** Member engagement, Democratic services support, funding, Digital Media and Information Manager resource. **Environmental Impacts:** Self-service and assisted service provision can reduce the Council's environmental impact.	31-Mar-15		Action On Target		Action On Target	Revised Completion Date (30 September 2015)	January - March 2015. Revised completion date to 30 September 2015 following very successful member workshop. Further questionnaire work and proposals recommended by Socitm consultants to shape functions of extranet to meet member requirements.
14-PPS05	Implement the Compliance Action Plan which will be monitored by the Operational Risk Management Group	**Target:** Action plan implemented and reviewed through the Operational Risk Management Group to identify further actions during the course of the year. **Outcome:** All council property and practices up to date with compliance legislation in relation to property. **Critical Success Factors:** System monitoring through the Operational Risk Management Group. **Environmental Impacts:** Possible energy efficiencies / improvements.	31-Mar-15		Action On Target		Action On Target	Revised Completion Date (30 June 2015)	January to March 2015. Revised completion date to 30 June 2015. SIAS to complete an audit to check compliance plan has been achieved to required standard and check measures are in place. This action has now been passed to the Head of Strategic Finance.

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status		October - December 2014 Status		January - March 2015 Status	Notes
14-PPS07	Develop a Preventative Maintenance programme	**Target:** Programme in place by December 2014 and implement to commence from January 2015. **Outcome:** Planned and prioritised maintenance agreed with management to protect the assets of East Herts. **Critical Success Factors:** Resources within Facilities Management and Property and budget. **Environmental Impacts:** Potential impacts however need to be determined.	31-Mar-15	▶	Action On Target	▶	Action On Target	Revised Completion Date (31 March 2016)	January - March 2015. All surveys were completed and reports were submitted by Mid February 2015. Analysis of the findings and recommendations has commenced and is ongoing. An implementation plan and capital bid will be submitted during 2015.
14-PPS09	Implement improvements in procurement in relation to maintenance of East Herts buildings and properties	**Target:** Implement the findings from the SIAS audit on current procurement arrangements and review the arrangements for a potential joint procurement arrangement. **Outcome:** Ensuring compliance and VFM with procurement regulations. **Critical Success Factors:** Resources within Facilities Management and Property. **Environmental Impacts:** None.	31-Dec-14	▶	Action On Target		Revised Completion Date (to 31 March 2015)	Revised Completion Date (to 30 September 2015)	January - March 2015. Revised completion date of 30 September 2015. The Procurement Team and the Facilities Management team are both now part of the Governance & Risk Management team. Revised Financial and Procurement Regulations to go to Annual Council meeting in May 2015. Draft Procurement Strategy currently under consideration by officers. These initiatives, together with training will ensure procurement improvements. The Procurement Team will also continue to work with the Property team.

2014/15 Service Planning Report - Outstanding 2013/14 Service Plan Actions (January - March 2015)

Corporate Priority: People

Objective: Deliver strong and relevant services

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
13-FMEM03	Continue to consider joint procurement of compliance services	**Target:** Improved service, savings, informal sharing and alignment of services **Outcome:** More efficient, value for money compliance contract **Critical Success Factors:** Joint procurement with other authorities and supported by procurement **Environmental Impacts:** None	31-Mar-2014		Revised Completion Date (31 October 2014)	Revised Completion Date (31 January 2015)	Revised Completion Date (30 September 2015)	January - March 2015. The progress to date on the implementation of the Compliance Project Plan has been assessed by Internal Audit, the report is due in April 2015. The split of work between FM and Property teams has now been agreed. The work and structure of the team will be reviewed during the first half of 2015/16. Revised completion date of 30 September 2015.
13-IPCS04	Council Customer Service Strategy	**Target:** Delivery of approved Customer Service Strategy in 2014 **Outcome:** Re-focussing of service development priorities based on customer use, need and requirements. Establishing the principle of digital by choice and universal access for all in all service design and improvements **Critical Success Factors:** Resource time of Head of Service, support from other services, consultation resources to engage with members and customers **Environmental Impacts:** Positive, focus on digital by choice design and universal access for all customers to reduce reliance on less efficient methods of service delivery where appropriate to do so	31-Aug-2014	There has been a history of delay on this action that has been reported in detail in previous service plan updates, which members have already seen. The current 2014/15 position is detailed to the right.	Action Deleted			Action agreed for deletion by CMT on 28 October 2014 and Corporate Business Scrutiny Committee on 25 November 2014, as action is included in 2014/15 Service Plan - 14-IPCS07.
13-IPCS06	Enhanced Self-Service Telephony Systems	**Target:** To fully implement the voice recognition system for external callers **Outcome:** More efficient and accessible call handling Critical Success Factors: Simplification and stability of IT network and call routing, upgrades (outstanding) to the telephone system and service engagement in reviewing call flows **Environmental Impacts:** Positive, reduction in paper processes, promoting electronic access to information	31-Mar-2014		Revised Completion Date (31 March 2015)	Off Target	On Target	January - March 2015. Revised completion date for deployment of voice recognition to external customers remains 31 July 2015 as it is dependent upon provision of new voice network by IT Shared Services. The system remains fully operational for Parking Self-Service, Member hotline and internal staff calls.

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
Corporate Priority: Place							
Objective: Ensure future development meets the need of the district and its residents							
13-FMEM06	Implement and action Estates Strategy and Plan 2013/14	**Target:** New estates strategy plan 2013/14 implemented **Outcome:** Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation **Critical Success Factors:** Staff resources **Environmental Impacts:** As set out in the strategy	31-Mar-2014	There has been a history of delay on this action that has been reported in detail in previous service plan updates, which members have already seen. The current 2014/15 position is detailed to the right.	Revised Completion Date (30 September 2014)	Revised Completion Date (31 March 2015)	Revised Completion Date (30 September 2015)	January - March 2015. The investment strategy is in development and will be presented to members in 2015/16. The action will move to 2015/16 with a target completion date of 30 September 2015.

2014/15 Service Planning Report - Outstanding 2012/13 Service Plan Actions (January - March 2015)

Action Code	Action Title	Action Description	Original Due Date	April - September 2014 Status	October - December 2014 Status	January - March 2015 Status	Notes
Corporate Priority: People							
Objective: Maintain our core services to a good standard and ensure high satisfaction with the council as measured through the biennial Residents Survey.							
12-CR06	Support revision of Business Continuity Plan	**Target:** Provide significant input into development of Business Continuity Plan that incorporates shared services implications. **Outcome:** Relevant Plan in place. **Critical Success Factors:** Support from other services and other authorities.	30-Jun-12	There has been a history of delay on this action that has been reported in detail in previous service plan updates, which members have already seen. The current 2014/15 position is detailed to the right.	Revised Completion Date (to 31 December 2014)	Revised Completion Date (to 31 March 2015)	Revised Completion Date (to 31 June 2015)	January - March 2015. Satisfactory IT Business Continuity arrangements are now considered to be in place. Questionnaires have been sent out to service areas with return date end of March 2015. Revised completion date 30 June 2015.

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