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MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 22 MARCH 2016
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE:

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

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 - 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.
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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes – 24 November 2015

To confirm the Minutes of the meeting of the Committee held on Tuesday 24 November 2015 (Previously circulated as part of the Council Minute book for 16 December 2015).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Council Tax Reduction Scheme 2017/18 (Pages 5 – 20).

6. Economic Development 2016/17 to 2019/20 – Options and Opportunities – 'To Follow'

7. Annual Review of Partnership Register (Pages 21 – 28).

8. Asset Management Plan 2016/17 (Pages 29 – 64).

9. Quarterly Corporate Healthcheck – Quarter 3 December 2015 (Pages 65 – 110).

10. Evaluation of Scrutiny 2015/16 and Work Programme for 2016/17 (Pages 111 – 124).

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 – 22 MARCH 2016

REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

COUNCIL TAX REDUCTION SCHEME 2017/18

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To consider the latest available information around the current local Council Tax Support (CTS) scheme at East Herts and whether any changes to the scheme should be considered for 2017/18.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY</u>	
(A)	Members consider whether other options around scheme design should be explored further for the East Herts Local Council Tax Support Scheme for April 2017.

1.0 Background

1.1 The Government made provision within the Local Government Finance Bill to replace the former national Council Tax Benefit (CTB) scheme from 1st April 2013 with localised schemes for Council Tax Reduction Schemes (CTS) devised by individual local authorities (LA's). The schemes are valid for one year and must be approved by Council before the end of January immediately preceding the financial year in which it is to take effect.

1.2 If the Council were to choose to consider any material revisions to the scheme, this would be the subject of public consultation, which would need to be considered by both those entitled to receive support as well as the general Tax payers of East Herts.

1.3 It may appear early to consider a scheme for 17/18 but bringing forward this report offers an opportunity to:

1.4 Allow enough time for careful consideration by members.

1.5 Deliver meaningful consultation with those affected and the public.

- 1.6 Consider fully the implications of any changes on the wider financial health of the organisation.
- 1.7 Ensure that our partners who are financially affected by any changes (the county council, police, and all town and parish councils) can plan for any impacts.
- 2.0 Report
- 2.1 The origins of Council Tax Support (CTS)
- 2.2 Before April 2013, we administered Council Tax Benefit on behalf of the Government. This national scheme was specified in legislation and we were reimbursed by the Department of Work and Pensions (DWP) through a subsidy claim submitted annually and subject to audit.
- 2.3 Clients fell into one of two groups, “Passported” and “standard claimants”. A passported claim was one in which the DWP had already carried out a means test and then notified us that the customer’s income was at or below the minimum income level for their household composition. They would be automatically entitled to 100% of their Council Tax to be paid by Council Tax Benefit. A deduction would however be made from this entitlement where there were non-dependants living in the home.
- 2.4 The second group were called ‘standard claims’. These customers had their means testing undertaken by the council and were awarded Council Tax benefit in accordance with the national scheme criteria. These customers had income above the minimum requirements and were required to pay something towards their council tax liability. A deduction would also be made from this entitlement where there were non-dependants living in the home.
- 2.5 In very general terms the full expenditure on the scheme was reimbursed by the DWP.
- 2.6 The impact of changes from 1 April 2013
- 2.7 From April 2013, the national scheme for Council Tax Benefit ceased, and Councils had to devise their own “Council Tax Reduction Schemes” for working age claimants. The Government continues to set a national scheme for Elderly customers.

- 2.8 Instead of the local scheme being funded on the basis of actual expenditure, the Government moved the funding into the Revenue Support Grant (RSG) settlement (one of the strands of central government grant that councils currently receive), fixing it at only 90% of the subsidy paid in a prior year. RSG is the amount of grant that Government give to Councils to support their wider service delivery, and makes up one part of the income of the Council in addition to Council Tax receipts, fees and charges and an element of Business rate collection. However the move away from RSG makes this funding link less obvious.
- 2.9 Each Council had to devise a way to fund 100% of the cost of the Elderly 'national' scheme and provide a Working age scheme, whilst receiving 10% less funding.
- 2.10 The DCLG Policy Statement of Intent does not give a recommended approach to be taken, but indicates the scheme should not contain features which creates dis-incentives to find employment. The current East Herts scheme complies with this statement.
- 2.11 Local Authorities must also ensure that appropriate consideration has been given to support for other vulnerable groups, including those which may require protection under other statutory provisions including the Child Poverty Act 2010, the Disabled Persons Act 1986 and the Equality Act 2010, amongst others.
- 2.12 Other Council Tax discounts and premiums
- 2.13 At the same time as introducing the requirement for a local Council Tax Reduction Scheme the Government enabled Councils to review the level of Council Tax discount granted to a small group of other discount areas, including long term empty, second homes and empty and substantially unfurnished properties. These were previously subject to national discount schemes.
- 2.14 East Herts reduced the discounts on the empty properties from 100% for the specified periods, to 50%. Second home discounts were removed, but an option to add an additional 50% charge (ie., 150%) to properties which had been empty for more than 2 years was not taken up.

- 2.15 The current potential income from adding the 50% premium to the long term empty properties, and the cost of the 50% discounts given on short term empty properties is detailed below. East Herts share of this income or cost is currently 10.34%. The remaining 89.66% cost is split between the County Council, Police Town and Parish Councils.
- 2.16 These changes can be made without the consultation needed to make changes to the CTS scheme.

Long term empty premium 158 properties empty for more than 2 years 50% premium - estimate if all were band D	100% of Income £ 119,000.00
Council Tax discounts Empty and substantially unfurnished and Empty-uninhabitable - est cost 2015/16	100% of cost £ 440,000.00

- 2.17 Local Authorities in the area have responded differently to the capability to vary these discounts, depending on their circumstances and policy objectives.

	Premium charged on Long Term Empty properties?	Discount for 'empty and unfurnished'	Discount for Empty-uninhabitable
East Herts	No	50% for 6 months	50% for up to 12 months
Stevenage	No	10% for 6 months	10% for up to 12 months
North Herts	Yes	100% for 28 days only	Zero
Hertsmere	Yes	100% for up to 2 months	50% for up to 12 months
Welwyn	Yes	100% for one month	Zero
St Albans	Yes	50% for 6 months	Zero
Dacorum	Yes	100% for up to 3 months	100% for up to 3 months

Three Rivers	Yes	Zero	Zero
Watford	Yes	Zero	Zero
Central Beds	Yes	Zero	Zero
Bedford	Yes	Zero	Zero
Luton	Yes	Zero	Zero

2.18 East Herts' Council Tax Reduction Scheme (CTS)

2.19 The Council initially devised a scheme which replicated the previous national scheme but limited the Council tax liability that was used to assess entitlement to 90% for working age customers. In effect this required working age customers to pay at least 10% of their council tax bill. The Government subsequently offered a one off transitional grant to Councils who restricted the reduction to 91.5%, and accordingly the Council amended the proposal and took the one off transitional grant. The Council has maintained this position for the first 4 years of the scheme. Therefore working age customers are currently liable for at least 8.5%.

2.20 The cost of the scheme is reflected in the tax base, and the income from the Government coming through the RSG. For 2013/14 the expected and actual positions are shown below.

2013/14

Precept	Government Grant and one off transitional grant	Expected expenditure 2013/14	Actual Expenditure 2013/14
75.29% HCC	£ 4,843,880.00	£ 4,922,208.27	£ 4,855,027.60
9.95% Police	£ 640,074.00	£ 650,497.71	£ 641,447.03
14.76% EHC/Parish	£ 950,247.00	£ 964,959.41	£ 952,320.15
	£ 6,434,201.00	£ 6,537,665.39	£ 6,448,794.78
Grant Shortfall		-£ 103,464.39	-£ 14,593.78

2.21 The Government require that major preceptors (County and Police) are consulted each year, and if there is any change to the scheme a full consultation open to all tax payers in the district is required.

There is no specific timescale prescribed but the period must allow for meaningful consultation.

2.22 Currently (2015/16) 75.6% of the Tax base income is precepted by Herts County and Council and 9.8% by the Police, and accordingly they have a vested interest in the value of the CTS scheme as it directly impacts on their ability to raise funds.

2.23 Before the introduction of CTS there had been a number of years of constant case load increases. The caseload has since stabilised and begun to reduce the impact on the cost of the scheme is demonstrated below.

Year	Cost of the CTS scheme		
2013/14	£	6,448,794.78	Actual
2014/15	£	6,066,188.65	Actual
2015/16	£	5,801,816.55	@ 1.3.16
2016/17	£	5,841,915.70	Estimate*

2.24 East Herts Customers

2.25 A large proportion of customers affected by the introduction of the CTS scheme had not previously had to pay anything towards their Council Tax bill. If they had been 'passported' under the Council Tax Benefit scheme their liability would have been discharged in full by a credit transfer onto their Council Tax account. Under the new arrangements all working age customer had to pay at least 8.5% towards their bill.

2.26 It continues to be a challenge to support and educate these customers into a regular payment arrangement, and arrears of Council Tax for these customers is increasing. We have;

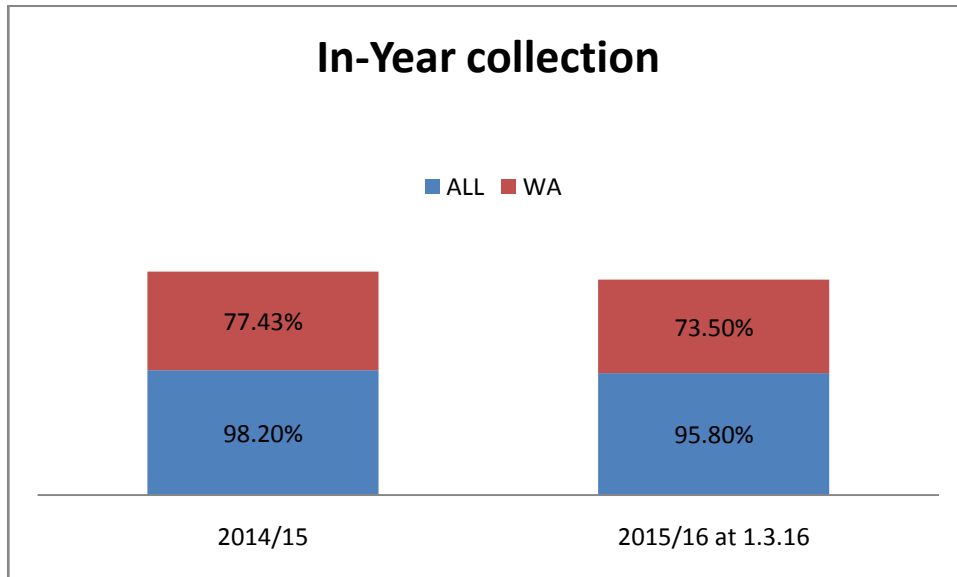
2.27 Offered flexible repayment options

2.28 Given more time to pay in the first year of the scheme

2.29 Initiated a project with the Citizens Advice Bureau to support customers with repeated arrears

2.30 Promoted other debt and advice agencies.

- 2.31 The in-year collection rate for working age claimants who had only the minimum 8.5% liability to pay was 67.49% in 2014/15 and is currently 67.7% (at 1.3.2016) for the 2015/16 liability.
- 2.32 The overall in-year collection rate for all working age CTS customers was 77.43% in 2014/15, and is currently at (1.3.2016) 73.5%. In contrast to the 'all tax payers' in-year collection rate, which for 2014/15 was 98.2%, and is currently (1.3.2016) in line to achieve the same level for 15/16.



- 2.33 This means that there is an increasing level of arrears to be collected from CTS customers. At 31.3.2015, 447 Working Age (WA) CTS households had a balance outstanding at the end of the year (2014/15) greater than their initial net liability, indicating that they had not paid their liability and had incurred additional costs of recovery. At 1.2.2016, there are 405 working age CTS households where the outstanding liability exceeds their initial net liability.
- 2.34 There are 213 accounts which appear in both the 2014/15 and 2015/16 lists which have outstanding balances greater than their net liability, indicating that they have not paid for these two years. A similar breakdown is not available for the 2013/14 year.

at 31.3.15	WA CTS
2013/14 liability outstanding	£ 171,139.95
2014/15 liability outstanding	£ 325,723.43
at 1.2.2016	
2013/14 liability outstanding	£ 114,128.35
2014/15 liability outstanding	£ 202,933.77
2015/16 liability outstanding at 1.3.16	£ 381,853.03

2.35 Many of these same customers were affected by other welfare reforms introduced at the same time including:

- The spare room subsidy scheme
- The Benefit cap
- Reviews of disability benefits etc.

2.36 Many families find that they have increasing debts with their councils and landlords for bills that were previously paid for them.

2.37 2016/17 onwards

2.38 The new welfare reforms being introduced from April 2016 will see some of these same households experience further reductions in their incomes. The DWP advise that the new lower Benefit cap is expected to affect up to 199 households in the East Herts area, and is due for roll out in the autumn of 2016.

2.39 Consideration of any variations to the existing scheme needs to consider;

2.40 The continued reduction in the Council's funding from central government

2.41 The reducing cost of CTS from falling caseload and reduction in entitlement levels

2.42 The impact of other welfare benefits reforms on the ability to pay

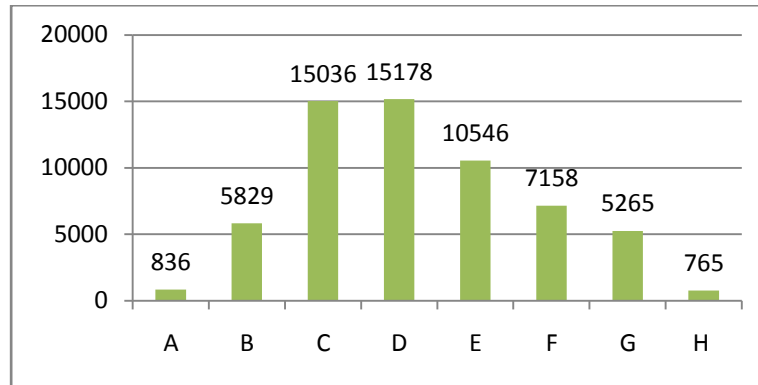
2.43 The cost of increasing arrears and recovery costs

2.44 The buoyancy of the taxbase generally

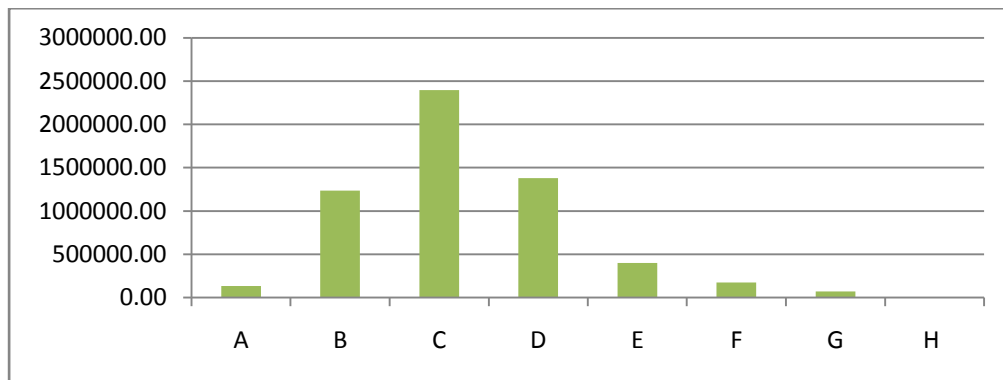
- 2.45 Any revision to a scheme must be made by the Council by the 31st January, immediately preceding the financial year in which it is to take effect and will require consultation with those affected. Additionally, consideration must be given to providing transitional protection where the support is to be reduced or removed. The financial impact of any decision also needs to be included when setting our budget and Council tax.
- 2.46 Corporate Business Scrutiny considered potential changes to the scheme for 16/17 in July 2015, but given the uncertainty around the upcoming welfare reforms resolved to recommend that the scheme remain unchanged for 2016/17. CBS requested however the opportunity to consider changes for 17/18.
- 2.47 The CTS scheme for 2016/17 can be summarised as follows:
- 2.48 That the CTS scheme for all working age claimants will be based on 91.5% of their council tax liability;
- 2.49 All local discretions currently in place will continue e.g. war pension disregards;
- 2.50 All other aspects of the new Council Tax Support scheme to mirror the previous Council Tax Benefit scheme.
- 2.51 In recognition of the fact that the additional Council Tax liability is more difficult to collect, a collection rate of 98.65% has been assumed. This is the same as that used for 2015/16.
- 2.52 Options that could be considered in redesigning a scheme
- 2.53 There are a number of options that could be considered when redesigning the scheme, although all revisions would affect working age customers only, given that pensioners have to be fully protected by our scheme.
- 2.54 Most recently the Government has introduced changes to the Housing Benefit regulations which are not currently mirrored in the CTS regulations. This means the schemes are no longer aligned. These changes include reducing the period that a claim can be backdated, and removing the family premium for new claims. The financial implications across the caseload will be small, but

changing the scheme so that these rules apply equally would reduce confusion for our customers. These changes would need to be consulted on.

- 2.55 Our caseload for CTS indicates that the proportion of working age customers compared to pensioners is approximately an equal share, (52% WA :48% Elderly) although this does change over time, especially given the national age threshold for becoming a pensioner is increasing.
- 2.56 The type of changes that could be made can be summarised as follows:
- 2.57 Changing the level of “minimum payment” for all working age customers
- 2.58 The current scheme assumes that all working age customers are asked to pay at least something towards their Council Tax, and as described earlier the minimum payment is 8.5% of liability. The Council could consider making a change to that amount either by:
 - 2.59 Increasing it (for example to 10%)
 - 2.60 Reducing it
 - 2.61 Increasing the amount customers are required to pay would risk the need for further bad debt provision – those customers who are currently struggling to pay would be unlikely to pay more – and we estimate in this example the change in cost would be £80k.
 - 2.62 Reducing the amount customers are required to pay would create a funding gap that the council – and other precepting bodies – would have to fill. It would also add administrative costs. Assessing claims on 100% of liability is estimated to cost £300k.
 - 2.63 Introducing a band cap (so limiting the amount that we would pay to a value of a lower property band, for example Band D)
 - 2.64 Number of properties by band at 1 February 2016



2.65 CTS spend by band at 1 February 2016



2.66 In some Local Authorities, they have introduced a band cap where the scheme will only pay up to the equivalent of say a Band D property, even if you are in a higher banded property. The above table demonstrates that this is unlikely to make significant changes to the overall cost of the scheme as the majority of those entitled will be within Band A-D properties anyway.

2.67 This could also disproportionately affect those with a requirement for a larger property as they have children, other dependents due to caring responsibilities or a disability. These groups could already have been hit by other areas of Welfare reform including the Benefit Cap and the Spare Room subsidy limitation.

2.68 Introducing a minimum amount that the council would fund

2.69 Some Councils have introduced a minimum level at which they will support residents. An example is that you have to be entitled to at least £5 a week to be supported. This means someone who is currently entitled to a lower amount, would not receive it, despite the fact that we have assessed them as currently requiring support. There are no real savings in terms of administrative costs because

we would still have to undertake an assessment in order to find out that we wouldn't award. In addition, the fact that they are currently entitled to support indicates that they are financially vulnerable and the likelihood of being able to collect that additional amount from those residents is low. Therefore the potential reduction in costs overall is minimal and outweighed by an increase in bad debt provision and recovery costs.

2.70 Changes around discretions for Disability, Children and other Dependents

2.71 This would change the nature of the scheme overall. East Herts councillors, when setting the original scheme were clear that all would contribute equally as the core scheme already differentiates preferentially to those with disabilities, children etc.

2.72 Any complexity that is added to the way in which we calculate entitlement, will make the administration of the scheme both more complex for our officers to manage both in terms of calculation but more importantly, to explain to our residents.

2.73 This would also mean that the general working age population may need to pick up an even greater share of the cost if the scheme is to remain affordable and equitable.

2.74 Other adjustments

2.75 There are a number of other component elements of the scheme that could be adjusted including income tapers, non-dependent deductions, income disregards etc. but all would carry the same risk to bad debt provisions, potential recovery costs and costs of administration. The more complex the scheme, the more difficult it is to comply with and customers' levels of understanding could be compromised.

2.76 Finally, the intention is, in time to move away from a means tested benefit towards a discount scheme. This would make administration more efficient and far less complex and time consuming for the customer. However, given we already have to operate a means tested Housing benefit scheme, the CTS calculation is produced simultaneously and minimised the duplication of effort of officers as far as possible, changing to a discount scheme would introduce a

new process and administration costs.

2.77 Officers are keen to explore developments nationally in this area and will keep members informed of any developments. However, at this time there are no such schemes in existence which demonstrates the challenge that this presents.

3.0 Welfare Reform

3.1 We know that further Welfare Reform will impact upon our residents, but at the time of writing this report we do not have any more details about who, or how, people will be affected. We had expected more details but some Government initiatives have been delayed. The earliest indication of actual numbers of customers affected by the latest Benefit cap, for example, will not be known until data samples are received after April.

3.2 We would need to consider the impact of any of those changes on the ability of our residents in receipt of Council Tax Support to pay their liability. This could impact upon collection rates, costs of recovery etc. Remembering the need for full consultation on any proposed changes.

Background Papers

None.

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Contact Officer: Adele Taylor – Director of Finance and Support Services, Extn: 1401.
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	<i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</i> 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:	<i>As per the report.</i>
Legal:	<i>N/A</i>
Financial:	<i>As per the report.</i>
Human Resource:	<i>N/A.</i>
Risk Management:	<i>N/A at this stage.</i>
Health and wellbeing – issues and impacts:	<i>As per the report.</i>

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 22 MARCH 2016

REPORT BY DIRECTOR OF FINANCE AND SUPPORT SERVICES

ANNUAL REVIEW OF PARTNERSHIP REGISTER

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To implement the recommendations from Corporate Business Scrutiny's meeting on 24 November 2015 regarding the Partnership Protocol.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY:</u>

that:

(A)	The partnership protocol be replaced by the '<i>Informal partnership working – a quick guide</i>' document.
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1.0 Background

1.1 On 24 November 2015, Corporate Business Scrutiny considered a report on updating the Partnership Protocol and approved recommendations to so. This update, '*Informal partnerships – a quick guide*' is attached at **Essential Reference Paper 'B'**.

2.0 Report

2.1 The partnership protocol was originally produced in 2010 during a time at which East Herts Council was engaged in multiple arrangements with different levels of associated risk. The protocol was designed to help understand and manage those risks corporately. At Corporate Business Scrutiny 24th November 2015 a case was made for reviewing the relevance of the partnership protocol to reflect current arrangements.

2.2 The principle shift in the nature of partnership working over the past six years has been a general drive towards focusing resources on partnerships that provide measurable benefits and outcomes for East Herts Council and residents.

- 2.3 East Herts is now involved in many different partnership arrangements that have a contractual or legal basis and where resources are directed towards specific outcomes and objectives. Examples include shared services with Stevenage Borough Council and large contracts to for waste collection and street cleansing. In each of these cases, proportionate governance and assurance procedures are in place. The Partnership Protocol has therefore become a marginal tool for overall risk management.
- 2.4 However, East Herts is still involved in some informal partnerships (often where there is no legal or written agreement in place). Although these do not require the same level of controls, checks and balances as some of the arrangements referred to in (2.3) the Council does make an investment by dedicating officer time to their support. The Council needs a light touch process in place to capture these arrangements.
- 2.5 Corporate Business Scrutiny recommended that the Protocol be updated with this in mind, that the register of partnerships be replaced with a map of partnerships and that this be reviewed annually as part of the service planning process.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None.

Contact Member: Councillor Anthony Jackson, Ambassador and Executive Member for Shared Services.

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Report Author: Benjamin Wood, Head of Communications, Strategy and Policy, Extn: 1699.
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<i>Supports the new priority of enabling a flourishing economy and working with others to have achieved the right infrastructure for our businesses and communities</i>
Consultation:	Director of Finance and Support Services and Portfolio Holder for Ambassador and Shared Services.
Legal:	None.
Financial:	None – financial details included in paper but no recommendations made which have a financial impact.
Human Resource:	None.
Risk Management:	Supports the Council's overall approach to risk management.
Health and wellbeing – issues and impacts:	None.

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Informal Partnerships – a quick guide

February 2016

1.0 Introduction

1.1 The term “partnership” is often used to describe any relationship between two or more organisations. In this sense East Herts Council has many different partnerships with different organisations – reflecting the complexity of delivery arrangements in the modern world. However these partnerships range in form and function, have different objectives and are often underpinned by different governance arrangements. Examples include:

- Shared Services (eg. between East Herts and Stevenage Borough Council to deliver Information and Technology Services). This is a formal, legal arrangement, with delegated authority to a joint governance board to make resourcing decisions on behalf of both councils
- Contractual arrangements (eg. between East Herts Council and Veolia to deliver waste services). This is underpinned by a legal agreement (the contract), outlining what East Herts council can expect to be delivered by the contractor for the fee paid
- Formal partnerships (eg. between East Herts Council, other local authorities and the Refugee Council to provide support services for the resettlement of Syrian Refugees) . This will be underpinned by a Service Level Agreement (SLA) outlining what support East Herts will provide in exchange for a fee. Unlike a contract, the SLA is not a legal document
- Informal partnerships (eg. between East Herts Council and the Herts Chamber of Commerce). The Council makes a small financial contribution to the Chamber through a subscription and also contributes officer time at meetings, networking events etc. There are no agreements in place (legal or otherwise) and both partners will work together to share resources and expertise when required on issues around engaging with the business community.

1.2 With regards to all of the types of partnerships listed above except informal, the council adopts proportionate controls, checks and balances to ensure good governance and robust financial management arrangements are in place. These include such activities as regular budget and risk reporting, contract meetings, external audit assurance and adherence to financial regulations to name but a few.

1.3 However, whilst the council can assure itself controls are sufficient for all the other types of partnerships listed in (1.1) this is not necessarily the case for informal partnerships.

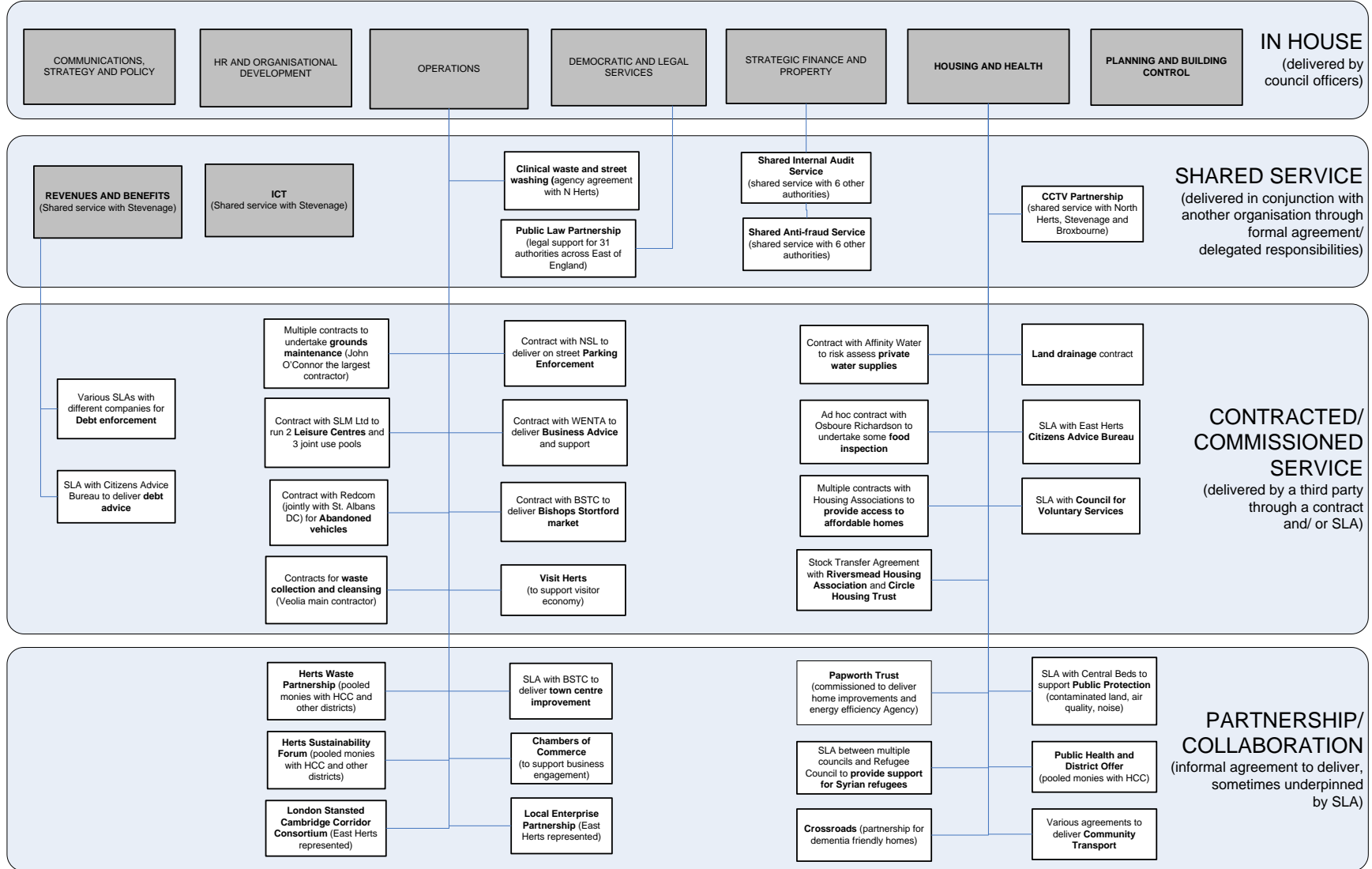
1.4 This document is designed to provide a quick guide and checklist for ensuring sufficient arrangements are in place where the council is considering starting its own, or entering a new informal partnership.

2.0 Partnerships in East Herts

- 2.1 Appendix A illustrates all the major types of partnership working that East Herts Council is currently involved with. It is clear that most partnership activity is now underpinned by formal mechanisms and agreements to ensure value for money and tangible benefits (eg. shared services delivery, contracted or commissioned services). There is still however a substantial amount of informal partnership working taking place.
- 2.2 Although such working comes with less risk given there is usually little or no financial implications, they can often take up a lot of officer time which needs to be considered in terms of value for money and as an investment of resource. A large, bureaucratic framework to test what measurable value is derived from informal partnerships is not required however the following provides a light touch set of questions and issues of relevance. These form a helpful aide memoire and can be used when considering a new partnership or to review existing involvement. Where the answer is 'no' to any of these questions, an informal partnership may not be appropriate.

1. Is the Council clear about the purpose and expected outcomes of the partnership, and will Council objectives and priorities be met?
2. Will there be a duplication of the work of other groups or can the Council work with an existing partner instead?
3. Are the council expected to make a non-financial resource contribution? (eg. officer time at meetings). If so can we quantify how much?
4. Is there a governance framework in place? Is the partnership's legal status understood?
5. Does the partnership have terms of reference?
6. Are all partners clear about outcomes, their roles and responsibilities?
7. Are there clear lines of communication / reporting to senior managers or Members?
8. Does the partnership make any decisions? If so how are split decisions resolved?
9. Does the partnership have a project or action plan?
10. Is performance monitored and measured? Does the partnership review its effectiveness against agreed aims, objectives or targets?
11. Are meeting agendas and minutes produced, with clear action points?
12. Are there any external review and monitoring mechanisms?
13. Have risks been discussed / identified with partners, recorded, and mitigation measures planned where required?
14. Have insurance cover and indemnities been reviewed by the Risk Assurance Officer?
15. Does the partnership have an 'end date' or a recognisable point at which it will no longer need to exist?
16. Do we have an exit strategy if we need to leave the partnership?

Appendix A – East Herts Partnership Working Map



EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 22 MARCH 2016

REPORT BY THE EXECUTIVE MEMBER FOR FINANCE AND SUPPORT SERVICES

ASSET MANAGEMENT PLAN 2016/17

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- This report sets out aims and objectives for the management of the Council's assets contained within the Asset Management Plan.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:</u> That, in relation to the following items:	
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(A)	The Asset Management Plan detailed at Essential Reference Paper 'B';
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(B)	The proposed annual review period for the Asset Management Plan;
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The Executive be advised that Corporate Business Scrutiny Committee has considered items (A) and (B) and has no comments to make.	
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1.0 BACKGROUND

- 1.1 This report sets out the purpose of asset management planning and the approach that East Herts Council takes in this regard.
- 1.2 This report considers how the property assets held by the council can be considered as corporate resources used in the delivery of services.
- 1.3 The land and property assets of the council must serve a purpose in the achievement of the council's aims and objectives and must be

aligned to the council's priorities and Corporate Strategic Plan.

2.0 REPORT

2.0 The Asset Management Plan is included in **Essential Reference Paper 'B'**. This document sets out the strategic objectives of asset management, the goals and ambitions and the operational arrangements for the management of the council's land and property assets.

2.1 Included with the Asset Management Plan are appendices which list each land and property asset and how each asset contributes to the corporate priorities of the council.

3.0 IMPLICATIONS/CONSULTATIONS

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

Background Papers

None.

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Contact Officer: Adele Taylor – Director of Finance and Support Services, Extn: 1401. adele.taylor@eastherts.gov.uk

Report Author: Philip Gregory – Head of Strategic Finance, Extn: 2050. philip.gregory@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p>Discussions have taken place with the Corporate Management Team and the Asset Management Working Group in the development of the Asset Management Plan.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>Financial implications are included in the body of the report.</p>
<p>Human Resource:</p>	<p>There are no Human Resources implications.</p>
<p>Risk Management:</p>	<p>The Asset Management Plan documents key risks arising from land and property assets and sets out the mitigation of those risks.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There are no Health and Wellbeing issues raised as part of this report.</p>

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ASSET MANAGEMENT PLAN

2016/17 – 2019/20

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Executive Summary

The council owns a diverse range of land and property assets that contribute to achieving the corporate objectives of the organisation. The proactive and efficient management of these assets is of vital importance in our ambition to deliver frontline services to our local taxpayers and to allow for the changing requirements of customers, staff and legislation.

As at 31 October 2015, the council had 195 'Operational Assets'. These are the land and buildings that the council uses for service delivery purposes. In addition, the council has a range of 'Non-Operational Assets' including community assets, surplus assets and those held as investments, such as shops, offices and industrial units. The number of 'Non-Operational Assets' at 31 October 2015 was 62. The assets held as investments are forecast to generate an annual income in the region of £856k in 2015/16.

The content of this Asset Management Plan has been produced in accordance with the latest Guidelines on Property Asset Management issued by the Royal Institute of Chartered Surveyors (RICS) in 2012.

Purpose of Asset Management Planning

There are three strands which together form the property asset planning framework. These are detailed below and provide a clear statement of the purpose and performance levels expected from the property portfolio. The framework will have a medium term lifespan but will require an annual review as part of the Finance and Business Planning process.

1. **Property Asset Strategy.** This is a business planning and communication summary which assesses the operational and financial contribution that property makes as a corporate resource. The strategy evaluates whether our property matches the aspirations of our corporate priorities and helps achieve our vision of *"improving the quality of people's lives and preserving all that's best in East Herts"*.
2. **Property Asset Management Policy.** The policy is designed to make sure that the strategy is reflected in decisions made across the organisation. It sets out the 'rules of behaviour' for property related decision-making in order to deliver the strategy.
3. **Property Asset Management Plan.** The plan determines how each property asset supports service delivery and corporate objectives. The plan sets out a strategy for each asset taking into account the operational, financial and physical contribution made. This will identify which assets are to be retained, used as community assets, redeveloped or earmarked for disposal.

The Property Asset Strategy

This strategy considers how the property assets held by the council can be considered as corporate resources used in the delivery of services. The land and property assets must serve a purpose in the achievement of the council's aims and objectives and must be aligned to the council's priorities and Corporate Strategic Plan. The council primarily holds assets that are necessary to deliver corporate priorities and services and aims to do this in an efficient and effective manner. In addition to this the council holds property assets for financial rather than service requirements with the focus on maximising financial return on investment.

The aims of the asset strategy are:

1. To hold and use property, freehold or leasehold, that is necessary to maintain and support the delivery of corporate priorities and services or which has strategic significance in the regeneration of the District.
2. To ensure that all property assets are fit for purpose, sustainable and well-maintained.
3. To ensure that the investment property portfolio is well managed and delivers an optimised return on investment for the Council.
4. To work with others in the public, voluntary and private sectors to make the most efficient and effective use of property assets.

Sources of information:



How the asset strategy is aligned with other corporate strategies and policies

East Herts Council has a co-ordinated approach to strategic planning focused on the outcomes of each service which in turn deliver the corporate priorities agreed by Council underpinning the corporate vision. The finance and business planning framework integrates corporate, directorate and service planning over the course of the medium term financial plan. The annual review cycle of finance and business planning provides an opportunity to review the fit of the asset strategy in the overall direction of the Council.

Service and crosscutting strategies have been developed for the delivery of East Herts Council services and the asset management strategy should be read in conjunction with the following documents:

- Sustainable Community Strategy 2009-2024
- East Herts District Plan, Part 1 Strategy 2016-2031
- East Herts Health and Wellbeing Strategy 2013-2018
- The Homelessness and Homelessness Prevention Strategy 2013-18
- Housing Strategy 2013-2016
- Park and Open Spaces Strategy 2013-2018
- Public Engagement Strategy (under review)
- Economic Development Strategy
- Parking Strategy
- Empty Homes Strategy
- Contaminated Land Strategy
- Medium Term Financial Plan
- Investment Strategy

Strategies and service plans are assessed to take into account any property requirements and ensure that any opportunities are understood, co-ordinated and planned for the benefit of services and to make the best use of property assets.

The council's goals, objectives and drivers

What the council is seeking to achieve

The Council's vision is "to preserve the unique character of East Herts and ensure it remains one of the best places to live and work". The vision is promoted, in partnership with the Local Strategic Partnership, through three priorities and 8 outcomes.

The corporate priorities are:

1. Improve the health and wellbeing of our communities
2. Enhance the quality of people's lives
3. Enable a flourishing local economy

The outcomes the Council is aiming to see are:

Priority	Outcome
Improve the health and wellbeing of our communities	Residents living healthy and active lives
	Support for vulnerable families and individuals
	Communities engaged in local issues
Enhance the quality of people's lives	Attractive places
	Future development best meets the need of the district and its residents
Enable a flourishing local economy	Support for our businesses and the local economy
	Vibrant town centres
	Working with others, to have achieved the right infrastructure for our businesses and communities

From an asset management perspective each of the Council's assets are aligned with these priorities and outcomes. We want to ensure that our buildings are operated in an efficient manner and take opportunities, where possible, to minimise our impact on the environment. Appendix 1 documents how each asset contributes to the corporate priorities.

Key objectives

There are a number of key asset management priorities which influence the decisions taken in relation to the Council's property assets. These are:

- Improving town centre sites and infrastructure through the use of our strategic land holdings, planning powers and in line with the District Plan.
- Improving the provision of parks and play facilities
- Respond to changing housing needs through planning for future needs and working with partners to plan and facilitate new supply
- Enabling public sector partners and community groups to have access to appropriate community assets
- Exploring opportunities to work with the private sector to deliver better public services
- Securing an income stream for the Council to continue to be financially sustainable

Financial context

Overall financial position of the council

As at 31 March 2015 the Council had Long Term Assets of £50.9m as scheduled in the table below. At the same time the Council had reserves and balances of £20.6m of which:

- £13.8m were earmarked by policy for service purposes
- £5.2m were General Fund balances available to protect the Council from contingencies
- £1.6m were available capital receipts and grants

Schedule of Long Term Assets at 31 Mar 2015

	£m
Land and buildings	30.8
Vehicles, plant, furniture and equipment	6.1
Infrastructure assets	3.0
Community assets	1.8
Investment properties	8.7
Intangible assets	0.5
TOTAL:	50.9

Since 31 March 2015, the Council has significantly increased the value of its investment properties through the acquisition of Old River Lane in Bishop's Stortford for £19.55m. This acquisition has increased the value of Long Term Assets by 38% and is expected to generate a return on investment in the region of 5-7%.

Financial outlook

The Medium Term Financial Plan anticipates a contraction in the amount of funding received through Revenue Support Grant throughout the period to 2019/20. There are likely to be further adjustments to the funding received from central government over the same period which will place additional demands on the resources of the council. In this context of reducing amounts of central government funding it is imperative that the council seeks to protect, and identify opportunities to grow, alternative sources of funding including income from the investment property portfolio.

Financial context for asset decision making

The property assets of the Council are valued each year on a rotational basis in order to be included in the Statement of Accounts at fair value. These valuations are subject to external audit each year, for which the council has received an unqualified opinion. In addition, the council has received a value for money conclusion from the external auditor confirming that proper arrangements are in place to secure economy, efficiency and effectiveness.

The full details of the total capital budget can be found in the Budget Report, however the capital budget allocated to asset management priorities is shown below:

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Operation Buildings capital PPM rolling programme	250	250	250	250	250
Hertford Theatre	92	19	-	-	-
Wallfields glazing, lighting & furniture	29	-	-	-	-
Buntingford Service Centre air conditioning	15	-	-	-	-
Swimming Pool improvement works	239	185	-	-	-
Old River Lane acquisition	20,495	-	-	-	-
Charringtons House vacant suite refurbishment	-	300	-	-	-
TOTAL:	21,120	754	250	250	250

Asset goals and ambitions

The goals and ambitions in terms of asset management vary dependant on the type of asset. These are described in more detail in the following paragraphs.

Administrative offices and Service Centres: The goal is to offer a well maintained environment for council staff and visitors to work in. These assets will be fully compliant with all relevant legislative requirements. Where feasible these assets will contribute to reducing the council's carbon footprint and energy consumption.

Other operational assets (incl. car parks): The goal is that these assets are well maintained in order to continue to deliver local taxpayers with the facilities that they require to support their local community. These assets are used to facilitate the vision and priorities of the council and contribute to the delivery of many of the objectives of the council. These assets will continue to be assessed by the contribution they make to local communities and the vision of the council.

Community Lettings: These assets utilise council land and buildings to deliver benefits to the community through Voluntary and Community Services (VCS) organisations. These assets are subject to leases which are subsidised by the council in order to realise the benefits for the community provided by VCS organisations. A community lettings policy is currently being consulted on in order to demonstrate transparency in the way these lettings are provided.

Investment Properties: These assets are held in order to generate a return on investment for the council. The investment property portfolio generates a source of income for the council which makes a significant contribution to the ongoing financing of council services, ensuring the financial sustainability of the council as government funding reduces. These assets are subject to a review process to ensure that the return on investment is maximised and opportunities for development are actively explored to secure these returns in the medium to long term. Where opportunities to acquire further investment properties occur, these will be explored, subject to the relevant due diligence processes. The council will also seek to hold investment properties in the most suitable structure including joint venture/partnership arrangements or wholly-owned local authority trading companies.

Gap analysis

This section highlights the key issues, gaps in asset provision and opportunities for change and improvement that have been highlighted in Service Plans through the Finance and Business Planning process.

The identified issues and gaps include:

- Wallfields: Surveys have been completed to assess compliance with legislation and guidelines, specifically in relation to equality and Health and Safety obligations. The actions from these surveys are being programmed into a schedule of works in order to ensure that the building is fit for purpose.
- Leisure facilities: The contract with the current leisure provider is due to be re-tendered in 2018. A review of the council's leisure strategy is underway to ascertain whether the current assets can continue to deliver adequate leisure facilities over the period of the next contract.
- Public conveniences: The council currently operate public conveniences in three towns; Buntingford, Hertford and Sawbridgeworth. The continuing provision of these services is under review.
- Custom and Self Build Regulations: The identification of land that could be made available for self-builders must be published in 2016/17. The council will be required to identify land and publish a register of interest for prospective self-builders.
- Old River Lane, Bishop's Stortford: The potential options for future development are under consideration and will require extensive stakeholder consultation within this process. There is currently no target date for any development to begin and the return on investment from the site in its current form is good.
- Other land and buildings are currently under review. These assets are identified in Appendix 1.

- There is a continued need to understand the asset management strategies of partner organisations to identify opportunities to make best use of public sector assets (e.g. Hertfordshire County Council, Hertfordshire Police etc.).

In order to progress the aims of the asset management plan it will be necessary to establish a continuous development and review plan. This plan will be developed and may include the acquisition and disposal of assets to ensure that the overall asset portfolio is fit for purpose for present needs but also taking into account the future direction of travel of service provision.

Critical Success Factors

The council's Key Improvement Priorities are detailed below and are the primary way in which we demonstrate that our property portfolio is contributing to the corporate priorities of the Council over the period of the Medium Term Financial Plan (2016/17 – 2019/20).

Key Improvement Priorities	Service Outcomes	Key Milestones	Timescales	Corporate Priority
Responding to changing Housing needs	Plan for current and future housing need. Work with partners to plan and facilitate new housing supply.	Review existing housing stock and other assets. Identifying suitable sites for new housing. Work with partners to facilitate housing schemes. Use of sites, where appropriate, for social housing purposes. Explore opportunities to work as a developer and landlord.	Ongoing, until 2019/20	All
Improving public spaces, facilities and infrastructure	Improving the provision of parks and play facilities. Improving town centre sites and infrastructure. Consider the provision of car parks throughout the district	Follows Parks planning priorities and timescales. Agreement of schemes to meet local needs. Review parking needs on a regular basis	Ongoing, until 2019/20	All
Influencing and generating the development of our Towns	Using our strategic land holdings, planning powers and vision to influence the development of our town centres	Planning permission and development agreements are likely to be forthcoming for sites in all the main towns.	Ongoing, until 2019/20	All
Reviewing and rationalising office needs and usage associated with changing workforce needs	Improving business and building efficiency and to reduce overall costs for the council as new ways of working develop. Maintaining local access and customer service.	Implementation of new technology to support remote working.	Ongoing, until 2019/20	Enhance the quality of people's lives
Working with Others to provide better services	Enabling community organisations to take ownership of appropriate community assets. Enabling public sector partners to use and share appropriate facilities. Working with the private sector to deliver better public services.	Encourage local partners and community groups to take on community ownership or management of community halls. All redundant buildings considered for use by partners and community groups. These groups are assisted in taking on the management of facilities. Taking opportunities to include public facilities in new/existing buildings.	Ongoing, until 2019/20	Enable a flourishing local economy Enhance the quality of people's lives

Resource implications of the asset strategy

The ongoing portfolio review process has resulted in the redeployment or sale of many assets since 2000. In previous years a significant amount of land and property assets have been sold where they were not used for operational purposes or were not judged to provide a strategic benefit.

The future contribution of the property portfolio to provide capital receipts is expected to be relatively small. Nevertheless, where the council holds assets which are not strategically important, e.g. land which can influence and promote town centre developments, disposal may be considered as one option amongst others. Disposal will only take place after an asset has been considered surplus through the use of the decision tree included in Appendix B. The disposal list is regularly reviewed by the both the Strategic Asset Management Group of officers and the Member/officer Asset Management Working Group. Where potential sites are identified for disposal, sales are programmed as capital receipts in a 3 year programme.

Where council owned assets are utilised for the benefit of the community, it is proposed that this is documented in a formal rent relief policy in order to demonstrate transparency to local taxpayers. This policy is currently being drafted and will form an addendum to the asset management plan once formally accepted.

Investment properties are held by the council as a class of investment and provide limited operational benefit for the council other than as a source of income. The site at Old River Lane, Bishop's Stortford, was purchased in October 2015 including the following constituent parts; Charringtons House offices, 1 The Causeway offices, The Causeway car park, the Waitrose car park and 3 residential dwellings. The council also owns a number of small shops on former council estates, retained following the disposal of housing stock in 2002, to ensure the provision of services to local residents. Other miscellaneous properties are held by the council as residues of ownership and are held to help manage land uses in some areas.

Performance Management for assets

The council has a responsibility to ensure that assets are fit for purpose, provide value for money and are still required by the organisation. In preparing the Asset Management Plan in conjunction with Service Plans the council is able to assess whether the council has the right assets and plan how assets are managed throughout the year.

The Asset Management Plan and Strategy are approved by the Strategic Asset Management Group, the Asset Management Working Group, the Corporate Management Team, the Executive and Full Council.

Performance measures

The performance of the council is assessed in a variety of ways, including through the Healthcheck reports. The Healthcheck report is presented to the Corporate Management Team each month. The council performance data is reported:

- To Executive and Corporate Business Scrutiny each quarter
- Based on the performance of each directorate in line with the relevant performance measures
- Clearly identifies where exceptions have occurred and what action is being taken
- Where appropriate using RAG ratings to highlight performance issues
- Provides clear recommendations for future action
- Based on the most recent data available

Individual schemes are initiated by service managers and subsequently managed using the project management toolkit developed internally. Schemes are accepted into the capital programme only after the business case and project initiation document (PID) have been accepted by the Portfolio Holder, Corporate Management Team and Executive followed by ratification by Council.

Monitoring of the Capital Programme is carried out by Corporate Business Scrutiny and the Executive. The performance of the property portfolio and all actions agreed through the portfolio review process is carried out by the Portfolio Holder for Finance and Support Services and the Asset Management Working Group.

Major investment decisions are subject to an option appraisal using whole life costing techniques. Projects which involve the investment of more than £500k in property assets are subject to appraisal by independent, external consultants. Where investment property is purchased there is a formal checklist (Appendix C). Progress monitoring is undertaken against Project Milestones and Financial Commitment by the Corporate Management Team and Executive.

Any decision to dispose of an asset or a key decision in relation to a property asset is formally approved by the Executive.

The revenue budget for the repair and maintenance of built assets is programmed to allow for regular maintenance and survey work to take place for all assets. Capital bids are approved by the Strategic Asset Management Group for works involving replacement or enhancement of operational assets.

Maintenance programmes are kept under review to respond to changing priorities and needs. Recent surveys have been undertaken to ensure that the council's assets are compliant with relevant legislation. These assessments are recorded and an action plan for each asset is established and monitored to mitigate the council's exposure to risk. Stakeholder consultation and user satisfaction surveys are considered as part of the continuous performance review of operational buildings.

Organisational arrangements for assets

Structure issues

The council's strategic asset management function is undertaken by the Assets and Estates section within the Strategic Finance service of the Finance and Support Services directorate. The function is supported by the Property Services section and the Facilities Management section.

Roles and responsibilities

The role of Corporate Property Officer is undertaken by the Director of Finance and Support Services ensuring consideration of the key strategic areas documented within the asset management plan.

The Corporate Property Officer is a member of the Corporate Management Team and is responsible for advising the Portfolio Holder for Finance and Support Services and the Executive on asset strategy matters.

The Assets and Estates Manager carries out the day-to-day role of property management, acquisition and disposal reporting to the Head of Strategic Finance. Maintenance and improvement programmes are managed by the Property Manager also reporting to the Head of Strategic Finance.

Governance and decision making

New capital schemes are considered at Member briefings for the Portfolio Holder for Finance and Support Services and the Portfolio Holder for the relevant service prior to a report being submitted to Executive. The Executive consider all proposals for investment in assets and disposals.

The Asset Management Working Group will meet quarterly, or as required, to discuss asset management matters. The Group will be chaired by the Portfolio Holder for Finance and Support Services and attended by the Director of Finance and Support Services, the Head of Strategic Finance, the Assets and Estates Manager and other members and officers as appropriate. The Group will monitor progress on decisions arising from the ongoing review of the property portfolio, review agreed strategies for individual properties and monitor investment decisions and the disposal programme.

The Strategic Asset Management Group (SAMG) will meet quarterly, or as required, to discuss asset management and the overall capital programme on a service by service basis. The SAMG will be chaired by the Head of Strategic Finance and attended by Heads of Service whose services directly use operational assets and/or manage capital schemes. The group will lead on the development of the future requirements of the capital programme, appraise capital Business Cases and ensure the Asset Management Plan is in line with corporate and service objectives. The SAMG will also evaluate property disposal proposals prior to submission to CMT and Executive.

The Asset Management Plan is approved by the Asset Management Working Group, the Corporate Management Team, the Executive and Council. Progress is subject to scrutiny by the appropriate Scrutiny Committee. The following diagram shows the levels of accountability in the Asset Management process.



Relationships with key stakeholders

The Assets and Estates and Property functions of the council involves consultation with all council departments and the role of the Strategic Asset Management Group is to provide a forum to facilitate an effective dialogue on asset management issues within the council and our partners. The Asset Management Working Group provides a forum for council members to ensure that the needs of the local community are adequately considered in asset management decisions taken.

The council undertakes a biennial residents survey seeking views on the services delivered by the council. The outcomes of the survey inform the development of policy and priorities. The council is keen to engage with the local community and consultation with the community will take place formally on individual issues where appropriate.

The council has a number of key partners who work together on strategic asset management issues (e.g. neighbouring District Councils, HCC, Herts Police, East and North Herts NHS Trust). Strategic local partners are consulted through the operation of the Local Strategic Partnership.

Data management

The record of ownership and use of the property and the asset register is maintained on the Northgate/MVM Terrier System. This software is scheduled to be replaced during 2016 with Asset Management solution from Uniform/IDOX in order to provide enhanced reporting functionality and synergy with other systems across the council.

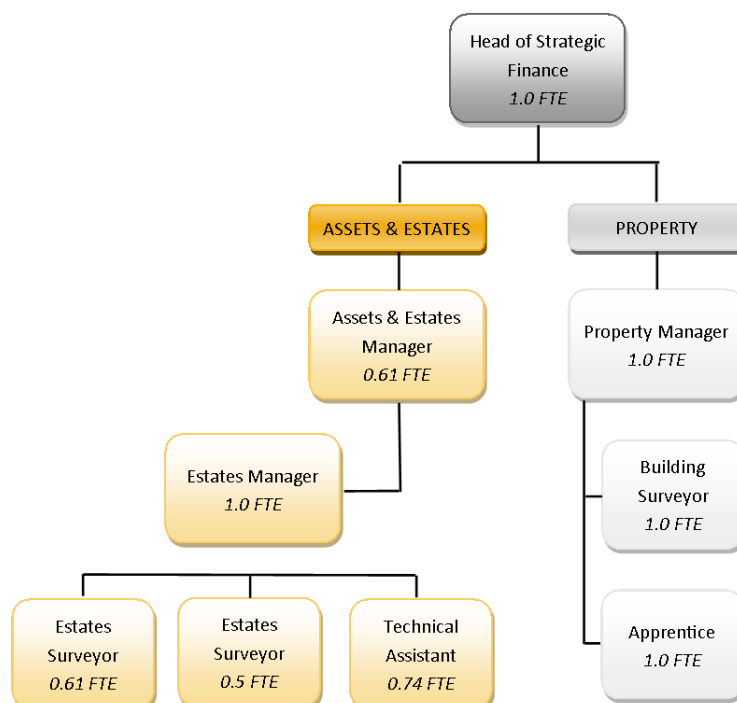
Plans of all ownership and property transactions are available through a combination of systems which provides a record of land ownership, as required by the Department for Communities and Local Government. The council's property information is shared with other public authorities in Hertfordshire, e.g. Hertfordshire County Council, Hertfordshire Constabulary, East and North Herts NHS Trust and other district and borough councils.

The results of condition surveys and maintenance works are held within the Compliance 365 system. This allows officers to identify outstanding issues and plan a programme of works.

Capacity management

Asset management is largely undertaken by the Assets and Estates team within Strategic Finance, supported by Property Services. The in-house resources are supplemented as appropriate by the appointment of specialist external consultants, for example in providing asset valuations each year.

The Structure of the team is shown in the diagram below:



Asset Management Plan Review

The success of the property asset plan measured by the reaction of customers to service delivery and on the bottom line operating costs. Reviews against pre-agreed performance metrics will take place regularly and recommendations made about changes to enhance service delivery to customers as well as improvements in property asset efficiency.

Investment properties will be reviewed over the period of the asset management plan to safeguard the return on investment for the council.

Opportunities to acquire or dispose of investment properties will be taken as appropriate to the development of the portfolio. Strategic opportunities to develop new income streams for the council through land and buildings, including development of land held or acquired and operating through local authority trading companies, will be explored subject to relevant legislation.

The asset management plan will be subject to annual review.

Risk analysis

An assessment of the risks associated with the property assets, either immediate term or longer term, for example, inappropriate property assets due to technological service delivery developments or demographic changes.

A risk assessment of other resource inputs including financial/budgetary cutbacks and shortage of property management expertise and the management of all shortfalls.

Contact details

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PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
ADMINISTRATION CENTRES							
928	Ground Floor South, Charringtons House, The Causeway, Bishop's Stortford	1,2 & 3	Customer Service Centre	Good	N/A	430 sqm	Customer Service Contact for Bishop's Stortford part of larger freehold investment asset which is currently under review
178	Wallfields Pegs Lane, Hertford	1,2 & 3	Main administrative offices and customer service centre	Good	4.3 acres	2,800 sqm	Refurbished as principal office base in 2011
929	Buntingford Service Centre	2 & 3	Administrative offices for some council services and operating base for Contract Services	Good	2.6 acres	3,300sqm	Service Centre for front line services. Accommodation for waste service under review
CAR PARKS							
754	Car Park Bowling Green Lane, Buntingford	1 & 3	Provide public car parking	Satisfactory	0.9 acres	N/A	Surfaced car park fulfilling service requirement managed by Town Council
33	Basbow Lane Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.5 acres	N/A	Surfaced car park fulfilling service requirement
36	Jackson Square Multi Storey Car Park Bishops Stortford	1 & 3	Provide public car parking	Good	2.2 acres	17,800 sqm	2 decked car park within shopping centre fulfilling service requirement
39	Crown Terrace Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.4 acres	N/A	Surfaced car park fulfilling service requirement
41	Elm Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.2 acres	N/A	Surfaced car park fulfilling service requirement
615	Car Park, The Causeway, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	1.5 acres	N/A	Surfaced car park which is part of Old River Lane redevelopment site. Asset will remain as car parking in short term but development likely to come in the medium term.
42	Car Park, Northgate End, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	1 acre	N/A	Surfaced car park fulfilling service requirement may form part of larger redevelopment when Old River Lane site comes forward.
622	Rye Street Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.8 acres	N/A	First car park off Rye Street. Surfaced car parked fulfilling service requirement
	Link Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Satisfactory	0.6 acres	N/A	Surfaced car park fulfilling service requirement
917	Car Park, Rye Street, Bishop's Stortford adj football pitches	1 & 3	Provide public car parking	Good	0.7 acres	N/A	Car park adj to leisure centre. Surfaced car park fulfilling service requirement for possible redevelopment.
905	Apton Road Car Park, Bishop's Stortford	1 & 3	Provide public car parking	Good	0.5 acres	N/A	Surfaced car park fulfilling service requirement
175	Gascoyne Way Car Park, Hertford	1 & 3	Provide public car parking	Good	0.8 acres		Multi-storey car park and parking office base. Refurbishment undertaken 2011 incl car park office & stores
194	St Andrews Street Car Park, Hertford	1 & 3	Provide public car parking	Good	0.75 acres	N/A	Surfaced car park fulfilling service requirement
193	Hartham Lane Car Park, Hertford	1 & 3	Provide public car parking	Satisfactory	1.55 acres	N/A	Surfaced car park. Fulfilling service requirement
197	London Road Car Park, Hertford	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surfaced car park refurbished in 2012 fulfilling service requirement but possible under review in conjunction with adjacent fire station
609	Car Park, Port Vale, Hertford	1 & 3	Provide public car parking	Good	0.4 acres	N/A	Surfaced residents car park fulfilling service requirement
226	Bell Street Car Park, Sawbridgeworth	1 & 3	Provide public car parking	Satisfactory	1.6 acres	N/A	Surfaced car park fulfilling service requirement
301	Priory Street Car Park, Ware	1 & 3	Provide public car parking	Good	0.15 acres	N/A	Surfaced car park fulfilling service requirement
303	Kibes Lane Car Park, Ware	1 & 3	Provide public car parking	Satisfactory	1.1 acres	N/A	Surfaced car park. Fulfilling service requirement
304	Broadmeads Car Park & Rest Facilities, Ware	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surfaced car park and small buiding used as base for car park staff. Fulfilling service requirement
305	Car Park, High Street, Ware	1 & 3	Provide public car parking	Good - improvement needed to small area at front	0.75 acres	N/A	Surfaced car park fulfilling service requirement
503	Car Park, High Street, Stanstead Abbots	1 & 3	Provide public car parking	Good	0.5 acres	N/A	Surfaced car park fulfilling service requirement
906	Car Park, Baldock Street, Ware	1 & 3	Provide public car parking	Good	0.6 acres	N/A	Surface car park fulfilling service requirement
PUBLIC CONVENIENCES							
19	Public Conveniences, Buntingford	1	Public facilities	Good	N/A	37 sqm	Male, Female, disabled toilets and baby changing facilities. Fulfilling service requirement - refurbished 2008/9

KEY
Action is underway or imminent
Under review but not imminent maybe awaiting other actions.
No action planned during this period - asset fulfilling requirement

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
563	Public Conveniences Castle Gardens, Bishop's Stortford		Under review	Satisfactory	N/A	60 sqm	Closed - future to be reviewed
184	Public Conveniences Hartham Common, Hertford	1	Public facilities	Satisfactory	N/A	45 sqm	Male, female, disabled toilets and baby changing facilities. Provision under review by service
222	Public Conveniences, Bell Street, Sawbridgeworth	1	Public facilities	Satisfactory	N/A	50 sqm	Unisex and disabled toilets fulfilling service requirement - Part used for storage. Possible management arrangement with Town Council being considered
SPORTS & LEISURE FACILITIES							
574	Hartham Leisure Centre, Hartham Common, Hertford	1, 2 & 3	Providing public sport and leisure facilities	Good	30 acres	2500 sqm	Indoor swimming pool and leisure centre; football pitches; bowling green and tennis courts located on large common with other informal recreation. Leisure centre leased to service provider
156	Hartham Pavilion, Hertford - changing rooms & refreshment kiosk	1, 2 & 3	Providing public sport and leisure facilities	Good	N/A	135 sqm	Ancillary facility for football on Hartham open space together with adj seasonal refreshment kiosk. Under review for possible upgrade
27	Grange Paddocks Leisure Centre, Rye Street, Bishop's Stortford	1, 2 & 3	Providing public sport and leisure facilities	Good	30 acres	1200 sqm	Indoor swimming pool and leisure centre; football pitches and changing rooms leased to service provider
701	Ward Freman Pool, Bowling Green Lane, Buntingford	1, 2 & 3	Providing public sport and leisure facilities	Good	N/A	854 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider
704	Fanshawe Pool & Fitness Centre, Park Road, Ware	1, 2 & 3	Providing public sport and leisure facilities	Good	N/A	1077 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider
703	Leventhorpe Pool & Gym, London Road, Sawbridgeworth	1, 2 & 3	Providing public sport and leisure facilities	Good	N/A	730 sqm	Swimming pool adj to school. The asset is partly owned by Herts County Council and both councils share costs and use. Leased to service provider
43	Sports Ground, Cricketfield Lane,	1, 2 & 3	Providing public sport and	Good	9 acres	N/A	Cricket, hockey and tennis facilities let to community sports trust
323	Presdales Pavilion & Recreation Ground, Walnut Tree Walk, Ware	1, 2 & 3	Providing public sport and leisure facilities	Good	44 acres	N/A	Large recreation ground with new pavilion lease being considered to community sports trust
325	Wodson Park Sports Centre, Wadesmill Road, Ware	1, 2 & 3	Providing public sport and leisure facilities	Good	28 acres	N/A	Large indoor and outdoor sports facility offering variety of activities. Long ground lease to community sports trust
COMMUNITY & CULTURAL FACILITIES							
176	Hertford Theatre, The Wash, Hertford	1, 2 & 3	Provides leisure, community and cultural facilities	Good	0.6 acres		Refurbished 2011 providing theatre, function rooms dance studio and café in town centre
879	Havers Community Centre, Waytemore Road, Bishop's Stortford	1, 2 & 3	Provides community facilities	Good	0.35 acres	280 sqm	Community hall within housing estate leased to Town Council led Community Trust
310	Drill hall, Amwell End, Ware	1, 2 & 3	Provides community facilities	Good	0.27 acres	900 sqm	Function hall within town centre leased to Community Trust
582	Bishops Park Community Centre, Bishop's Stortford	1, 2 & 3	Provides community facilities	Good	0.3 acres	375 sqm	Community hall leased to Town Council led Community Trust
100	Pinehurst Community Centre, Birdie Way, Hertford	1, 2 & 3	Provides community facilities	Good	0.04 acres	128 sqm	Community hall to be reviewed as part of larger ownership
839	St. Michaels Mead Community Centre, Bishop's Stortford	1, 2 & 3	Provides community facilities	Good	0.24 acres	400 sqm	Community hall leased to Town Council led Community Trust
177	Hornsmill Community Centre, Cecil Road, Hertford	1, 2 & 3	Provides community facilities	Good	0.1 acres	190 sqm	Community hall leased to residents association
919	Corn Exchange, Fore Street, Hertford	1, 2 & 3	Provides cultural and entertainment facilities	Fair	0.1 acres	300 sqm	Currently used as entertainment venue but leasing arrangements under review - proposals due early 2015
660	Sele Farm Community Centre, Hertford	1, 2 & 3	Provides community facilities	Good	0.6 acres	210 sqm	Community hall leased to trustees
HOSTELS							
918	Cedar Cottage, Thele Avenue, Stanstead Abbots	1	Provides temporary housing for vulnerable	Good	0.6 acres	45 sqm	House used as additional hostel accommodation

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
571	Hillcrest Hostel, Spellbrook	1	Provides temporary housing for vulnerable	Good	1.15 acres	500 sqm	Large house converted to provide self contained flats for homelessness provision needs
RESIDENTS CAR PARKS							
588	Residents Car Park, Port Vale, Hertford	1 & 2	Provides local resident car parking	Satisfactory	0.14 acres	N/A	Flat surfaced car park. Provides for local car parking need
590	Residents Car Park, Calton Avenue, Hertford	1 & 2	Provides local resident car parking	Satisfactory	0.17 acres	N/A	Flat surfaced car park. Provides for local car parking need
810	Residents Car Park, Appleton Avenue, Wareside	1 & 2	Provides local resident car parking	Satisfactory	0.18 acres	N/A	Flat surfaced car park. Provides for local car parking need
597	Residents Car Park, Chapelfields, Stanstead Abbots	1 & 2	Provides local resident car parking	Satisfactory	0.12 acres	N/A	Surfaced car park. Provides for local car parking need
765	Residents Car Park, Ridgeway, Little Hadham	1 & 2	Provides local resident car parking	Satisfactory	0.1 acres	N/A	Small car park provides for local car parking need
659	Car Park, Huntsman Close, Puckeridge	1 & 2	Provides local resident car parking	Satisfactory	0.18 acres	N/A	Surfaced car park. Provides for local car parking need - leased to Parish Council.
868	Residents Car Park, New Road, Ware	1 & 2	Provides local resident car parking	Good	0.06 acres	N/A	Flat surfaced car park. Provides for local car parking need
38	Residents Car Park, Portland Road, Bishop's Stortford	1 & 2	Provides local resident car parking	Good	0.14 acres	N/A	Surfaced car park. Provides for local car parking need leased out on commercial basis
204	Residents Car Park, Crouchfields, Bengoe	1 & 2	Provides local resident car parking	Good	0.1 acres	N/A	Small residents car park part of larger asset that includes shops. Provides for local car parking need and for shoppers to neighbourhood shops
PARKS & OPEN SPACES							
BUNTINGFORD							
17	Formal Gardens, Layston Gardens	1 & 2	Provide green open spaces for recreational, educational and amenity purposes		1.6 acres	N/A	Formal Gardens. Managed by Town Council
BISHOP'S STORTFORD							
23	Thorley Wedge Public Open Space and Playground, off Lower Park Crescent/Norfolk Way/Kent Crescent	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	16 acres	N/A	Large public open space; includes playgrounds which runs through residential areas. Managed on Grounds Maintenance Contract
29	Public Open Space and amenity land, Town Meads	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	17 acres	N/A	Informal amenity land between Castle Gardens and Grange Paddocks (incl former town tip).
30	Formal Park, Castle Gardens	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	5.3 acres	N/A	Formal landscaped gardens which includes Grade I listed site of Waytemore Castle and tennis courts.
31	Public Open Space, Cannons Mill Lane	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	4 acres	N/A	Large informal open space and meadowland. Managed on Grounds Maintenance Contract
40	Land in Parsonage Lane,	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.65 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract
44	Recreation Ground, Cricketfield Lane	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2.2 acres	N/A	Recreation and play area. Managed on Grounds Maintenance Contract
45	Open Green, Mary Park Gardens	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	0.7 acres	N/A	Open amenity space. Managed on Grounds Maintenance Contract
46	Open space adj Park Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2.14 acres	N/A	A large ribbon of public open space running through residential areas. Managed on Woodland Management Programme

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
49	Land at Cannons Mill Lane/Rye Street	1 & 2	Preserve amenity land used for seasonal grazing	N/A	19 acres	N/A	Informal area managed as conservation area with seasonal grazing to help maintenance
50	Land of Jervis Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.6 acres	N/A	Play area. Managed on Grounds Maintenance Contract
560	Open Space The Firs, Scott Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.2 acres	N/A	Woodland belt with footpath access. Managed on Grounds Maintenance Contract. Land on both sides of Scott Road
743	Amenity Land Ward Crescent	1 & 2	Provides green amenity space	N/A	0.8 acres	N/A	Public open space. Managed on Grounds Maintenance Contract
745	Amenity Land adj 2 - 12 Elizabeth Road	1 & 2	Provides open green amenity space fronting houses	N/A	0.3 acres	N/A	Amenity land in housing estate. Managed on Grounds Maintenance Contract
747	Land r/o 61 Northolt Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.26 acres	N/A	Wooded area managed on Woodland Management Programme
748	Land r/o 179 - 185 Northolt Avenue	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.8 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract
749	Land at Dimsdale Crescent	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.96 acres	N/A	Open Green. Managed on Grounds Maintenance Contract
751	Land at Burley Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.68 acres	N/A	Recreation Ground. Managed on Grounds Maintenance Contract
830	Landscape Belt , Cricket Field lane	1 & 2	Provide green open for amenity purposes	N/A	0.5 acres	N/A	Landscape belt. Managed on Grounds Maintenance Contract
831	Open space junction of Elizabeth Road and Norfolk Way	1 & 2	Provides amenity land in front of shop parade	N/A	0.16 acres	N/A	Grassed area and shrub beds managed on Grounds Maintenance Contract
833	Allotment & amenity Land London Road	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	0.6 acres	N/A	Allotments managed by Town Council remainder tree maintained on Woodland Management Programme
835	Amenity land Plaw Hatch Close	1 & 2	Provides amenity strip on edge of housing	N/A	0.1 acres	N/A	Grassed verge managed on Grounds Maintenance Contract
836	Play Area Cannons Close	1 & 2	Provides green open space for recreational and amenity purposes	N/A	3.5 acres	N/A	Public open space and playground. Managed on Grounds Maintenance Contract
841	Southern Country Park, St James Way	1 & 2	Provides green open space for recreational, educational and amenity purposes	N/A	55 acres	N/A	Areas of formal and informal recreation. Provides open space, play areas, balancing pond and picnic areas. Managed on Grounds Maintenance Contract and using seasonal grazing.
898	Northern Parkland, Oriole Way,	1 & 2	Provides green open space for recreational and amenity purposes	N/A	27 acres	N/A	Open space providing informal recreation. Managed under grounds maintenance contract
886	Open Space, Bishop's Park, Burghley Avenue	1 & 2	Provides open space for recreational and amenity purposes	N/A	14 acres	N/A	Open space providing informal recreation. Managed on grounds maintenance contract
842	Amenity Land Windhill	1 & 2	Provide amenity land	N/A	0.06 acres	N/A	Small amenity verge. Managed on Grounds Maintenance Contract
844	Amenity land, Yeoman's close, Thorley ,	1 & 2	Provide land for amenity purposes	N/A	0.03 acres	N/A	Licensed and maintained by resident
846	Land corner of Lindsey Road	1 & 2	Unused area of land with restricted access	N/A	0.03 acres	N/A	Not on contract but maintained when required

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
848	Open Space The Ridings	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.25 acres	N/A	Informal open space managed on grounds maintenance contract
838	Amenity Land Stansted Road	1 & 2	Provides land for amenity purposes at road junction	N/A	0.3 acres	N/A	Grassed area managed on Grounds Maintenance Contract
875	Open space, Rhodes Avenue	1 & 2	Provides open space for recreational and amenity purposes	N/A	0.25 acres	N/A	Play area. Managed on Grounds Maintenance Contract
578	Allotments and Open space, Piggott's Way	1 & 2	Provide land for recreational, educational and amenity purposes	N/A	3.8 acres	N/A	Part managed by allotment holders playground on maintenance contract
914	Amenity Land, Mill Street,	1 & 2	Provide land for amenity purposes	N/A	0.05 acres	N/A	Small wooded area fronting housing. Maintained on Woodland Management Programme
915	Amenity Land Anchor Street/John Dyde Close	1 & 2	Amenity land adj to River	N/A	0.14 acres	N/A	Small area of amenity land on Grounds Maintenance Contract
HERTFORD							
854	Castle Gardens, castle Street	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	3.6 acres	N/A	Formal gardens and playground adj to The Castle. Managed on Grounds Maintenance Contract
96	The Pines Woodland rear of Burleigh Road,	1 & 2	Provides woodland walks for recreational, educational and amenity purposes	N/A	2.44 acres	N/A	Woodland where improvements have been made as part of a joint project with Hertfordshire Groundwork and Herts County Council to improve public access.
97	Hartham Common	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	32 acres	N/A	Hertford's premier park which provides formal and informal recreation and forms part of a network of river walks, footpaths and cycleways. Managed on Grounds Maintenance Contract.
561	The Warren and Hartham Meadow	1 & 2	Provide green open space for amenity and recreation purposes	N/A	23 acres	N/A	Woodland belt north of Hartham Common and River Beane which is maintained on Woodland Management Programme. Hartham Meadow adj to church which is seasonally grazed and managed as a wildlife habitat and woodland pasture.
181	Land at Sacombe Road	1 & 2	Provide green open space for amenity purposes	N/A	3.4 acres	N/A	Public open space and play area. Managed on Grounds Maintenance Contract
183	Open Space, The Knoll	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.8 acres	N/A	Public open space with scheduled ancient monument. Managed on Grounds Maintenance Contract
185	Playground at Bentley Road	1 & 2	Provide green open space for recreational and amenity purposes	N/A	0.5 acres	N/A	Playground and recreation areas. Managed on Grounds Maintenance Contract
187	Land adj River Mimram, Willowmead	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	3.8 acres	N/A	Leased to Herts and Essex Wildlife Trust as nature reserve.
192	Land at Kingsmead, Mead Lane	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	45 acres	N/A	Public open space and football pitches adj to Hartham Common managed on Grounds Maintenance Contract and area beyond used for seasonal grazing.
200	Allotments, West Street	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	2.2 acres	N/A	Area of allotments and woodland maintained on Grounds Maintenance Contract and Woodland Management Programme

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
201	Open space west side of Cecil Road	1 & 2	Provide green open space for recreational and amenity purposes	N/A	2.5 acres	N/A	Public open space with play and recreation areas. Managed on Grounds Maintenance Contract
202	Land at Watermill Lane North	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	3.3 acres	N/A	Public open space, play area and woodland. Managed on Grounds Maintenance Contract currently being considered for new scout building on small area
655	Open space at The Ridgeway	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	1.9 acres	N/A	Public open space and multi-use play area. Managed on Grounds Maintenance Contract
777	Amenity Land, Revels Close	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.15 acres	N/A	Amenity land in housing estate. Managed on Grounds Maintenance Contract
778	Playground Burleigh Road	1 & 2	Provide green open spaces for recreational purposes	N/A	0.13 acres	N/A	Playground managed on Grounds Maintenance Contract
781	Landscape Belt, Links Avenue	1 & 2	Provide green open space for amenity purposes	N/A	1.16 acres	N/A	Amenity area on edge of housing area. Managed on Grounds Maintenance Contract
784	Amenity Land Campfield Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.95 acres	N/A	Open space and amenity land managed on Grounds Maintenance Contract
787	Land east side Cecil Road	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	2 acres	N/A	Strip of amenity land runs end of Cecil to rear of community centre. Managed on Grounds Maintenance Contract
790	Amenity Land 1-7 Hutton Close	1 & 2	Provides green open space for amenity purposes	N/A	0.3 acres	N/A	Amenity green managed on Grounds Maintenance Contract
791	Amenity Land 9-15 Hutton Close	1 & 2	Provides green open space for amenity purposes	N/A	0.3 acres	N/A	Amenity green managed on Grounds Maintenance Contract
779	Play area adj Divot Place, Pinehurst	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.17 acres	N/A	Play area managed on Grounds Maintenance Contract
783	Play area adj 57 Hamels Drive	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.23 acres	N/A	Play area managed on Grounds Maintenance Contract
816	Land at Cherry Tree Green	1 & 2	Provides green open space for amenity purposes	N/A	0.6 acres	N/A	Amenity green managed on Grounds Maintenance Contract
817	Amenity Land, Windsor drive	1 & 2	Provides green open space for amenity purposes	N/A	0.66 acres	N/A	Amenity land managed on Grounds Maintenance Contract
818	Land adj 16 Welwyn Road	1 & 2	Amenity land	N/A	0.02 acres	N/A	Small area of land maintained as required
819	Land adj to 5 Lawrence Close	1 & 2	Provides green open space for amenity and recreational purposes	N/A	0.58 acres	N/A	Play area managed on Grounds Maintenance Contract
855	Land at Farm Close	1 & 2	Provide green open spaces for recreational, educational and amenity purposes	N/A	5.3 acres	N/A	Large area of informal recreation and woodland. Managed on Grounds Maintenance Contract
856	Land at The Folly	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.12 acres	N/A	Area of open space adj to River Lea managed on grounds maintenance contract
857	Land at Corner of Hertingfordbury Rd	1 & 2	Provides land for amenity purposes	N/A	0.04 acres	N/A	Area of green verge managed on grounds maintenance contract
861	Land adj 16 Tower Street	1 & 2	Provides green open spaces for amenity purposes	N/A	0.03 acres	N/A	Not on contract but maintained when required
586	Allotments at Norwood Close	1 & 2	Provides amenity land	N/A	0.57 acres	N/A	Managed on Grounds Maintenance Contract

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
872	Landscape belt adj to Welwyn Road	1 & 2	Provides green open spaces for amenity purposes	N/A	0.4 acres	N/A	Amenity land maintained on grounds maintenance contract
820	Land adj. 29 Lawrence Close	1 & 2	Residue of ownership	N/A	0.17 acres	N/A	Area of unused land future use to be reviewed
821	Foxholes Woodland	1 & 2	Provides areas of woodland, recreation and amenity areas around housing area	N/A	20 acres	N/A	Area of woodland managed on Woodland Management Programme.
889	Land at Millmead Way	1 & 2	Provides areas of woodland, recreation and amenity areas around housing area	N/A	6 acres	N/A	Area of open space, woodland and play areas managed on Grounds Maintenance Contract
815	Land off Bramfield Road	1 & 2	Residue of ownership which provides a landscape belt on edge of housing area	N/A	0.5 acres	N/A	Grass verge split into 2 strips managed on Grounds Maintenance Contract
	Playground, Brookside	1 & 2	Provides recreation area	N/A	0.7 acres	N/A	Playarea leased from Herts County Council maintained on Grounds Maintenance Contract
	Playground, Iron Drive	1 & 2	Provides recreation area	N/A	0.16 acres	N/A	Playarea leased from Herts County Council maintained on Grounds Maintenance Contract
	Playground, Rowleys Road	1 & 2	Provides recreation area	N/A	0.6 acres	N/A	Playarea leased from Thames Water Authority maintained on Grounds Maintenance Contract
SAWBRIDGEWORTH							
213	Amenity Land Sheering Mill	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.9 acres	N/A	Recreation ground managed on Grounds Maintenance Contract
216	Amenity Land, Harlow Mill	1 & 2	Originally held for drainage purposes now amenity woodland	N/A	2.5 acres	N/A	Small woodland within agricultural land limited pedestrian access only.
217	Landscape Belt, Cambridge Road	1 & 2	Provides green open spaces for amenity purposes	N/A	0.46 acres	N/A	Green verge along road. Managed on Grounds Maintenance Contract
218	Playground off Lawrence Avenue and Reedings Way	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.57 acres	N/A	Play area managed on Grounds Maintenance Contract
224	Pishiobury Park, Harlow Road	1 & 2	Provides green open space for recreational, educational and amenity purposes	N/A	88 acres	N/A	Grade II listed enclosed park for informal recreation. Managed under 5 year management programme and seasonally grazed.
225	Recreation Ground, Vantorts Close	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.54 acres	N/A	Play and recreation space recently improved managed on Grounds Maintenance Contract
871	Land at Fairway and Elmwood	1 & 2	Former tip now heavily wooded and overgrown with no public access	N/A	3.5 acres	N/A	Land currently under review to rectify encroachments and consider future management
WARE							
253	Buryfield Open Space, Park Road, Ware	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.8 acres	N/A	Recreation ground managed on Grounds Maintenance Contract
262	Land at Heath Drive, Ware	1 & 2	Provides green open space for amenity purposes	N/A	0.25 acres	N/A	Amenity area with footpath to school to rear. Managed on Grounds Maintenance Contract
314	Open Space & Playground Lower Bourne Gardens, Ware	1 & 2	Provides green open space for recreational and amenity purposes	N/A	7.8 acres	N/A	Managed on Grounds Maintenance Contract
316	Land adj 81 Kingsway, Ware	1 & 2	Provides green amenity space	N/A	0.1 acres	N/A	Managed on Grounds Maintenance Contract

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
317	Recreation Field, King George's Field	1 & 2	Provides green open spaces for recreational and amenity purposes. Gifted as part of national scheme on behalf of King George	N/A	5.5 acres	N/A	Multi-use games area and recreation land managed on Grounds Maintenance Contract
616	Amenity Land off Rolleston Close and Delcroft, Ware	1 & 2	Provides green amenity space.	N/A	0.08 acres	N/A	Open space. Managed on Grounds Maintenance Contract
319	Land adj 100 High Street, Ware	1 & 2	Small amenity area within High Street	N/A	0.01 acres	N/A	Area of hard landscaping within high street
321	Scott's Grotto, Scott's Road, Ware	1 & 2	The Council acquired Grotto in 1974 to protect it and together with the Ware Society have carried programme of restoration.	N/A	0.25 acres	20 m	Created in 1760s by poet John Scott it is a Grade I listed structure consisting of 6 underground chambers lined with flint and shells. It is managed and maintained as required by Property Section
322	Area of woodland, Post Wood, Ware	1 & 2	Woodland providing recreational, educational and amenity facility and preserving habitat for woodland plants and wildlife.	N/A	27 acres	N/A	Also known as Presdales Wood. Area of ancient woodland managed under Woodland Management Programme
326	Land corner of Garland Road, Ware	1 & 2	Provides small green amenity space within built up residential area	N/A	0.04 acres	N/A	Green verge managed on Grounds Maintenance Contract
331	The Bourne, High Oak Road, Ware	1 & 2	Provides large open spaces for recreational and amenity purposes	N/A	6.5 acres	N/A	Informal play, recreation area and woodland managed on Grounds Maintenance Contract
814	Open Space Presdales Drive	1 & 2	Provides green open space for recreational and amenity purposes	N/A	1.5 acres	N/A	An informal play and recreation area on both sides of Presdales Drive managed on Grounds Maintenance Contract
302	Town Square, Ware	1 & 2	Provides amenity area within town centre	N/A	0.18 acres	N/A	Pedestrianised area within shopping area. Lease to Ware Town Council being considered.
811	Land r/o 32 Southall Close	1 & 2	Residue of ownership which provides green amenity space within residential area	N/A	0.06 acres	N/A	Small grassed area currently managed by resident future use under review
862	Recreation Ground Beacon Road, Ware	1 & 2	Provides open space for recreational and amenity purposes	N/A	1.2 acres	N/A	Informal recreation and play area managed on Grounds Maintenance Contract
866	Flower Beds Crib Street	1 & 2	Residue of ownership provides visual amenity within built up area	N/A	0.03 acres	N/A	Raised flower beds managed on Grounds Maintenance Contract
867	9 Hampden Hill Ware	1 & 2	Small amenity area	N/A	0.01 acres	N/A	Maintained by resident
870	Land adj St Mary's Church, West St Ware	1 & 2	Provides visual amenity within town centre area	N/A	0.14 acres	N/A	Landscaped area at front of church managed on Grounds Maintenance Contract
RURAL							
439	Play Area, Off Tanners Way, Hunsdon	1 & 2	Provides green open space for recreational and amenity purposes	N/A	2.2 acres	N/A	Leased and managed by Parish Council
	Closed Church Yard, Holy Trinity Church Hertford Heath	2	Statutory requirement to maintain closed churchyards	N/A	N/A	N/A	Managed as required

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
	Closed Church Yard, St Dunstons Church, Hunsdon	2	Statutory requirement to maintain closed churchyards	N/A	N/A	N/A	Managed as required
	Woodland, Mount Pleasant, Hertford Heath	1 & 2	Woodland belt with public access	N/A	0.41 acres	N/A	Managed as required
450	Land off London Road, Hertford Heath	1 & 2	Provides open space for recreational, educational and amenity purposes	N/A	9 acres	N/A	Two areas of adj woodland within farmland. Managed by Groundwork Herts
481	Land at London Road/Spellbrook Lane East	1 & 2	Provides green amenity space	N/A	0.32 acres	N/A	Grassed area on junction of main road. Managed on Grounds Maintenance Contract
513	Waterford Marsh, Vicarage Lane, Waterford	1 & 2	Provides informal recreation area and preserves wildlife habitat	N/A	27 acres	N/A	Large informal recreation area along river. Managed as part of Grounds Maintenance Contract
479	Land at Ducketts Lane, Green Tye	1 & 2	Residue of ownership. Woodland area	N/A	0.7 acres	N/A	Managed on Woodland management Programme
758	Amenity land adj 69 Nutcroft, Datchworth	1 & 2	Residue of ownership possible potential for development in future	N/A	0.5 acres	N/A	Grassed area managed on Grounds Maintenance Contract
759	Land adj 66 - 72 Nutcroft, Datchworth	1 & 2	Residue of ownership. Provides green open space for recreational and amenity purposes	N/A	1 acre	N/A	Play ground and amenity area managed on Grounds Maintenance Contract
617	Landscaped area, The Willows, Spellbrook Lane	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.24 acres	N/A	Grassed area managed on Grounds Maintenance Contract
765	Land at Ridgeway, Little Hadham	1 & 2	Residue of ownership. Provides green open spaces for recreational and amenity purposes	N/A	0.15 acres	N/A	Managed on Grounds Maintenance Contract
766	Land r/o 6-9 Ford Field, Little Hadham	1 & 2	Residue of ownership. Provide green open spaces for recreational and amenity purposes	N/A	0.36 acres	N/A	Managed by Parish Council and allotment holders
767	Land adj 1-5 ford Field, Little Hadham	1 & 2	Residue of ownership. Provides amenity space maybe some potential for further development	N/A	0.11 acres	N/A	Managed on Grounds Maintenance Contract
775	Open space, Great Innings South, Watton at Stone	1 & 2	Provides green open space within housing area for recreational and amenity purposes	N/A	0.6 acres	N/A	Managed on Grounds Maintenance Contract
776	Land off Station Road, Watton at Stone	1 & 2	Residue of ownership which provides landscape belt around housing area	N/A	0.9 acres	N/A	Managed on Grounds Maintenance Contract
618	Little Marsh, Vicarage Lane, Waterford	1 & 2	Provides open space for recreational, and amenity purposes	N/A	0.9 acres	N/A	Village green managed on Grounds Maintenance Contract
774	Playground Gt. Innings North, Watton at Stone	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.9 acres	N/A	Play and recreation area managed on Grounds Maintenance Contract

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
804	Amenity Land, Clusterbolts, Stapleford	1 & 2	Residue of ownership which provides open amenity space?	N/A	0.5 acres	N/A	Managed on Grounds Maintenance Contract
822	Graveyard Froghall lane Walkern	1 & 2	Obligation for closed graveyards	N/A	0.09	N/A	Small graveyard.
823	Amenity Woodland, White Stubbs Lane, Bayford	1 & 2	Formerly cottage purchased under statutory powers	N/A	0.23 acres	N/A	Small ownership within larger woodland area. No active maintenance
755	Land at Windy Rise, Dane End	1 & 2	Residue of ownership possible potential for development in future	N/A	0.23 acres	N/A	Leased by Parish Council for parking for adj hall
756	Playground Gladstone Road, Dane End	1 & 2	Provides green space for recreational purposes	N/A	0.12 acres	N/A	Play area managed on Grounds Maintenance Contract
757	Amenity Land Gladstone Road, Dane End	1 & 2	Residue of ownership provides green amenity space	N/A	0.08 acres	N/A	Amenity area managed on Grounds Maintenance Contract
796	Land off Chaplefields Stanstead Abbots	1 & 2	Residue of ownership which provides green amenity space and recreational area	N/A	0.6 acres	N/A	Grassed and wooded area. Managed on Grounds Maintenance Contract
797	Land adj 1 Chaplefields, Stanstead Abbots	1 & 2	Residue of ownership provides small open amenity space within housing estate.	N/A	0.04 acres	N/A	Grassed area managed on Grounds Maintenance Contract
798	Landscape belt, Folly View, Stanstead Abbots	1 & 2	Residue of ownership which provides green open amenity space for recreational use	N/A	3 acres	N/A	Landscaped area and play area adj. to river managed on Grounds Maintenance Contract
799	Land r/o 46-56 Gilpins Gallop, Stanstead Abbots	1 & 2	Residue of ownership which provides green open space in housing estate for recreational and amenity purposes	N/A	0.1 acres	N/A	Open green managed on Grounds Maintenance Contract
800	Green Hillside Crescent, Stanstead Abbots	1 & 2	Residue of ownership which provides green open space within housing estate	N/A	0.4 acres	N/A	Open green managed on Grounds Maintenance Contract
803	Land r/o New River Avenue, Stanstead Abbots	1 & 2	Residue of ownership provides 2 small amenity spaces in housing estate. May have potential for future small development.	N/A	0.16 acres	N/A	Small verge areas managed on Grounds Maintenance Contract
806	Land off Ware Road, Tonwell	1 & 2	Residue of ownership provides small amenity area but may have potential as small building plot	N/A	0.08 acres	N/A	Future to be reviewed
808	Land adj 16 Dellfield Wadesmill	1 & 2	Residue of ownership. Provides green open space for amenity purposes	N/A	0.16 acres	N/A	Managed on Grounds Maintenance Contract

PROPERTY PLANT AND EQUIPMENT (PPE)

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
809	Land adj 46 Kingham Road, Wareside	1 & 2	Provides green open space for recreational and amenity purposes	N/A	0.2 acres	N/A	Managed on Grounds Maintenance Contract
810	Land off Appleton Avenue, Wareside	1 & 2	Residue of ownership provides amenity space	N/A	0.6 acres	N/A	Managed on Grounds Maintenance Contract
826	Amenity Land 1-4 Rose cottages Meesden	1 & 2	Residue of ownership may give access to any development to rear	N/A	0.04 acres	N/A	Small access to land to the rear retained as possible ransom strip
828	Amenity Land ,Watton Green, Watton at Stone	1 & 2	Provide green open spaces for recreational and amenity purposes	N/A	0.7 acres	N/A	Open green on edge of village. Managed on Grounds Maintenance Contract
738	Land at Ashdene Road, Bayford	1 & 2	Residue of ownership now used as conservation meadow	N/A	0.24 acres	N/A	Amenity area managed by resident on licence as wildlife meadow

INVESTMENT PROPERTIES

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
INDUSTRIAL & COMMERCIAL GROUND LEASES							
18	Watermill Industrial Estate, Buntingford - 2 plots of industrial land	3	Improving asset value - prospective disposal	N/A	1 acre in 2 parcels	N/A	Plots on industrial estate. Residue of larger historic ownership negotiations in progress for sale or long lease
35	Jackson Square, Bishop's Stortford - shoppers multi-storey car park	3	Strategic value	Good	4 acres	N/A	Covered shopping centre. Good investment currently performing well. Rent shown is a minimum figure
22	Land for Shoppers Car Park, Old River Lane, Bishop's Stortford	3	Revenue Income	Good	1.06 acres	N/A	Good investment acquired as part of Old River Lane Site. Discussions under way with Tenant to consider future options
572	Land at The Thorley Centre, Bishop's Stortford	3	Held for strategic reasons to influence development of Thorley	N/A	0.24 acres	N/A	Land for local shopping and children's nursery. Good investment performing well
199	Land, Warehams Lane, Hertford - industrial land	3	Potentially surplus viability tested periodically	N/A	0.35 acres	N/A	Industrial storage land. Good investment currently performing well
188	Land at The Golden Griffin, Hertford	3	Potentially surplus - possible marriage value scenario in future	N/A	0.6 acres	N/A	Ground lease for public house. Very secure low rent tied into long lease
221	Doctors Surgery, Bell Street, Sawbridgeworth	3	Part of larger ownership	N/A	0.23 acres	N/A	Land for doctors surgery. Good investment currently performing well but under review for possible expansion of premises
260	Church St Car Park, Ware	3	Strategic value	N/A	0.8 acres	N/A	Shoppers car park. Good investment performing well
509	Warrenwood Industrial Estate, Stapleford - 7 plots of industrial land	3	Potentially surplus viability tested periodically	N/A	4.2 acres	N/A	Industrial estate divided into 7 ground leases. Good investment currently performing well
SHOPS							
25	39 - 51 Elizabeth Road, Bishop's Stortford	1 & 3	Provision of local services	Satisfactory	0.45 acres	660 sqm (total)	Parade of 7 shops & 3 flats above. Reasonable investment scope for redevelopment when leases fall in
204	17 - 19 Crouchfield, Hertford	1 & 3	Provision of local services	Satisfactory	0.18 acres	340 sqm (total)	2 shops and 2 flats above. Reasonable investment currently performing well.
206	2 - 34 Fleming Crescent, Hertford	1 & 3	Provision of local services	Good	0.31 acres	575 sqm (total)	Good parade of 8 shops, community office, 1 flat and stores performing well and providing good service
207	1 - 5 Birdie Way, Hertford	1 & 3	Provision of local services	Satisfactory	0.06 acres	460 sqm (total)	1 shop and 2 flats above. Reasonable investment periodic review
299	111 - 125 Cromwell Road, Ware	1 & 3	Provision of local services	Satisfactory	0.19 acres	372 sqm (total)	Parade of 3 shops one shop marginal kept on periodic review.
416	19 Birch Green	1 & 3	Asset under review	Satisfactory	0.04 acres	75 sqm	Shop within housing block. Marginal investment will be reviewed when leases terminates
558	21 Bullfields, Sawbridgeworth	1 & 3	Provision of local services	Satisfactory	0.07 acres	88 sqm	Shop, flat and garage. Marginal investment will review when break occurs
MISCELLANEOUS							
928	Charrington's House, the Causeway, Bishop's Stortford		Provide revenue income for Council and part of larger land use in Town Centre	Good	0.7 acres	3,700 sqm	Newly acquired asset in 2015 as part of Old River Lane site. Under review to maximise rental income
930	1 - 3 Old River Lane, Bishop's Stortford		Provide revenue income for Council and part of larger land use in Town Centre	Good	0.1 acres	N/A	Newly acquired asset in 2015 as part of Old River Lane site. Under review as new asset
573	Bungalow, Castle Gardens, Bishop's Stortford	1 & 3	Part of larger ownership - former employee accommodation	Good	0.16 acres	90 sqm	Bungalow secure residential tenancy rents reviewed annually in line with housing association rents
611	6 Water Lane, and Water Lane House, Hertford	1 & 3	Adj Castle grounds - former employee accommodation and residue of operational asset.	Satisfactory	0.06 acres	255 sqm	House let on secure residential tenancy rents reviewed annually in line with housing association rents and adj former stable building used for storage which is held on a lease.

KEY
Action is underway or imminent
Under review but not imminent maybe awaiting other actions.
No action planned during this period - asset fulfilling requirement

INVESTMENT PROPERTIES

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
99	Vale House, Hertford	1 & 3	Investment property and supports health and wellbeing objective.	Currently being refurbished	0.32 acres	530 sqm	New lease granted Jan 2015 for addiction centre
608	Courtyard Arts, Port Vale, Hertford	1 & 3	Supported service	Good	0.05 acres	155 sqm	Arts Centre and venue. Lease under discussion with Tenant
186	Pinders Lodge, Hertford	1 & 3	Part of larger ownership	Good	0.18 acres	200 sqm	Children's nursery adj to larger ownership. Good investment currently performing well
196	Maidenhead Yard, Hertford	1 & 3	Strategic value	N/A	0.18 acres	N/A	Let on long ground lease for private parking in conjunction with new development
245	Southern Maltings, New Road, Ware	1 & 3	Residue of larger ownership	Fair	0.38 acres	620 sqm (total)	Former maltings which is to be let to community group as an arts centre.
311	Meade House, High Street, Ware	1 & 3	Strategic value - Residue of larger ownership	Good	0.04 acres	200 sqm	Office accommodation within larger ownership. Good investment working with partners to provide services

COMMUNITY LETTINGS

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
585	Land for Scout Hut, Heathrow, Bishop's Stortford	1 & 2	Residue of ownership provides community facility	N/A	0.3 acres	N/A	Community facility on ground lease
21	Scout building, Thorley Lane, Bishop's Stortford	1 & 2	Currently providing community facility due for review at end of lease in 2015	Satisfactory	0.25 acres	N/A	Community facility to be reviewed towards end of lease (2016) to fulfil potential
568	ATC Hut, Waytemore Road, Bishop's Stortford	1 & 2	Residue of ownership provides community facility	N/A	0.11 acres	N/A	Community facility on ground lease
40	Parsonage Community Hall Parsonage Lane, Bishop's Stortford	1 & 2	Community facility within open space	N/A	0.31 acres	N/A	Community facility on long ground lease on open space
572	Thorley Manor Residents Ass, Friedberg Avenue, Bishop's Stortford	1 & 2	Community facility adj open space	N/A	0.90 acres	N/A	Community facility on long ground lease adj to open space
570	Bishop's Stortford Community Football Club, Friedberg Avenue, Thorley	1 & 2	Community facility within open space	Satisfactory	5.4 acres (clubhouse and open space)	140 sqm	Football changing rooms with shared use of open space for pitches. Lease currently under review with Engagement and Partnership Team
182	Bowling Green & Pavilion, Pegs Lane, Hertford	1 & 2	Part of larger ownership providing community facility	Good	0.4 acres	120 sqm	Club facility with public use reserved adj to Wallfields Council offices - Lease extended until 2017
97	Bowling Club, Hartham Common, Hertford	1 & 2	Community facility within open space	Good	0.6 acres (clubhouse and green)	50 sqm	Small club building on public open space - under review
97	Tennis Club, Hartham Common, Hertford	1 & 2	Community facility within open space	Satisfactory	0.9 acres	45 sqm	Club facility on public open space
97	Canoe Club, Hartham Common Hertford	1 & 2	Community facility within open space	Satisfactory	0.04 acres	100 sqm	Club facility on public open space
202	Land for Scout Hut, Watermill Lane, Hertford	1 & 2	Community facility adj to open space	N/A	0.25 acres	N/A	Community facility adj. to public open space - site under review
792	Scouts at Keynton Court, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.17 acres	N/A	Community facility in housing estate - asset recently reviewed new lease to be granted.
894	WRVS, Baker Street, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.4 acres	N/A	Long ground lease for community service
893	Red Cross, Baker Street, Hertford	1 & 2	Residue of ownership provides community facility	N/A	0.13 acres	N/A	Long ground lease for community service
208	Hertford Football Club, West Street, Hertford	1 & 2	Community facility adj public amenity area	N/A	7.5 acres	N/A	Long ground lease granted 2014 for football and ancillary use
349	Bowling Club, Brookfield, Aston	1 & 2	Residue of ownership provides community facility	N/A	0.32 acres	N/A	Community use on ground lease
504	Open space r/o High Street, Stanstead Abbots	1 & 2	Residue of ownership provides community facility	N/A	0.80 acres	N/A	Community facility in Green Belt
864	Scout and TA Huts, Broadmeads Ware	1 & 2	Residue of ownership provides community facility	N/A	0.7 acres	N/A	Community facilities under review to rationalise use of site
314	Scout hut Lower Bourne Gardens, Ware	1 & 2	Community facility adj to open space	N/A	0.3 acres	N/A	Community facility site adjacent to public open space
309	Bowling pavilion, The Priory, Ware	1 & 2	Community facility	Good	1.82 acres	100 sqm	Club facility with public use reserved

KEY
Action is underway or imminent
Under review but not imminent maybe awaiting other actions.
No action planned during this period - asset fulfilling requirement

COMMUNITY LETTINGS

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
252	82 Park Road, Ware	1 & 2	Acquired after rationalising nearby ownerships to accommodate community facility	Good	0.14 acres	147 sqm	Community facility lease due to be reviewed
916	Land for Scout Building, Reedings Way, Sawbridgeworth	1 & 2	Residue of ownership provides community facility	N/A	0.45 acres	N/A	New ground lease for provision of scout building
541	Land at Kingham Road, Babbs Green	1 & 2	Residue of ownership provides community facility	N/A	9 acres	N/A	Due to be leased to Parish Council as Play area
439	Land at Tanners Way, Hunsdon	1 & 2	Residue of ownership provides community facility	N/A	2.2 acres	N/A	Leased to Parish council as play and recreation area
504	Land at rear of High Street, Stanstead Abbots	1 & 2	Residue of ownership provides community facility	N/A	0.52 acres	N/A	Leased to Parish council as play and recreation area
	Land for Scout Building, Mount Pleasant, Hertford Heath	1 & 2	Community facility adjacent to amenity woodland	N/A	0.46 acres	N/A	Lease to scout group

SURPLUS ASSETS

ASSET NO	ASSET	CORPORATE PRIORITY	REASON FOR HOLDING	CONDITION OF ANY BUILDINGS	SITE AREA	GROSS INTERNAL AREA	DESCRIPTION AND COMMENT
928	Vacant building purchased in 2015 as part of Old River Lane Site	Under review whether to refurbish and let or demolish and redevelop	Purchased as part of larger investment	Poor	0.49 acres	1600 sqm	Newly acquired asset in 2015 as part of Old River Lane site. Building vacant and in poor condition future under review. Change in use likely rather than sale
559	22 Great Innings North, Watton at Stone	No longer fulfilling priorities identified as surplus to requirements	Formerly investment property	Poor	0.3 acres	N/A	Site vacant sale been on hold because of market conditions - review 2016.17
880	Land at King George Road Ware	No longer fulfilling priorities identified as surplus to requirements	Residue of ownership	N/A	0.2 acres	N/A	Site vacant suitable for affordable housing currently under review with housing association
853	Land at Braziers Field, Hertford	No longer fulfilling priorities identified as surplus to requirements	Residue of ownership	N/A	1.45 acres	N/A	Site vacant suitable for possible residential development feasibility needed review 2016.17
409	Land at Amwell lane, Stanstead Abbots	No longer fulfilling priorities identified as surplus to requirements	Formerly investment property	Poor	0.47 acres	N/A	Vacant site with pumping station within site. Surveys needed to ascertain location of services and suitability for development.
738	Land at Ashdene Road, Bayford	No longer fulfilling priorities identified as surplus to requirements	Residue of ownership	N/A	0.24 acres	N/A	Site let on licence for conservation use. May have potential for small development but need to assess impact of conservation areas - review 2016
764	Land at Widford Road, Hunsdon	No longer fulfilling priorities identified as surplus to requirements	Residue of ownership	N/A	0.1 acres	N/A	Vacant site. Suitable for residential development sale been on hold because of market conditions review 2016.17
569	Land at Poplar Close, High Cross	Holding until asset value improves	Residue of ownership	N/A	1.4 acres	N/A	Currently agricultural land maybe relaxation in planning constraints in future
219	Land at Reedings Way, Sawbridgeworth	Potential for asset to improve in value	Residue of ownership	N/A	2.2 acres	N/A	Grazing/amenity land. Planning consent for development not likely in immediate future so in best use at the moment part recently been leased for new scout building
395	Land at Park Cottages, Eastwick	Potential for asset to improve in value	Residue of ownership	N/A	0.65 acres	N/A	Land used for agricultural/grazing use. Maybe potential longer term.

KEY
Action is underway or imminent
Under review but not imminent maybe awaiting other actions.
No action planned during this period - asset fulfilling requirement

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 22 MARCH 2016

REPORT BY THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

QUARTERLY CORPORATE HEALTHCHECK – QUARTER 3 DECEMBER 2015

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To provide a report on finance, performance and strategic risk monitoring for East Herts Council for 2015/16 as at December 2015.
- The revenue budget for 2015/16 is £14.544m. The forecast position as at 31 December 2015 shows an underspend of £677k in 2015/16. The main contributory factors are underspends against service budgets of £348k and underspends against corporate items totalling £329k.
- The capital budget for 2015/16 is £2.718m. The forecast position shows a variance of £32k overspent, this is made up of a £509k overspend and £477k to be slipped into the 2016/17 capital programme..
- Nine out of the 15 performance indicators in Corporate Business Scrutiny's basket (that have a target) are either on target or exceeding their target as at December/Quarter 3 for 2015. Two indicators are 1-5% off target (Amber) and the remaining four performance indicators are 6% or more off target (Red).
- For the short term trend seven indicators out of the 15 performance indicators in Corporate Business Scrutiny's basket are showing an improvement when performance is compared to the previous period. Two indicators have maintained the same level of performance and six have declined.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:

That, in relation to the following items:

(A) The revenue budget forecast underspend of £677k (paragraph 2.1).

(B) Proposed slippage on the following capital schemes:

- Hertford Theatre, £13k (paragraph 3.2)
- The Bourne Ware, £41k (paragraph 3.3)
- Wallfields solar panel, £45k (paragraph 3.4)
- Environmental enhancements to town centres, £28k (paragraph 3.5)
- Market improvements, £22k (paragraph 3.6)
- Community Capital Grants, £41k (paragraph 3.7)
- Operational Building Rolling Programme, £74k (paragraph 3.8)
- North Drive Ware, £12k (paragraph 3.9)
- Print investment, £20k (paragraph 3.10)
- HR & payroll system, £55k (paragraph 3.11)
- Electoral management software, £75k (paragraph 3.12)
- Historic Building Grants, (£13k) (paragraph 3.13)
- Energy grants, £38k (paragraph 3.14)
- Land Management Programme, £26k (paragraph 3.15).

(C) The reported performance for the period October 2015 to December 2015.

The Executive be advised that the Corporate Business Scrutiny Committee has considered Items (A), (B) and (C) and has no comments to make.

1.0 BACKGROUND

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

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

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

those targets.

2.0 REVENUE BUDGET

2.1 The Council is forecast to underspend in 2015/16 by £677k. Table 1 below shows the current forecast outturn position as at 31 December 2015 by directorate.

Table 1: Revenue forecast outturn

Revenue	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Customer and Community Services	6,574	6,461	(113)
Neighbourhood services	3,053	3,261	208
Finance and Support services	5,255	4,812	(443)
Net cost of Services	14,882	14,534	(348)
Priority Spend Budget	150	150	-
Contingency Budget	370	41	(329)
Contributions to/(from) reserves	(858)	(858)	-
Total	14,544	13,867	(677)

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

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

Table 2: Month on month service budget variances.

Month on Month Variance	Variance £'000
Pay and Display income	(43)
Hertford Theatre, Panto & Cinema	(31)
Enforcement Contract	12
HCC contribution to district plan	(49)
Safestyle income	10
Flood Grant	(40)
Rent Deposit	(7)
Building Control Joint Venture contribution	(23)
Summons costs recovered	(47)
Other small variances	(39)
Total Month on Month Variance	(257)

Customer and Community Services

2.4 The forecast outturn position shows an underspend of £113k. This is £46k higher than previously reported. Table 3 below shows the breakdown by service.

Table 3: Customer and Community Services forecast outturn

Community & Customer Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Chief Executive and Director of Customer & Community	151	107	(44)
Business Development	360	431	71
Communications, Engagement & Culture	928	848	(80)
Customer Services & Parking	(474)	(608)	(134)
Environmental Services	5,609	5,683	74
Total:	6,574	6,461	(113)

Key variances arising this month:

- 2.4.1 Salaries within Customer and Community are expected to be £40k overspent. This is a £4k variance from the position reported in October.
- 2.4.2 The income at Hertford Theatre generated from the Pantomime and cinema ticket sales will be £31k higher than budgeted, due to increased ticket sales.
- 2.4.3 An additional £43k pay and display income is reported due to increased usage of the Council car parks.
- 2.4.4 The Enforcement contract is expected to fully spend against budget, resulting in expenditure being £12k higher than previously predicted. This is still within budget for 2015/16.

Key variances previously reported:

- 2.4.5 The cost of printing pay and display tickets will be £8k below 2015/16 budget due to a better price being negotiated with the suppliers.
- 2.4.6 An increased customer base in Commercial Waste has resulted in anticipated additional income of £67k in 2015/16. This forecast income has not changed from the variance reported in August 2015.
- 2.4.7 The contribution from Herts Council linked to Recycling (Alternate Financial Model – AFM) is expected to be lower than budget by £60k.
- 2.4.8 Following the community right to challenge the management fee to Bishops Stortford Town council for running the Market will exceed the approved budget by £47k. This is currently being managed as a pressure within the service
- 2.4.9 Following the sale of the lease for Bircherley Green Car Park in Hertford at the end of March 2015, the Council is no longer responsible for the running of the car park. Therefore a net overspend of £126k is reported mainly due to lost income. This is currently being managed as a pressure within the service.
- 2.4.10 Use of the RingGo pay by phone service in the pay and display car parks is expected to increase by 30% in 2015/16. The cost to the

motorist of using this council are passed on to the Council, an additional cost of £14k is predicted. This is currently being managed as a pressure within the service.

2.4.11 The consultation for Bishop's Stortford Parking Futures has been expanded in agreement with the Portfolio holder, with additional costs of £7k in 2015/16. This is currently being managed as a pressure within the service.

2.4.12 Sawbridgeworth and Buntingford town Councils will no longer be subsidising Pay and Display parking, resulting in a £25k reduction in income. As approved by Executive on 8th June 2015, this is to be funded through use of the New Homes Bonus Priority Spend budget.

2.4.13 A rent review of the Causeway car park in Bishop's Stortford has been completed, this will increase the rental cost to the Council by £58k per year. This is currently being managed as a pressure within the service.

Neighbourhood Services

2.5 The forecast outturn position shows a £208k overspend which is £105k less than previously reported. Table 4 below shows the breakdown by service.

Table 4: Neighbourhood Services forecast outturn

Neighbourhood Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Director of Neighbourhood	112	104	(8)
Corporate Support Team	108	107	(1)
Community Safety and Health	1,197	1,304	107
Housing Services	567	555	(12)
Planning and Building Management	1,069	1,191	122
Total:	3,053	3,261	208

Key variances arising this month:

- 2.5.1 The salary budget within Neighbourhood services is predicted to be £106k overspent. Additional funding for salaries is approved to come from Contingency (£8k) and from additional income (£60k); a total of £68k reducing the budget pressure to £38k. Use of the Local Plan reserve will be £19k less than budget due to a contribution from HCC (paragraph 2.5.2)
- 2.5.2 A contribution from Herts County Council of £49k has been received in respect of on the Local Plan, the use of the Local Development Framework Reserve will be lower as a result. This is reflected in the contribution to/from reserves figure in table 2.1.
- 2.5.3 Based on current trends the Building Control income received from Safestyle will be £50k lower than budget, due to a lower number of applications than expected. This is an increase of £10k from that previously reported and is currently being managed as a pressure within the service.
- 2.5.4 The use of the Flood Grant Reserve will be £39.5k less than previously reported. Surveys and preliminary works need to be completed before further works are carried out. The £39.5k will be spent in 2016/17 once these initial works are completed.
- 2.5.5 The ODPM Rent Deposit budget will underspend by £7k as it is increasingly difficult to find landlords who will accept applicants on benefits or rents that are affordable.

Key Variances previously reported:

- 2.5.6 It is expected that an element of the 2015/16 local plan expenditure in the Planning Policy service will slip into 2016/17, although the amount is still uncertain at this stage of the financial year. This is funded through the Local Development Framework reserve therefore there will be a reduction in the amount drawn down in 2015/16.
- 2.5.7 £30k additional income is anticipated in the Development Management Service from pre application fees to be received in February 2016 in relation to the Bishop's Stortford Goods Yard Site. This will be offset by increased agency staff costs as detailed above.
- 2.5.8 An additional £19k of S106 income is anticipated in Development Management.
- 2.5.9 The second receipt of £100k from Herts County Council as a

contribution towards Public Health promotions (paragraph 2.5.13) will be received in three equal instalments the first being received in January 2016. This will be transferred to reserves as expenditure is programmed in 2016/17.

2.5.10 The budget for PCSO's (Police Community Support Officers) will overspend by £19k as 4 posts are being funded rather than the budgeted 3. Additional funding has been received reducing this overspend by £11k to £8k.

2.5.11 The appeals expenditure budget in Development Management is expected to be £40k above budget. This is due to the use of consultants at Public Inquiry to present the Council's case and the instruction from the Executive for all major residential schemes submitted from July onwards to be subject to rigorous financial assessment.

2.5.12 The 2015/16 budget for Planning Application fees was increased in line with historic trends. Whilst the volume of planning applications received to 31st August is consistent with previous years the size of these are small in financial value. An under achievement in income of £189k is currently forecast. This is currently being managed as a pressure within the service.

2.5.13 A contribution towards Public Health promotions of £100k has been received from Herts County Council. As agreed at Council on 18 February 2015 match funding of £100k from East Herts will be used to support this project funded from the New Homes Bonus priority fund.

Finance and Support Services

2.6 The forecast outturn position shows an underspend of £443k and increase of £106k from previously reported. Table 5 below shows the breakdown by service.

Table 5: Finance and Support Services forecast outturn

Finance and Support Services	ORIGINAL BUDGET £'000	FORECAST OUTTURN £'000	VARIANCE £'000
Director of Finance & Support	118	128	10
Business and Technology Services	1,296	1,294	(2)
Corporate Governance and Risk	1,487	1,547	60
Democratic Services and Legal	1,131	1,195	64
Human Resources and OD	328	372	44
Revenues and Benefits Shared Service	319	80	(239)
Strategic Finance	530	138	(392)
Other Corporate Budgets	46	58	12
Total:	5,255	4,812	(443)

Key variances arising this month:

- 2.6.1 An underspend of £6k against Salary budgets is anticipated in Finance and Support Services. Funding of £25k has been agreed from the contingency budget, £32k from reserves and £52k from other sources. A total of £109k funded from other sources resulting in a £115k underspend.
- 2.6.2 A contribution of £23k towards the Building Control Joint Venture has been received to offset the agency cost incurred by Strategic Finance.
- 2.6.3 An additional £47k income is expected in Revenues and Benefits due to an improved position in Summons costs recovered.

Key Variances previously reported:

- 2.6.4 The purchase of the Bishops Quarter site in Bishops Stortford will lead to a net increase in revenue in 2015/16. This is currently forecast to result in additional net income of £427k this financial year.

- 2.6.5 A collective action (APPS) was bought against the Council by Property Search Companies relating to a dispute on the terms by which the Council provided property search information. The settlement sum due to be paid is anticipated to be no greater than £188k. A Government Grant of £110k has been received to partially offset this. The balance of £78k will be funded through the General Reserve, this is reflected in the figures shown in paragraph 2.1
- 2.6.6 The housing association lease at Charrington's House has expired and will not be renewed therefore there will be a shortfall in income of £41k in 2015/16. This is currently being managed as a pressure within the service whilst alternative tenants are identified.
- 2.6.7 External Audit fees are anticipated to be £30k lower than budget, due to a new External Auditor, EY, being appointed from 2015/16 with a lower fee agreed by PSAA (Public Sector Audit Appointments).
- 2.6.8 Worldpay transaction charges are forecast to be higher than budget, although this is offset by savings from bank charges, resulting in a £12k overspend. This is further offset by treasury management fees which are £5k lower than budget.

Non-departmental budgets

- 2.7 The Priority Spend budget for 2015/16 is £697k. As approved by Executive on 8th June 2015 £150k is allocated in 2015/16 with the remainder to be transferred to the New Homes Bonus Priority Fund Reserve. The uncommitted balance is £547k and future requests will be drawn down from the Reserve as they are approved. **Essential Reference Paper C** shows the amounts committed against the New Homes Bonus Priority Spend budget.
- 2.8 The Contingency budget of £370k allows for unforeseen events to be funded in-year. **Essential Reference Paper D** shows the amounts committed against the Contingency budget. As at 31st December the £41k funded through the contingency budget all relates to items approved by CMT prior to 1st April 2015.
- 2.9 A collective agreement was reached with Unison in September 2015 on the proposed changes to employee expenses policy with respect to car mileage rates, removing the essential lump payment of £1,239 per annum and reducing the mileage rate from 65p per mile to the HMRC rate of 45p per mile. To reach this agreement a

compensation payment was agreed to be made to employees in January 2016. This has been approved by both Local Joint Panel and HR Committee. The estimated cost of the compensation payment is £215k which will be funded from the transformation reserve, approved by Executive on 1 Dec.

3.0 CAPITAL PROGRAMME

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

Table 6: Capital forecast outturn

Service	Approved budget £'000	Revised Budget £'000	Forecast outturn £'000	Proposed over/under £'000	Proposed slippage £'000
Customer and Community Services	782	955	758	(7)	(190)
Neighbourhood services	927	865	603	(211)	(51)
Finance and Support services	1,009	20,982	21,473	727	(236)
Total	2,718	22,802	22,834	509	(477)

Proposed Slippage:

- 3.2 The replacement of 6 lighting hoists at Hertford Theatre is partially complete, the remaining work is programmed for August 2016 when the Theatre will close for 2 weeks. It is requested that the £13k balance on this scheme slips into 2016/17.
- 3.3 Following a risk assessment installation of fitness and play equipment at The Bourne, Ware (£41k) will be delayed until 2016/17 due to difficulty sourcing appropriate suppliers to deliver the scheme in line with the consultation findings. It is requested that £41k is slipped into the 2016/17 capital programme.
- 3.4 The project to install solar panels at Wallfields has been delayed with a revised completion date of July 2016. Potential contractors have

been asked to provide revised costings and estimated solar Feed in Tariff payback (FiT) in line with reduced FiT arrangements (confirmed in January 2016 by Government). Slippage to 2016/17 of £45k is requested.

- 3.5 There are delays to the scheme for environmental enhancements to Ware Town Centre mainly due to granting of permissions. It is recommended that £28k is slipped into 2016/17.
- 3.6 A delay in receiving approval from HCC for EHC to lead on the Traffic Regulation Order needed for the market improvement scheme in Bull Plain has resulted in the expected completion date being delayed until September 2016. It is requested to slip £22k into 2016/17.
- 3.7 Spending against the Community capital grants budget is dependant on successful applicants being able to complete their project within the specified time frame. Take up was slow earlier in the year which resulted in the December funding round being oversubscribed. 12 applications were awarded a grant meaning that much of the budget will not be claimed until 2016/17. The balance of £41k is requested to be slipped into 2016/17.
- 3.8 It is requested that the remaining £74k budget on the operational building rolling programme is slipped into the 2016/17 capital programme to fund planned preventative capital maintenance of operational buildings in 2016/17.
- 3.9 The budget of £12k to reconstruct the road at North Drive Ware is insufficient to carry out effective surfacing of the road. It is hoped to link the upgrade of the road to private developments which are coming forward in the local area. It is requested to slip £12k to the 2016/17 capital programme.
- 3.10 It is requested to slip the £20k shared service print investment costs budget into the 2016/17 capital programme as the procurement hasn't been undertaken yet.
- 3.11 The new HR and payroll system will slip to the first quarter of 2016/17 as the procurement process is not yet complete. It is requested to slip £55k to the 2016/17 capital programme.
- 3.12 The procurement of Electoral management software was approved at CMT on 13th October 2015, this is to be drawn down from the ICT rolling programme budget. This scheme is now programmed for 2016/17 therefore it is requested to slip £75k into the 2016/17 capital

programme.

- 3.13 Higher take up of Historic building grants in the 3rd quarter of 2014/15 has resulted in the previously reported slippage of £36.7k reducing. Approval for negative slippage of £13k is requested.
- 3.14 Spend against the Energy grants budget has been low to date due to other free schemes continuing until April 2017. Officers have recently been informed that 3 external funding bids which would have utilised this budget have been unsuccessful. The Fuel Poverty Strategy is going to Executive in February 2016, if agreed, measures from this strategy will require these funds. It is recommended that £38k of this budget is slipped into the 2016/17 capital programme.
- 3.15 It is requested to slip £26k of the Land management programme into 2016/17, works commenced in September 2015 and wet weather has resulted in delays.

Key variances previously reported:

- 3.16 The Decent Homes Grants budget will be £130k underspent due to an absence of referrals. Referrals from health & care partners to tackle unsuitable housing is likely to develop, which together with trends suggest that the existing 2016/17 budget is sufficient to meet demand. There is therefore no need to slip this budget.
- 3.17 Expenditure associated with the purchase of Old River Lane of £946k including legal advice, property advice and Stamp Duty Land Tax will be added to the capital cost of the acquisition of £19,550k. This will be a revenue contribution to capital and will be funded from the Commercial Property Fund and New Homes Bonus.
- 3.18 The Finance and Support Services capital budget has increased to reflect the £19.55m acquisition cost of the Bishop's Quarter site.
- 3.19 A drawdown of £30k from the Operational Buildings budget was approved in December 2014 for air conditioning works at Buntingford Service Centre. Whilst this project was completed 5 months after the timetabled completion date a significant saving of £15k was achieved. It is requested that this is transferred back into the operational Buildings Rolling programme budget to be used for other capital projects. The uncommitted balance on this budget is £125k, a programme of minor works to improve Bishop's Quarter is currently being developed and will result in this budget being utilised.
- 3.20 There is a forecast £10k overspend on Commercial Waste bins

capital budget due to the rise in new customers (see paragraph 2.4.10) which is offset by an increased revenue forecast. There is currently no recommendation to adjust the budget for this projected overspend at this stage in the financial year.

- 3.21 Currently £200k of the £400k capital ICT rolling programme remains uncommitted. There is currently no recommendation to adjust the budget for this projected underspend at this stage in the financial year.

4.0 VIREMENTS

- 4.1 There are no virements to report to date.

5.0 SAVINGS

- 5.1 The approved savings for 2015/16 total £107k. 100% of the 2015/16 will be achieved.

- 5.2 **Essential Reference Paper F** sets out these savings.

6.0 DEBTORS

- 6.1 Total Outstanding debt as at 31st December 2015 is £1.636m. This is a 17% decrease from the previous quarter. £1m of the debts outstanding are not due until the 31st of January 2016.

- 6.2 The outstanding debt over 120 days old totals £524k, an increase of £37k (7%) from the previous quarter. Of this debt, over 90% relates to disputed invoices where negotiations are ongoing to collect the debt owed. The remainder of the debts over 120 days are invoices relating to environmental health enforcement, where a charge is held against property to pay the debt once the property is sold, or housing debts where repayments are being made with a payment plan over several months.

- 6.3 **Essential Reference Paper G** analyses the profile of aged debtors.

7.0 PERFORMANCE ANALYSIS

Performance against targets

- 7.1 Table seven shows movement in performance when compared to the last reporting period for measures where there is a RAG status.

Seven indicators are showing an improvement. Two indicators have maintained the same level of performance and six indicators show a decline in performance.

Table 7:		
Performance Indicator Short Name	Performance Status (RAG)	Movement since last reported
EHPI 10.2 – Council tax collection, % of current year liability collected	Green	Improved
EHPI 10.4 – NNDR (Business rates) collection, % of current year liability collected	Green	Improved
EHPI 5.1 – % of complaints resolved in 14 days or less	Green	Improved
EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	Green	Improved
EHPI 8 – % of invoices paid on time	Green	Improved
EHPI 9.3 – Average ICT Incidents per day	Green	Improved
EHPI 5.4 – % of complaints to the Local Government Ombudsmen that are upheld	Green	Stayed the same
EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage.	Green	Declined
EHPI 9.1 – Percentage availability of core ICT systems during supported hours	Green	Declined
EHPI 2.12 – Service requests: environmental health	Amber	Stayed the same
EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours	Amber	Declined
EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy	Red	Improved

EHPI 11.1 – Rental income from market traders. (MAXIMISING INDICATOR)	Red	Declined
EHPI 9.4 – Percentage of Calls Abandoned on ICT Service Desk	Red	Declined
EHPI 9.6 – Satisfaction with ICT Services	Red	Declined

7.2 Please refer to performance indicator summary analysis in **Essential Reference Paper ‘H’** for full performance indicator analysis.

8.0 IMPLICATIONS/CONSULTATIONS

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

Background Papers

None.

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

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

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2015/16 Revenue Forecast - Quarter ended December 2015

		Original Budget 2015/16	Budget to date	Actual to date	Variance to date	Forecast outturn	Variance
		£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community Services	Chief Executive and Director of Customer and Community Services	151	112	74	(38)	107	(44)
	Environmental Services	5,609	4,330	4,617	287	5,683	74
	Customer Services and Parking	(474)	(351)	(1,477)	(1,126)	(608)	(134)
	Communications, Engagement & Cultural Services	928	723	642	(81)	848	(80)
	Business Development	360	275	343	68	431	71
	Customer and Community Services Total:	6,574	5,089	4,199	(890)	6,461	(113)
Neighbourhood Services	Director of Neighbourhood Services	112	84	94	10	104	(8)
	Corporate Support Team	108	81	79	(2)	107	(1)
	Community Safety & Health	1,197	997	697	(300)	1,304	107
	Housing Services	567	419	379	(40)	555	(12)
	Planning & Building Management	1,069	795	881	86	1,191	122
	Neighbourhood Services Total:	3,053	2,376	2,130	(246)	3,261	208
Finance and Support Services	Director of Finance and Support Services	118	88	95	7	128	10
	Human Resources & OD	328	245	277	32	372	44
	Business & Technology Shared Services	1,296	972	956	(16)	1,294	(2)
	Strategic Finance	530	351	234	(117)	138	(392)
	Governance & Risk Management	1,487	1,147	1,161	14	1,547	60
	Democratic Services & Legal	1,131	845	743	(102)	1,195	64
	Revenues & Benefits Shared Service	319	27,084	27,918	834	80	(239)
	Other Corporate Budgets	46	26	(1,329)	(1,355)	58	12
	Finance and Support Services Total:	5,255	30,758	30,055	(703)	4,812	(443)
Net Cost of Services Total:		14,882	38,223	36,384	(1,839)	14,534	(348)
Priority Spend Budget		150	150	150	-	150	-
Contingency Budget		370	370	41	(329)	41	(329)
Contributions to/ (from) reserves		(858)			-	(858)	-
Funding					-		-
Non Departmental Budgets Total:		(338)	520	191	(329)	(667)	(329)
Total:		14,544	38,743	36,575	(2,168)	13,867	(81)

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2015/16 Priority Spend Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
Priority Spend Budget	697		
Budget Commitments:			
Parking Services	340	30	One-off funding to support car park pay & display income
Public Health Promotions	100	100	Match funding to support health and wellbeing funds received from Hertfordshire County Council.
Economic Development	20	20	To support Wenta business advice services
Remaining Priority Spend Budget:	237	547	Transferred to Reserves

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2015/16 Contingency Budget Commitments

	Approved Budget	Forecast Spend	Comment
	£'000	£'000	
Contingency budget	370		
Budget Commitments:			
HR - Salaries	10	10	Approved by CMT in 2014/15
Strategic Finance - Salaries	16	15	Approved by CMT in 2014/15
Environmental Health - Salaries	26	6	Approved by CMT in 2014/15
Community Protection - Salaries	2	2	Approved by CMT in 2014/15
Environmental Services - Salaries	15	-	Approved by CMT in 2014/15
Housing Needs Survey	9	9	Approved by CMT in 2014/15
Remaining Contingency Budget:	292	329	

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2015/16 CAPITAL EXPENDITURE SUMMARY DECEMBER 2015

	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Total to Date	2015/16 Forecast Spend	Variance between Forecast Spend & Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Customer and Community	782	90	83	955	523	758	(197)
Neighbourhood Services	927	118	(180)	865	350	603	(262)
Finance and Support Services	1,009	60	19,913	20,982	20,894	21,473	491
TOTAL	2,718	268	19,816	22,802	21,767	22,834	32

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2015/16 CAPITAL MONITORING DECEMBER 2015

Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
TOTAL							2,718	268	19,816	22,802	21,596	171	21,767	22,834	32		
RP - ROLLING PROGRAMME																	
CUSTOMER AND COMMUNITY SERVICES																	
72705/7531	Hertford Theatre upgrade of seating in the auditorium	W. O'Neill	People	Aug-14	Sep-14	GREEN			12	12	3		3	3	(9)	RED	Project complete.
72710/7531	Hertford Theatre replacement of 6 lighting hoists	W. O'Neill	People	Dec-15	Aug-16	RED			33	33	20	13	33	20	(13)	AMBER	Scheme agreed at CMT 8.9.15. Partly completed, however, due to timescales of events at the Theatre, the remaining work will need to be completed in August 2016 when the Theatre closes for 2 weeks. Therefore, request that balance of £13k slips.
72520/7502	Imp to common land open space - Llamas Land, Watton-at-Stone	W. O'Neill	Place	Apr-15	May-15	GREEN			4	4	4		4	4	-	GREEN	Approved at 24.2.15 CMT and fully funded from S106 monies.
Refuse Collection & Recycling																	
75165/7531	Containers Replacement Programme	D. Allen	Place	RP	RP	GREEN	100			100	86	9	95	100	-	GREEN	Budget will be fully spent.
75145/7531	Replacement Litter Bins	D. Allen	Place	RP	RP	GREEN	5	1		6	4		4	6	-	GREEN	Budget will be fully spent.
75152/7531	Commercial Waste Bins	D. Allen	Place	RP	RP	GREEN	34	5		39	10	2	12	49	10	AMBER	Projected overspend due to the number of commercial bins that will need replacing by the end of the year in addition to the rise in commercial customers. Increased revenue income of approx. £130k.
72513/7502	Bell Street, Sawbridgeworth - Modernise the public convenience facilities, in preparation for transferring the operation to Sawbridgeworth Town Council under an agency agreement	D. Allen	Place	Sep-15	Mar-16	RED			70	70	1	2	3	70	-	GREEN	Two companies are able to supply modular toilet units as requested by Sawbridgeworth Town Council. Both companies have been approached to ensure they are able to install the units. Procurement process to be completed, plan to have the project completed before the end of the financial year.
72517/7502	Hartham Pavilion Refurbishment - Replace public toilets, redevelop existing café area, create functional changing area for footballers & incorporate meeting/training room.	M. Kingsland & S. Whinnett	Place	Dec-15	Mar-16	RED	62			62	2	2	4	62	-	GREEN	Architects engaged, specification completed, out to tender.
72545/7502	Presdales Pavilion, Ware - New Paving & landscaping at the front of the pavilion	M. Kingsland	Place	Aug-12	Mar-16	RED		2		2			-	2	-	GREEN	£600 proposed spend on external boot scrapers order will be placed, £1,680 proposed spend on hardstanding for waste bins to be spent by March 2016.
72514/7502	3G Artificial Turf Pitch Development at Hartham Common, Hertford - To replace the under utilised Hartham Common tennis courts with 3 floodlit 3G 5-a-side pitches	M. Kingsland	Place	Jul-15	Mar-16	RED			85	85	83		83	85	-	GREEN	Main works completed. Investigating small remedial grounds works cost, to be looked at in Jan - March 2016.
72504/7531	Play equipment & infrastructure replacement	I. Sharratt	Place	RP	RP	GREEN	50	41		91	65	10	75	91	-	GREEN	Spend plan produced. On target.
72516/7531	Play Area, The Bourne, Ware (Phase 2) - Installation of a fitness & play facility for older children & open space access improvements	I. Sharratt	Place	Mar-16	Jun-16	AMBER	41			41			-	-	(41)	RED	Hertfordshire Groundwork Trust were unsuccessful in obtaining the external contribution of £15,000, therefore, £6,370 to be funded from Phase 1 saving as below & remaining £8,630 from New Homes Bonus. Following a risk assessment of the project process the following has been determined - there has been some difficulty in sourcing appropriate suppliers to deliver the scheme in line with the consultation findings and the technical aspects of the bespoke element of the build. There is an expectation now from the experience of the first phase and some comments from consultees that there will be challenges relating to the design in relation to fencing. The Easter holidays start early this year which limits the time period within which it is possible to construct on site. This all leads to a decision that it will be necessary to slip the project to 16/17.

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							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
72585/7531	The Bourne, Ware - Phase 1 - Replace existing equipment with natural play equipment & installation of new fencing around the play area	I. Sharratt	Place	Mar-12	Mar-15	RED		6		6			-	-	(6)	RED	Savings achieved on main works & additional fencing works as agreed with the supplier.
72508/7531	Hartham Common, Hertford - Preliminary works associated with the development of the major play site development project to be undertaken in 2016/17 in accordance with Hartham Common Development Plan	I. Sharratt	Place	Mar-13	Mar-17	RED	25		(25)	-			-	-	-	RED	Project in early stages, have considered a tender to procure design work this year in the lead up to a public consultation in 16/17 prior to the larger project to develop play, fitness & landscape at the site in 17/18. This stage of the project however requires greater investigation to create an appropriate brief than can be undertaken alongside other project commitments and has slipped to 16/17. This will allow a combined design approach with the impending pavilion
72510/7531	Southern Country Park, Bishops Stortford - Boardwalk installation across balancing pond to improve the functionality & attractiveness of this Green Flag award winning park	I. Sharratt	Place	Sep-14	Feb-16	RED			80	80	25	48	73	80	-	GREEN	Works are under way now that the bird nesting season has finished. The boardwalk structure is up and the deck laying under way.
72509/7531	Gt. Innings, Watton-at-Stone - Installation of Multi Use Games Area (MUGA)	I. Sharratt	Place	Mar-15	Jul-15	AMBER		2		2			-	-	(2)	RED	Scheme completed, small underspend.
72507/7531	Pishiobury Park, Sawbridgeworth - Wetland Habitat Project - improvements to boardwalk/paths permitting safe access to the wetland area of the park	I. Sharratt	Place	Mar-13	Mar-16	RED			12	12			-	12	-	GREEN	Residual works from 2014/15. Osier Bed purchase has not yet been finalised, a revised deal is currently being negotiated by Asset Management, budget will be spent by March 2016 if this is successful.
72511/7531	Buryfield Recreation Ground, Ware - Installation of play area to encourage healthy activity for younger children	I. Sharratt	Place	Jul-15	Mar-16	RED	61			61		55	55	61	-	GREEN	Preliminary outline design in place, consultation with local residents is complete. The contract to design and supply the play area has been tendered & orders placed. Landscape works are currently being specified.
75168/7502	Energy Efficiency & Carbon Reduction Measures - Installation of solar panels at Wallfields, Hertford	D. Thorogood/S. Whinnett	Place	Mar-12	Jul-16	RED			45	45			-	-	(45)	RED	Discussions taken place with possible suppliers regarding initial option feasibility. Latest much reduced solar feed-in-tariff (FiT) arrangements were confirmed by Government in January 2016, although further details are still to be published by Ofgem. Potential contractors are being asked to provide revised costings and estimated Fit paybacks for the project this month, however, assuming paybacks are satisfactory delivery of scheme will not be until 2016/17.
72591/7502	Castle Weir Micro Hydro Scheme - To provide a small Hydro-electricity turbine in the river Lee at Hertford Weir. This is an invest to save project and will generate electricity providing power for Hertford Theatre and for sale to the Grid. The scheme is subject to a rigorous approval process by the Environment Agency for flood risk and protection of biodiversity.	D. Thorogood	Place	Mar-12	Not known	RED	201		(201)	-			-	-	-	RED	Scheme slipped to 2016/17. Waiting for Land drainage Team and EA to agree operating protocols following improvement works and automation of the main weir gates, which impacts upon flood risk modelling for the hydro scheme.
74105/7601	Environmental Enhancements to East Herts town centres	P. Pullin	Place	Not known	Jul-16	RED		18	20	38			-	10	(28)	RED	Hertford T C has completed a signage project, awaiting £10k invoice. Delays continue with Ware T C programme for Tudor Square. This is largely around granting of permissions., therefore, request that £28k is slipped into 16/17.
74106/7531	Market Improvement Scheme	P. Pullin	Place		Sep-16	RED	45		(22)	23	1		1	1	(22)	RED	HCC have confirmed that the remaining budget can be reallocated to Hertford and Ware for market priorities similar to those contained in the original proposal. Traffic Regulation Order lead at HCC has experienced a delay in achieving a response from HCC Legal services in signing off agreement for EHDC to lead on the Traffic Regulation Order for Bull Plain (to enable the market stalls to occupy space in Bull Plain on Saturday market days). Approval has been agreed but due to timescales, request that the balance slips into 16/17
72709/7601	'My Incubator' - this project will enable WENTA (enterprise agency for Herts & Beds) to continue to deliver support, advice and incubation and services from premises at the Ware campus of Hertford Regional College to start-up businesses in East Herts.	P. Pullin	Place	Sep-15	Sep-15	GREEN			10	10	10		10	10	-	GREEN	To be used to customise premises at Ware Campus of Hertford Regional College to deliver discreet services. Funded from New Homes Bonus Priority Spend.

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							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
71281/7531	Purchase of updated filming equipment to provide efficient & high quality digital video production services within the Council	A. McWilliams	Prosperity	May-15	Sep-15	RED	19			19	14		14	19	-	GREEN	Equipment now received, awaiting IT to charge for laptops & software licences.
71251/7531	Automated Telling Machines at Hertford & Bishop's Stortford	R. Ranford	Prosperity	Mar-10	Dec-15	RED		6		6	6		6	6	-	GREEN	Scheme completed.
72442/7601	Community Capital grants - to provide the right tools for people to get involved with projects that improve facilities such as green spaces or community buildings – inspiring ownership and pride.	C. Pullen	People	RP	RP	GREEN	139	9	(40)	108	48		48	67	(41)	AMBER	Spending this budget is always dependant on successful applicants being able to complete their project within the 1 year time frame or 6 months in case of a small capital grant. This year take up was slow but then resulted in the pot being oversubscribed in the December funding round. 21 applications were received with 12 being awarded a grant, meaning that much of the budget will not be claimed until the next financial year. Request to slip the balance.
	Customer and Community Services Total						782	90	83	955	382	141	523	758	(197)		

Page Exp 94	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
NEIGHBOURHOOD SERVICES																	
74102/7601	Historic Building Grants - Enable grants to be offered to the owners of historic buildings to encourage their maintenance and upkeep.	K. Steptoe	Place	RP	RP	GREEN	55	14	(37)	32	39		39	45	13	AMBER	Claimants have 6 months from grant offer date to complete works. Maximum payment now £2,000 (hence small overspend this year). However, if a grant is approved for a property on the Buildings at Risk Register, maximum payment will be £10,000. Take up of grants in the first part of year has been limited leading to lower spend, therefore, £36,700 was slipped, but take up has now improved, therefore, negative slippage to apply at year end.
Private Sector Improvement Grants																	
72602/7601	Disabled Facilities (Govt funding of £293,126.78 rec'd for 15/16)	S. Winterburn	Place	RP	RP	GREEN	450	64	(164)	350	154		154	314	(36)	AMBER	Analysis of current cases gives confidence of spending £262k by year end, with a further £52k spend possible, depending on case progress. Unlikely to spend more than £313,800. Had hoped for a few quick showers, but referrals slowed and BC agency not able to take cases. Other agency takes longer, hence not now likely to increase spend much beyond existing cases. This additional underspend is not needed to add as slippage as there is no indication at this stage of referrals increasing to match previous trend.
72605/7601	Disabled Facilities - Discretionary	S. Winterburn	Place	RP	RP	GREEN	90		(40)	50			-	5	(45)	RED	Maximum spend on Discretionary DFG will be £5k. No other DDFGs in pipeline.
72606/7601	Decent Home Grants	S. Winterburn	Place	RP	RP	GREEN	200		(20)	180	14		14	30	(150)	RED	Spend + current commitment is around £16k. Some buffer still required for emergency works though £30K will now be sufficient, as fewer boiler enquiries received in milder weather. The impact of Housing Assessments under the new Care Act is not yet known. However, given the current absence of such referrals, and time from initial assessment to completion of works, it is not necessary to slip the predicted £150k underspend. The level of referrals from health & care partners to tackle unsuitable housing is likely to develop, which together with trends suggests the existing 16/17 DHG budget is sufficient to meet likely demand.
72604/7601	Energy Grants	S. Winterburn	Place	RP	RP	GREEN	39			39			-	1	(38)	RED	Low spend to date, as other free schemes continuing until April 2017. Officers were involved in 3 external funding bids for new schemes, which might have called upon this budget, but have recently been advised were unsuccessful. Spend of up to £1k likely. Recommend slipping all of underspend to 2016/17 as Fuel Poverty strategy going to Ecex in February, containing measures for hard to treat homes which if agreed would require these funds.
71201/7513	Capital Salaries	P. Gregory	Place	RP	RP	GREEN	26			26			-	26	-	GREEN	
75160/7502	River & Watercourse Structures - Improve, maintain & renew structures along rivers and watercourses to alleviate possible flooding throughout the district.	G. Field	Prosperity	RP	RP	GREEN	47	40		87	78	4	82	87	-	GREEN	Flood alleviation works have been identified and work is ongoing, some require EA approval. The final reports for the weir gates have been received which include recommendations for future remedial works and a programme of maintenance works. Structural remedial & maintenance works on EH owned bridges will progress throughout 2015/2016 depending on priority and budgets available
75162/7601	Repairs & Renewals Scheme (Flood Grants)	G. Field	Prosperity	Mar-15	Jun-15	AMBER			20	20	20		20	20	-	GREEN	Scheme completed, fully funded from DEFRA
75172/7502	Air Quality Capital Grant Scheme - Subway improvement works in Hertford to include bespoke artwork & signage	G. Field	Place	Jul-15	Jul-15	GREEN			31	31	29	2	31	31	-	GREEN	Works on both subways are now complete. Official opening was on Sept 10th with a final report being sent to DEFRA January. Fully funded from DEFRA.
75163/7502	Land Management Programme - Land Management Asset Register & Associated Works	G. Field	Prosperity	RP	RP	GREEN	20		30	50	1	9	10	24	(26)	RED	Survey works are progressing. £4,130 salary costs capitalised from this scheme. Request to slip £26k as work in respect of this only commenced in September and the wet weather.
75173/7531	Air Pollution Monitoring Equipment	G. Field	Prosperity							-			-	20	20	GREEN	Fully funded from contribution from HCC
Neighbourhood Services Total							927	118	(180)	865	335	15	350	603	(262)		

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							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
FINANCE AND SUPPORT SERVICES																	
72349/7502	Hartham Swimming Pool - Pool Hall Air Handling Renewal - to remove the existing unreliable air handling plant serving the pool hall & replace with a new energy efficient system	S. Whinnett & M. Kingsland	People	Aug-13	Jan-16	RED	135	4		139	(8)	8	-	139	-	GREEN	Completed during Xmas closure, awaiting invoices.
72353/7531	Fanshawe Swimming Pool - Joint Provision Pools (Ward Freman, Leventhorpe & Fanshawe) - Replacement Air Conditioning to Offices	S. Whinnett	People	Apr-14	Not known	RED	15		(15)	-	-	-	-	0	-	RED	Awaiting decision on joint provision capital expenditure, therefore, slipped into 16/17.
72343/7531	Grange Paddocks Swimming Pool - Renew Pool Heat Exchanger & defective pipework	S. Whinnett	People	Dec-14	Mar-16	RED			35	35	23		23	35	-	GREEN	Additional works required due to essential changes in design. Works commenced August, 95% completed. Remaining works having to be completed at night.
72355/7502	Specification stage. Reviewing design and requirements, to be completed by end of 2015/16	S. Whinnett & M. Kingsland	People	Jan-16	Mar-16	AMBER	35			35	-	-	-	35	-	GREEN	Specification stage. Reviewing design and requirements, to be completed by end of 2015/16
72351/7502	Hartham & Grange Paddocks Swimming Pool - Resurfacing & Lining. To provide clearly marked out car parking bays to enable efficient & effective parking by the public	S. Whinnett	People	Jun-15	Aug-15	AMBER	65			65	59		59	59	(6)	GREEN	Completed 28.8.15, small saving achieved.
OPERATIONAL BUILDINGS																	
71280/7502	Rolling programme for planned preventative capital maintenance of operational buildings	S. Whinnett & J. Earley	Prosperity	RP	RP	GREEN	250		(125)	125	-	-	-	51	(74)	RED	Balance to slip
Hertford Theatre																	
72706/7502	Entrance Lobby Roof - to replace the existing defective roof with new leak free, energy efficient roof and reduce overheating in the entrance lobby / foyer area in summer months	S. Whinnett & J. Earley	Prosperity	Sep-15	Aug-16	RED			1	1	1		1	1	-	RED	£20k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Request scheme to slip to 2016/17 as not considered safe to proceed this year due to a high level of other contractors & public access during the closed period in August. Spend to date relates to professional fees.
72707/7502	Energy Saving Auditorium Lighting - to replace the existing auditorium lighting with energy efficient / low maintenance LED lighting	S. Whinnett & J. Earley	Prosperity	Aug-15	Oct-15	AMBER			50	50	52		52	52	2	GREEN	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required to the emergency lighting circuit, therefore, additional £20k has been drawn down from Operational Buildings Rolling Programme budget. Completed.
72708/7502	To replace the existing defective building service control system with a new fully integrated system to ensure that the Building Services systems in the Theatre are efficiently controlled & achieve energy efficient use of the building services	S. Whinnett & J. Earley	Prosperity	Aug-15	Nov-15	AMBER			40	40	39		39	39	(1)	GREEN	£30k 'drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Additional works are required following detailed analysis of existing systems, therefore, additional £10k has been drawn down from Operational Buildings Rolling Programme budget. Completed, some works had to be planned around bookings. Small saving achieved, therefore transferred back into Operational Buildings rolling programme for re-allocation.
71282/7502	Buntingford Service Centre - Air Conditioning to Office - to improve the working conditions for staff located in the front offices of the Service Centre by reducing temperatures in the summer months	S. Whinnett & J. Earley	Prosperity	Apr-15	Aug-15	RED			15	15	13		13	13	(2)	AMBER	Drawn down' from Operational Buildings budget. Scheme agreed at CMT December 14. Main works completed, saving achieved, therefore, balance transferred back into Operational Buildings rolling programme budget for re-allocation.
Council Offices, Wallfields, Hertford																	
71278/7502	Wallfields Offices - Refurbishment of Windows, to ensure the efficient and safe operation of the windows so as to provide a comfortable environment for staff	S. Whinnett	Prosperity	Aug-14	Dec-15	RED			15	15	1		1	15	-	GREEN	Works commenced. Further works requiring external access equipment.
71274/7502	Wallfields Offices - Boiler Room Works - refurbishment of certain elements of plant	S. Whinnett	Prosperity	-	-				(10)	10	-		-	0	-	GREEN	
71275/7502	Wallfields Offices - Refurbishment Works to Old Building, to include lighting replacement	S. Whinnett/T. Smith	Prosperity	-	-					-	1		1	1	1	RED	Small overspend due to additional works

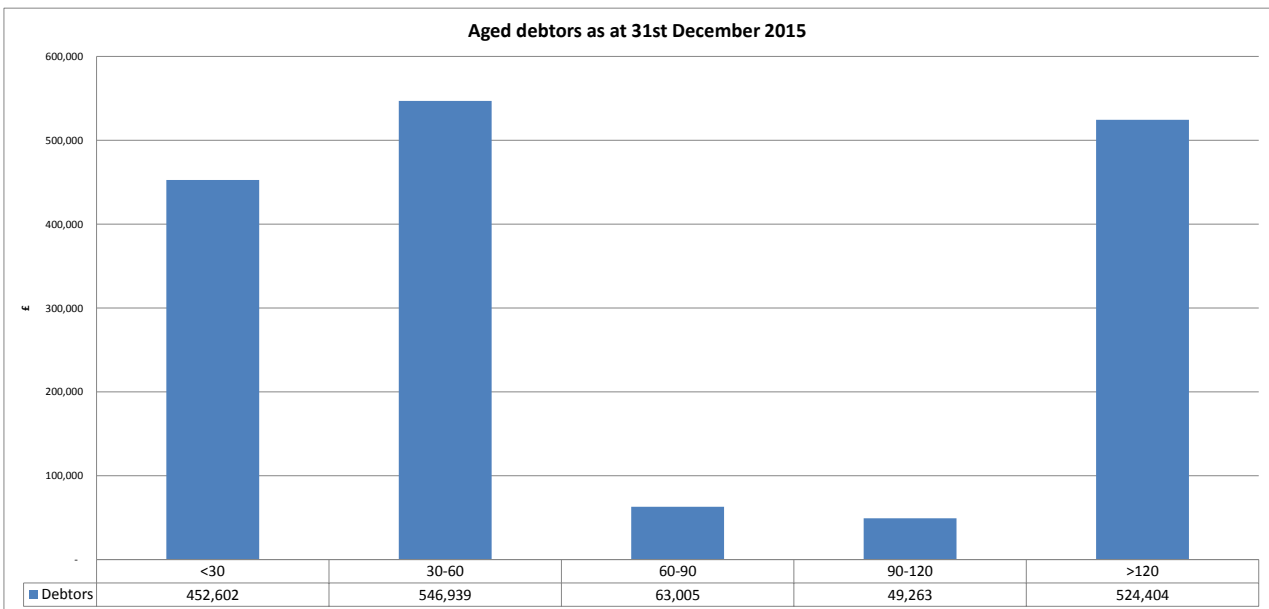
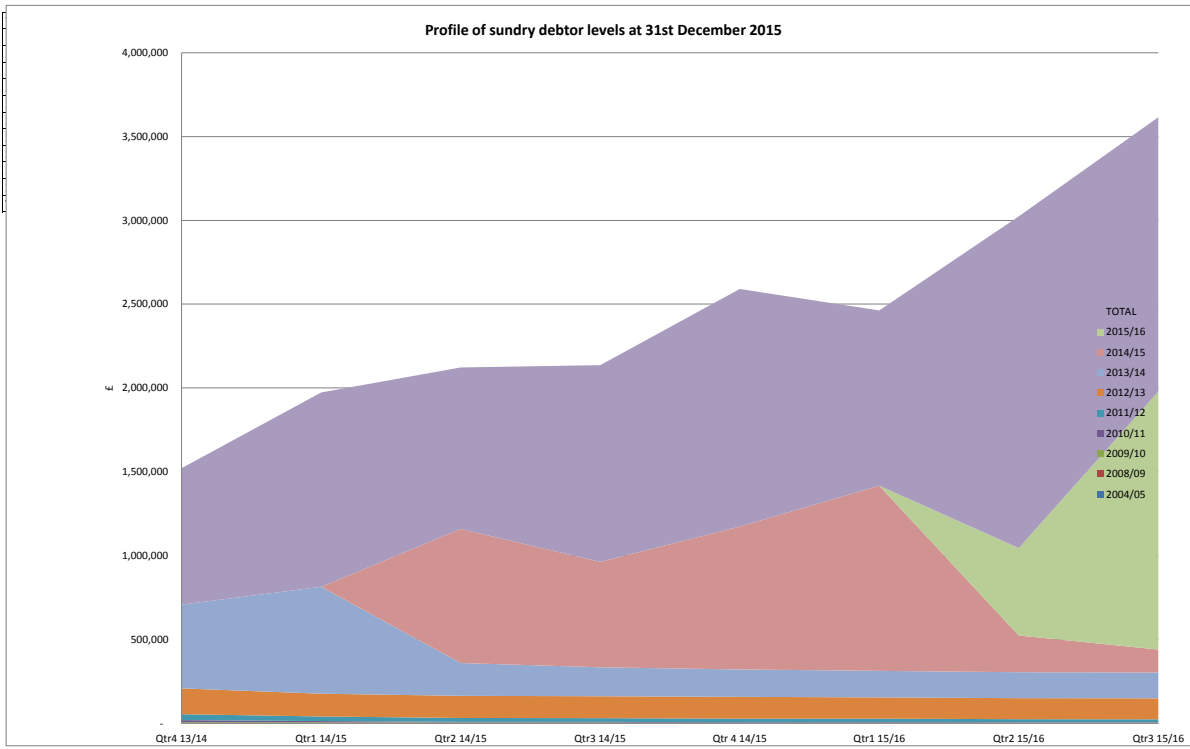
Page 96 Exp Code	2015/16 Approved Schemes	Project Manager	Priority	Original Completion Date	Expected Completion Date	Project RAG Status	2015/16 Original Budget	2014/15 Slippage	2015/16 Amendments	2015/16 Revised Budget	2015/16 Actual to Date	2015/16 Commitment to Date	2015/16 Total to Date	2015/16 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
71203/7531	Replacement of Chairs & Desks	T. Smith	Prosperity	RP	RP	GREEN	10	(1)		9	10	2	12	13	4	AMBER	Demand led budget. Due to significant increase in the need for 'special' chairs, this budget will overspend.
71283/7503	Purchase of Old River Lane site, Bishop's Stortford	A. Taylor & S. Drinkwater	Prosperity	Oct-15	Oct-15	GREEN			19,550	19,550	20,496		20,496	20,496	946	GREEN	Completion taken place in October. Overspend in respect of fees funded from Commercial Property Fund reserve & New Homes Bonus
72568/7502	North Drive, Ware - reconstruct road & drainage	A. Osborne	Prosperity	Mar-10	Not known	RED	13	(1)		12	-	-	-	0	(12)	RED	The existing capital budget is insufficient to carry out any effective surfacing of this road so we are hoping to link the upgrade of the road to private developments that are coming forward in the local area. Negotiations currently underway. However, we are in the hands of the developers and due to the very wet weather, timings are unsure at this stage, therefore, request to slip into 16/17.
75157/7502	Footbridge over the River Stort, Bishop's Stortford	A. Osborne	Prosperity	Mar-10	Jul-15	RED		(2)	40	38	21		21	21	(17)	AMBER	Defects complete.
ICT Schemes																	
71414/7531	Replacement Infrastructure	P. Wain	Prosperity	RP	RP		35		9	44	1		1	44	-	GREEN	Processors purchased at a cost of £35k. Review taken place, upgrade to VMWare 7 needs to be scheduled. This is likely to require further investment in server blades. Timescales unsure & being reviewed.
71416/7531	Merging IT systems - Licensing & Env Health	B. Simmonds	Prosperity		Mar-16				68	68			-	68	-	AMBER	Licensing system is now live, Env Health project timescales being reconsidered, therefore possibility that some of budget may slip into 16/17. £15,150 salary costs being capitalised from this scheme.
71420/7531	Integrated Dev Mgt and Bldg Ctrl Systems	K. Steptoe	Prosperity					(19)	60	41	12		12	41	-	GREEN	Project completed. Awaiting final invoices. (Includes Land Charges)
71431/7531	Establishment of LES & internet links to replace MPLS	H. Lewis	Prosperity	-	Dec-15			19	44	63	12		12	63	-	GREEN	Wide area network completed & telephony to be completed February.
71435/7531	Funding for Applications	P. Tyler	Prosperity	RP	RP		16			16	2	5	7	16	-	GREEN	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case.
71437/7531	Windows Server Licensing	P. Wain	Prosperity	-	-		5	5	(10)	-			-	0	-	RED	Scheme deleted and funding transferred back into Applications budget.
71439/7531	Service Desk & Utilities	H. Lewis	Prosperity	-	Mar-16		12		14	26			-	26	-	GREEN	Anticipate that project to review utilities will be complete by March 2016.
71440/7531	Shared service print investment costs 50%	H. Lewis	Prosperity	-	-			20		20			-	0	(20)	RED	To slip into 16/17 as procurement hasn't taken place as yet.
71441/7531	Shared service accommodation costs 50%	H. Lewis	Prosperity	-	-		7		(7)	-			-	0	-	RED	Scheme deleted and funding transferred back into Applications budget.
71442/7531	Revenues & Benefits Programme	H. Lewis	Prosperity	-	-		11		(11)	-			-	0	-	RED	Scheme deleted and funding transferred back into Applications budget.
71444/7531	BACS Software	P. Tyler	Prosperity	-	-				5	5	2		2	5	-	GREEN	
71449/7531	New Desktop Software	H. Lewis	Prosperity	-	-				5	5	1		1	5	-	GREEN	Demand led budget
71452/7531	Business Objects Licensing	H. Lewis	Prosperity	-	-			42		42	42		42	42	-	GREEN	Completed.
71451/7531	Telephony Software Licensing	H. Lewis	Prosperity	-	-			3		3			-	3	-	GREEN	
71453/7531	New HR & Payroll System	P. Tyler	Prosperity	-	-				55	55			-	0	(55)	RED	The HR & Payroll project has slipped as procurement is not yet complete. The anticipated commencement of this work is Q1 of 16/17. HL to liaise with EF regarding the timescales of the project and to provide a full update at the next ITSG meeting.
71454/7531	Liberty Telephone Platform	P. Tyler	Prosperity	-	-				20	20			-	20	-	GREEN	Scheduled to be completed before March 2016.
71455/7531	WIFI Project	H. Lewis	Prosperity	-	Nov-15				77	77	60		60	77	-	GREEN	Project completed.
71456/7531	Client Equipment	H. Lewis	Prosperity	-	-				35	35	20		20	35	-	GREEN	Rolling budget for new and replacement client equipment
71457/7531	Corporate Scanners	H. Lewis	Prosperity	-	-				19	19	19		19	19	-	GREEN	Approved by CMT - complete
71458/7531	Electoral Management Software	J. Hughes	Prosperity						75	75			-	0	(75)	RED	Scheme approved at CMT 13.10.15. To be drawn down from Rolling Programme. Scheme is now programmed for 16/17.
71450/7531	Rolling programme to be utilised on ICT projects subject to ITSG review	H. Lewis	Prosperity	RP	RP		400		(161)	239			-	39	(200)	RED	Budget in place to allow appropriate ICT schemes to go forward upon provision of appropriate business case. Currently £200k of this budget remains uncommitted. There is currently no recommendation to adjust the budget for this projected underspend at this stage in the financial year.
Finance & Support Services Total							1,009	60	19,913	20,982	20,879	15	20,894	21,473	491		



2015/16 Savings Tracker

		Saving Target	Forecast Saving	Variance	RAG Status	Comments	HOS Responsible
		£'000	£'000	£'000			
Neighbourhood Services	Community Safety & Health						
	Land Management scheme	(2.5)	(2.5)		Green	Savings target will be achieved	BS
	Public Sector Housing	(19.0)	(19.0)	-	Green	Savings target will be achieved	BS
	Customer and Community Services Total:	(21.5)	(21.5)	-			
Customer and Community Services	Environmental Services						
	Customer & Community Admin	(1.1)	(1.1)	-	Green	Savings target will be achieved	CC
	Hertford Theatre						
	Business Plan savings	(14.3)	(14.3)	-	Green	Savings target will be achieved	WO'N
	Revenue Effects on Capital						
	Bell Street Public Conveniences modernisation	(5.6)	(5.6)	-	Green	Savings target will be achieved	CC
	Leisure - Hertford Pavillion	(7.0)	(7.0)	-	Green	Savings target will be achieved	WO'N
Neighbourhood Services Total:	(28.0)	(28.0)	-				
Finance and Support Services	Democratic & Legal Services						
	Legal services - Third Party payments	(7.6)	(7.6)	-	Green	Savings target will be achieved	JH
	Corpoptate & Democratic Core						
	Bad Debt Provision	(40.0)	(40.0)	-	Green	Savings target will be achieved	PG
	Banking contract	(10.0)	(10.0)	-	Green	Savings target will be achieved	PG
Finance and Support Services Total:	(57.6)	(57.6)	-				
Total:	(107.1)	(107.1)	-		100% of the 2015/16 Savings Target achieved		

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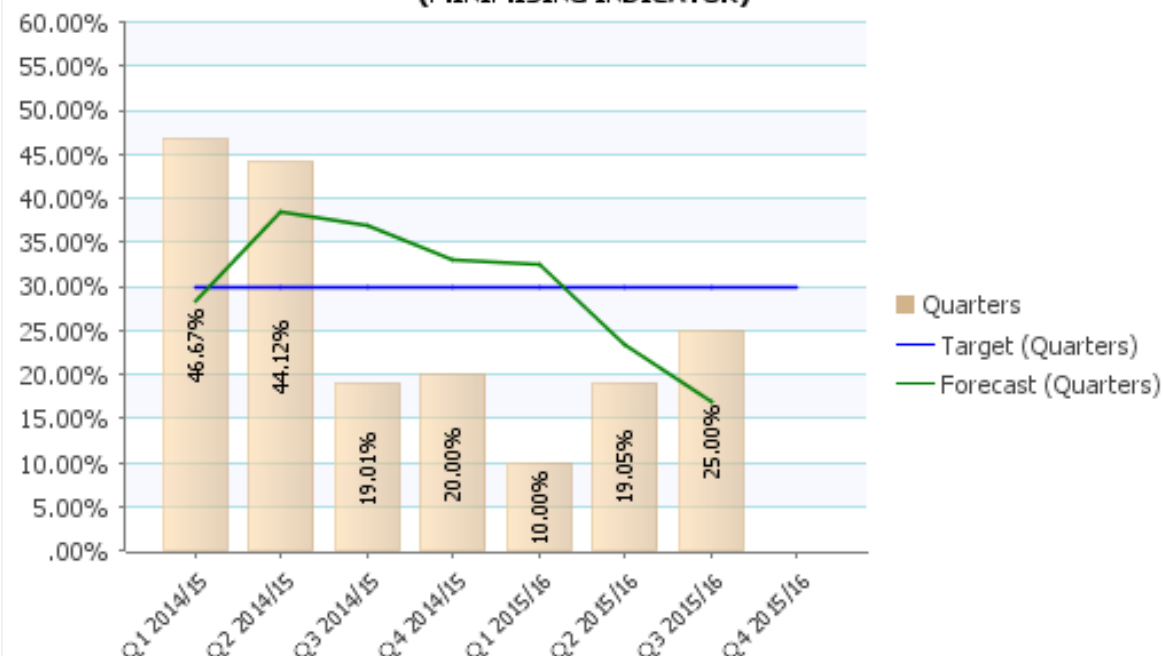
October to December Corporate Business Scrutiny Healthcheck 2015/16

Directorate Customer and Community Services
Service Area Information, Parking and Customer Services

PI Code & Short Name	EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)	Managed By	Neil Sloper																		
	EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)	Short Term Trend Arrow																			
	<table border="1"> <caption>EHPI 5.1 % of complaints resolved in 14 days or less. (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>88.23%</td> </tr> <tr> <td>Q2 2014/15</td> <td>68.29%</td> </tr> <tr> <td>Q3 2014/15</td> <td>83.33%</td> </tr> <tr> <td>Q4 2014/15</td> <td>84.62%</td> </tr> <tr> <td>Q1 2015/16</td> <td>90.91%</td> </tr> <tr> <td>Q2 2015/16</td> <td>59.09%</td> </tr> <tr> <td>Q3 2015/16</td> <td>77.78%</td> </tr> <tr> <td>Q4 2015/16</td> <td>77.78%</td> </tr> </tbody> </table>	Quarter	Value (%)	Q1 2014/15	88.23%	Q2 2014/15	68.29%	Q3 2014/15	83.33%	Q4 2014/15	84.62%	Q1 2015/16	90.91%	Q2 2015/16	59.09%	Q3 2015/16	77.78%	Q4 2015/16	77.78%	Long Term Trend Arrow / Forecast line	
Quarter	Value (%)																				
Q1 2014/15	88.23%																				
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Q3 2015/16	77.78%																				
Q4 2015/16	77.78%																				
		Traffic Light Icon																			
		Current Value	77.78%																		
		Current Target	70.00%																		
		Notes & History Latest Note	Performance exceeding target. Of the 6 complaints handled outside of the 14 days, 5 were complex planning cases and 1 was a complex benefit case. In terms of the long term trend, it is only 1.71% off the long term trend average (due to higher performance levels is quarter 1).																		
		Management Response / Action	No further management response required at this stage.																		

PI Code & Short Name EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)

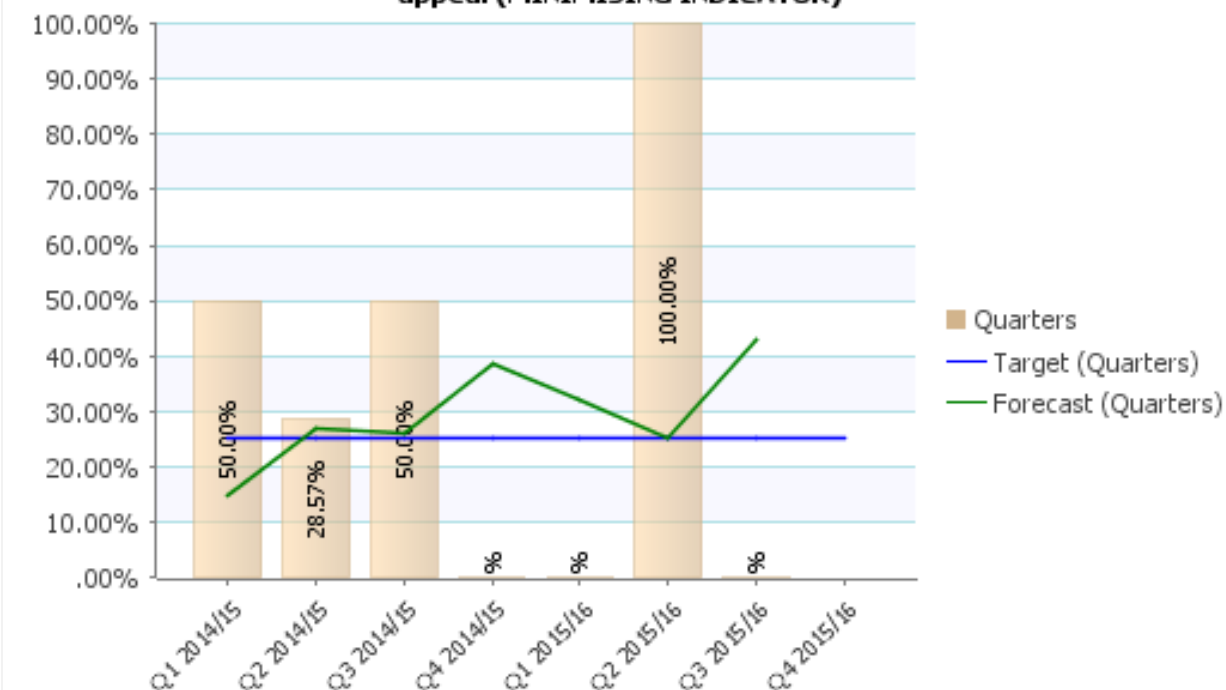
EHPI 5.2a % of complaints about the Council and its services that are upheld: 1st stage (MINIMISING INDICATOR)



Managed By	Neil Sloper
Short Term Trend Arrow	↓
Long Term Trend Arrow / Forecast line	↓
Traffic Light Icon	🟢
Current Value	25.00%
Current Target	30.00%
Notes & History Latest Note	Performance better than target. There were 20 complaints at stage 1. 5 of these were partially upheld.
Management Response / Action	No further management response required at this stage.

PI Code & Short Name EHPI 5.2b % of complaints about the Council and its services that are upheld: 2nd stage - appeal (MINIMISING INDICATOR)

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



Managed By	Neil Sloper
Short Term Trend Arrow	↑
Long Term Trend Arrow / Forecast line	↑
Traffic Light Icon	🟢
Current Value	0.00%
Current Target	25.00%
Notes & History Latest Note	Performance better than target. There were 7 stage 2 complaints during this period. 0 of these were upheld
Management Response / Action	No further management response required at this stage.

PI Code & Short Name	EHPI 5.4 % of complaints to the Local Government Ombudsman (LGO) that are upheld (MINIMISING INDICATOR)	Managed By	Neil Sloper
EHPI 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)		Short Term Trend Arrow	▬
		Long Term Trend Arrow / Forecast line	↑
		Traffic Light Icon	🟢
		Current Value	0.00%
		Current Target	0.00%
		Notes & History Latest Note	The LGO did not investigate any complaints during quarter three.
		Management Response / Action	No further management response required at this stage.

Directorate Finance and Support Services
Service Area Governance and Risk Management

PI Code & Short Name	EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)	Managed By	Chris Gibson
EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)		Short Term Trend Arrow	↑
		Long Term Trend Arrow	↑
		Traffic Light Icon	🟢
		Current Value	99.26%
		Current Target	99.50%
		Notes & History Latest Note	Target has been reached and exceeded expectations.
		Management Response / Action	No further management response required at this stage.

Directorate Finance and Support Services
Service Area Revenues and Benefits

<p>PI Code & Short Name</p>	<p>EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</p>	<p>Managed By</p>	<p>Su Tarran; Adele Taylor</p>
<p>EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</p>		<p>Short Term Trend Arrow</p>	<p>↑</p>
		<p>Long Term Trend Arrow / Forecast line</p>	<p>N/A – Cumulative indicator</p>
<p>Traffic Light Icon</p>		<p>Current Value</p>	<p>83.0%</p>
<p>Current Target</p>		<p>Current Target</p>	<p>83.0%</p>
<p>Notes & History Latest Note</p>		<p>Performance on target.</p>	
<p>Management Response / Action</p>		<p>No further management response required at this stage.</p>	

<p>PI Code & Short Name</p>	<p>EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</p>	<p>Managed By</p>	<p>Su Tarran; Adele Taylor</p>
<p>EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)</p>		<p>Short Term Trend Arrow</p>	<p>↑</p>
		<p>Long Term Trend Arrow / Forecast line</p>	<p>N/A – Cumulative indicator</p>
<p>Traffic Light Icon</p>		<p>Current Value</p>	<p>83.4%</p>
<p>Current Target</p>		<p>Current Target</p>	<p>83.5%</p>
<p>Notes & History Latest Note</p>		<p>Performance on target.</p>	
<p>Management Response / Action</p>		<p>No further management response required at this stage.</p>	

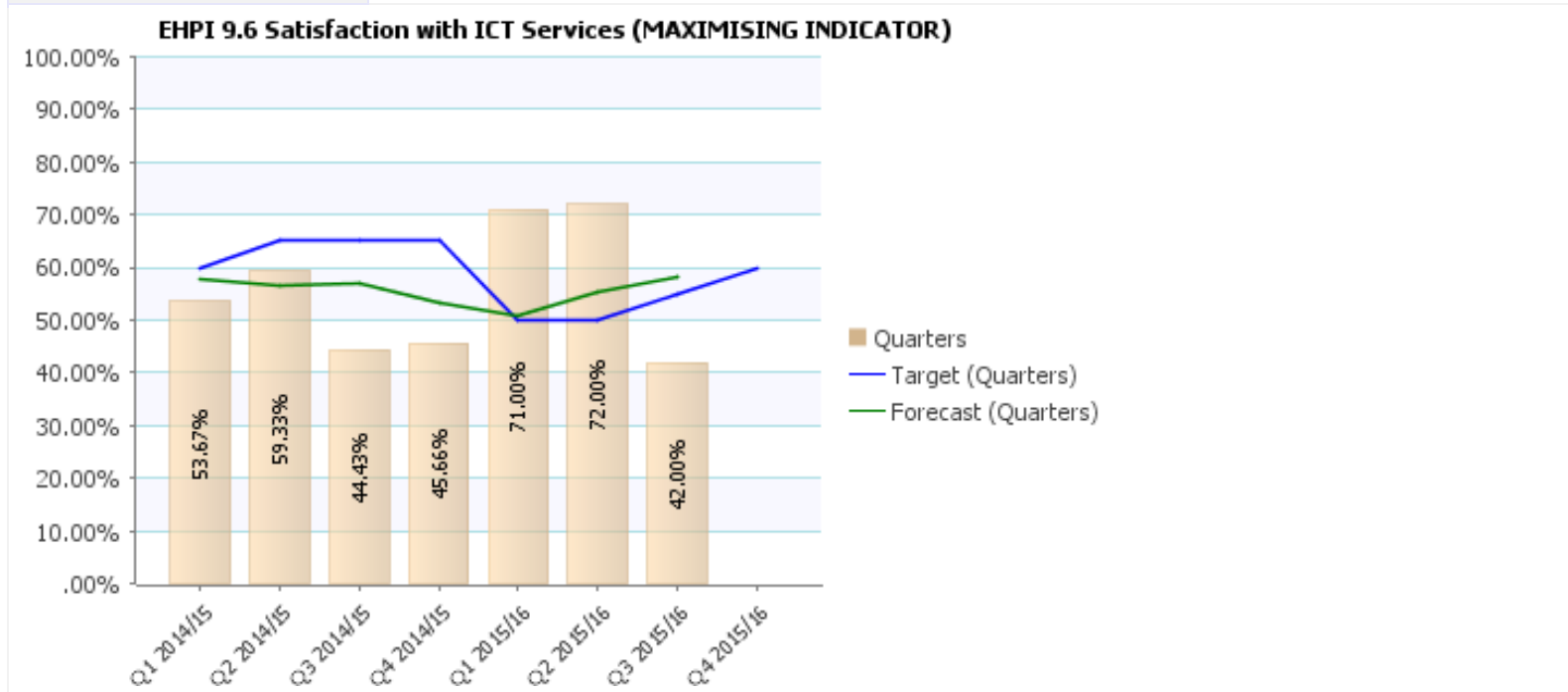



Directorate Finance and Support Services
Service Area Shared Business and Technology Services

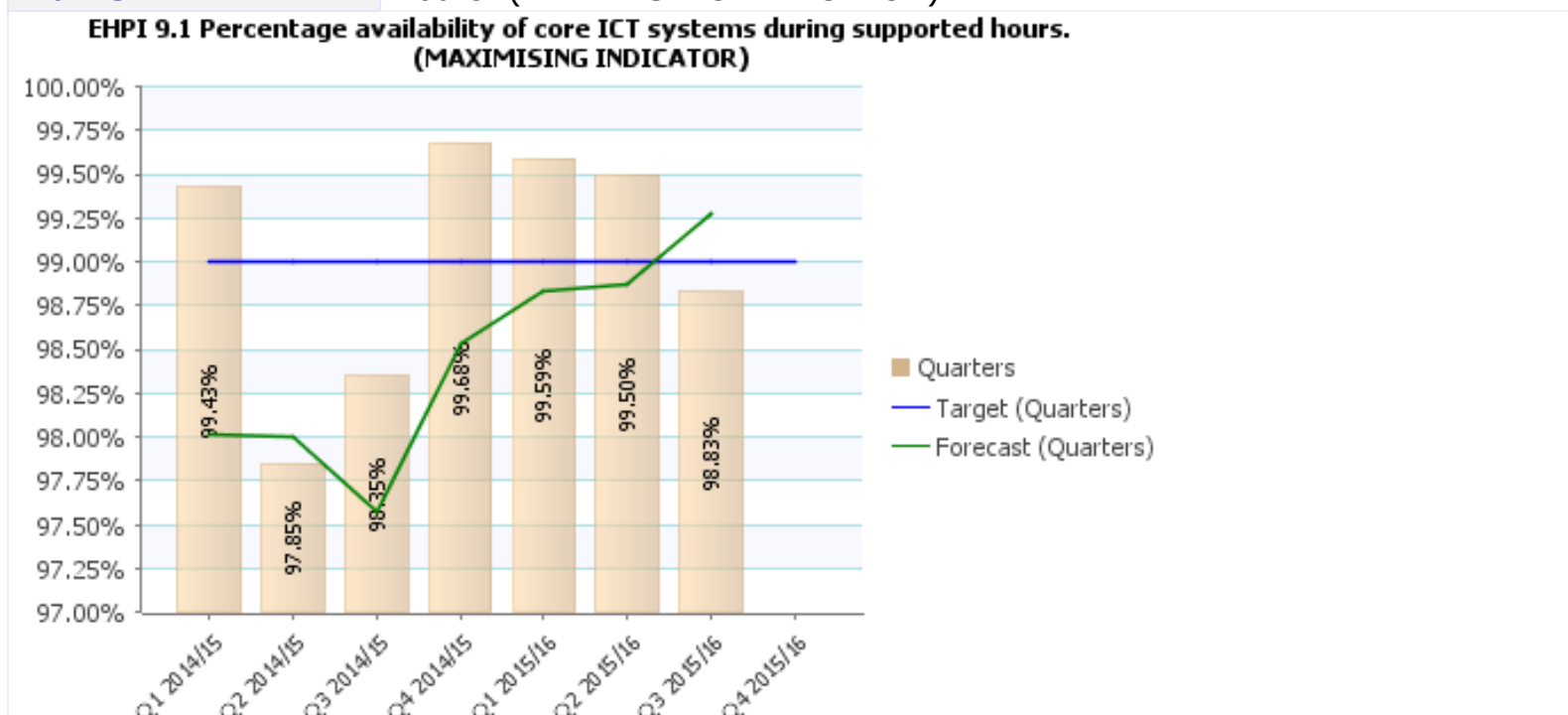



PI Code & Short Name	EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
<p>EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)</p> <table border="1"> <caption>EHPI 9.8 Delivery of Key Milestones in the ICT Strategy (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> <th>Forecast (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2014/15</td><td>-</td><td>-</td><td>-</td></tr> <tr><td>Q2 2014/15</td><td>-</td><td>-</td><td>-</td></tr> <tr><td>Q3 2014/15</td><td>-</td><td>-</td><td>-</td></tr> <tr><td>Q4 2014/15</td><td>-</td><td>-</td><td>-</td></tr> <tr><td>Q1 2015/16</td><td>17.00%</td><td>-</td><td>-</td></tr> <tr><td>Q2 2015/16</td><td>22.00%</td><td>-</td><td>-</td></tr> <tr><td>Q3 2015/16</td><td>62.00%</td><td>-</td><td>-</td></tr> <tr><td>Q4 2015/16</td><td>-</td><td>100.00%</td><td>-</td></tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Forecast (%)	Q1 2014/15	-	-	-	Q2 2014/15	-	-	-	Q3 2014/15	-	-	-	Q4 2014/15	-	-	-	Q1 2015/16	17.00%	-	-	Q2 2015/16	22.00%	-	-	Q3 2015/16	62.00%	-	-	Q4 2015/16	-	100.00%	-	Short Term Trend Arrow	↑
Quarter	Actual Value (%)	Target (%)	Forecast (%)																																				
Q1 2014/15	-	-	-																																				
Q2 2014/15	-	-	-																																				
Q3 2014/15	-	-	-																																				
Q4 2014/15	-	-	-																																				
Q1 2015/16	17.00%	-	-																																				
Q2 2015/16	22.00%	-	-																																				
Q3 2015/16	62.00%	-	-																																				
Q4 2015/16	-	100.00%	-																																				
		Long Term Trend Arrow / Forecast line	New indicator therefore more data is required before long term trend can be analysed.																																				
		Traffic Light Icon	🚫																																				
		Current Value	62.00%																																				
		Current Target	72.00%																																				
		Notes & History Latest Note	Eight of the thirteen milestones have been completed. Work is well underway for three of the other milestones.																																				
		Management Response / Action	No further management response required at this stage.																																				

PI Code & Short Name	EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
<p>EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)</p> <table border="1"> <caption>EHPI 9.2 Percentage Resolution of ICT Incidents Within 4 Hours. (MAXIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> <th>Forecast (%)</th> </tr> </thead> <tbody> <tr><td>Q1 2014/15</td><td>50.22%</td><td>-</td><td>-</td></tr> <tr><td>Q2 2014/15</td><td>65.17%</td><td>-</td><td>-</td></tr> <tr><td>Q3 2014/15</td><td>58.46%</td><td>-</td><td>-</td></tr> <tr><td>Q4 2014/15</td><td>77.99%</td><td>-</td><td>-</td></tr> <tr><td>Q1 2015/16</td><td>76.13%</td><td>-</td><td>-</td></tr> <tr><td>Q2 2015/16</td><td>82.71%</td><td>-</td><td>-</td></tr> <tr><td>Q3 2015/16</td><td>79.95%</td><td>-</td><td>-</td></tr> <tr><td>Q4 2015/16</td><td>-</td><td>85.00%</td><td>-</td></tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Forecast (%)	Q1 2014/15	50.22%	-	-	Q2 2014/15	65.17%	-	-	Q3 2014/15	58.46%	-	-	Q4 2014/15	77.99%	-	-	Q1 2015/16	76.13%	-	-	Q2 2015/16	82.71%	-	-	Q3 2015/16	79.95%	-	-	Q4 2015/16	-	85.00%	-	Short Term Trend Arrow	↓
Quarter	Actual Value (%)	Target (%)	Forecast (%)																																				
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		Long Term Trend Arrow / Forecast line	↑																																				
		Traffic Light Icon	⚠️																																				
		Current Value	79.95%																																				
		Current Target	85.00%																																				
		Notes & History Latest Note	Performance has remained steady, but not improved in line with the increase in target this quarter.																																				
		Management Response / Action	No further management response required at this stage.																																				

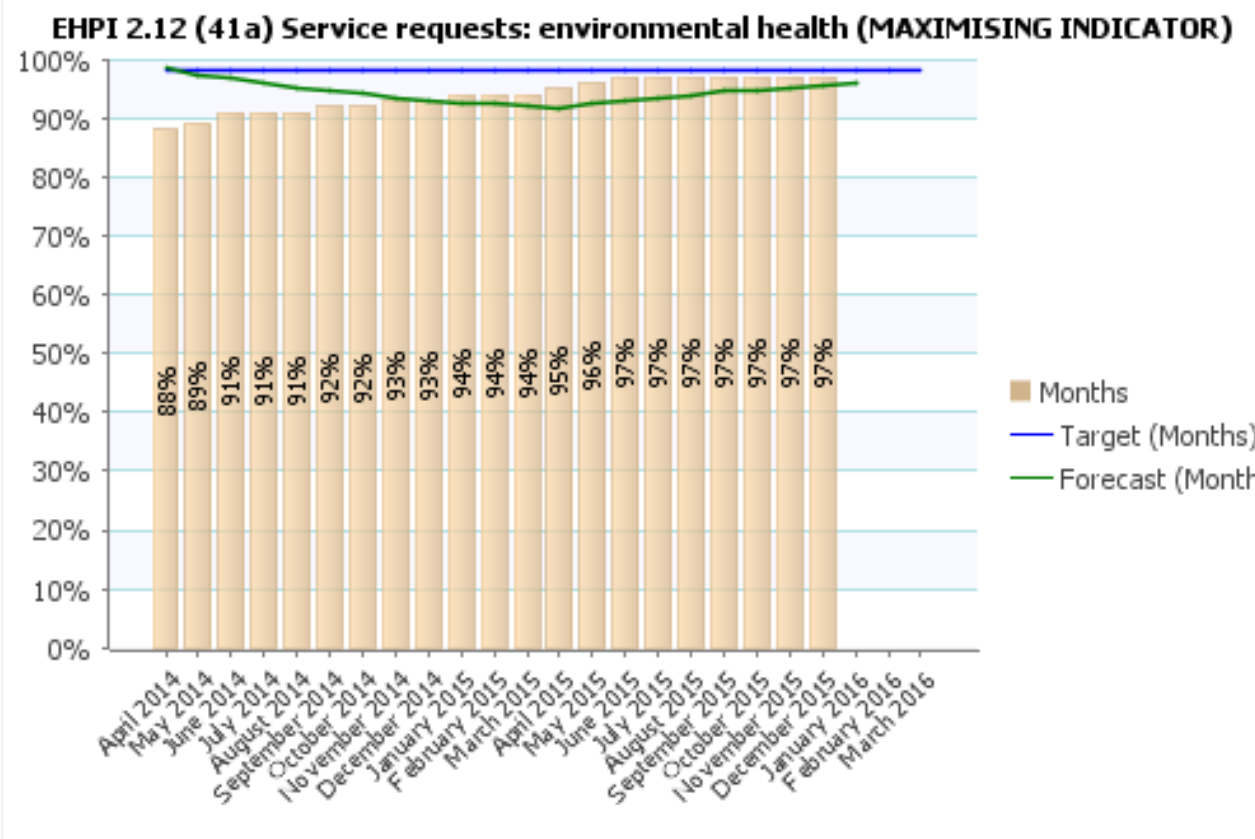



PI Code & Short Name	EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
<table border="1"> <caption>EHPI 9.3 Average ICT Incidents per day (MINIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value</th> <th>Target (Quarters)</th> <th>Forecast (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>8.85</td> <td>10.00</td> <td>-</td> </tr> <tr> <td>Q2 2014/15</td> <td>9.19</td> <td>10.00</td> <td>-</td> </tr> <tr> <td>Q3 2014/15</td> <td>8.46</td> <td>10.00</td> <td>-</td> </tr> <tr> <td>Q4 2014/15</td> <td>5.36</td> <td>10.00</td> <td>-</td> </tr> <tr> <td>Q1 2015/16</td> <td>7.52</td> <td>10.00</td> <td>7.52</td> </tr> <tr> <td>Q2 2015/16</td> <td>7.23</td> <td>10.00</td> <td>7.23</td> </tr> <tr> <td>Q3 2015/16</td> <td>6.41</td> <td>10.00</td> <td>6.41</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>10.00</td> <td>6.41</td> </tr> </tbody> </table>		Quarter	Actual Value	Target (Quarters)	Forecast (Quarters)	Q1 2014/15	8.85	10.00	-	Q2 2014/15	9.19	10.00	-	Q3 2014/15	8.46	10.00	-	Q4 2014/15	5.36	10.00	-	Q1 2015/16	7.52	10.00	7.52	Q2 2015/16	7.23	10.00	7.23	Q3 2015/16	6.41	10.00	6.41	Q4 2015/16	-	10.00	6.41	Short Term Trend Arrow	
Quarter	Actual Value	Target (Quarters)	Forecast (Quarters)																																				
Q1 2014/15	8.85	10.00	-																																				
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Q3 2015/16	6.41	10.00	6.41																																				
Q4 2015/16	-	10.00	6.41																																				
		Long Term Trend Arrow / Forecast line																																					
		Traffic Light Icon																																					
		Current Value	6.41																																				
		Current Target	10.00																																				
		Notes & History Latest Note	The number of incidents experienced by staff on a daily basis continues to reduce.																																				
		Management Response / Action	No further management response required at this stage.																																				

PI Code & Short Name	EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
<table border="1"> <caption>EHPI 9.4 Percentage of Calls Abandoned on ICT Service Desk (MINIMISING INDICATOR)</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value</th> <th>Target (Quarters)</th> <th>Forecast (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>6.82%</td> <td>9.50%</td> <td>12.50%</td> </tr> <tr> <td>Q2 2014/15</td> <td>5.03%</td> <td>9.50%</td> <td>11.00%</td> </tr> <tr> <td>Q3 2014/15</td> <td>10.50%</td> <td>9.50%</td> <td>8.00%</td> </tr> <tr> <td>Q4 2014/15</td> <td>14.80%</td> <td>9.50%</td> <td>8.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>8.60%</td> <td>6.00%</td> <td>9.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>5.22%</td> <td>6.00%</td> <td>9.50%</td> </tr> <tr> <td>Q3 2015/16</td> <td>7.57%</td> <td>6.00%</td> <td>9.50%</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>6.00%</td> <td>9.50%</td> </tr> </tbody> </table>		Quarter	Actual Value	Target (Quarters)	Forecast (Quarters)	Q1 2014/15	6.82%	9.50%	12.50%	Q2 2014/15	5.03%	9.50%	11.00%	Q3 2014/15	10.50%	9.50%	8.00%	Q4 2014/15	14.80%	9.50%	8.00%	Q1 2015/16	8.60%	6.00%	9.00%	Q2 2015/16	5.22%	6.00%	9.50%	Q3 2015/16	7.57%	6.00%	9.50%	Q4 2015/16	-	6.00%	9.50%	Short Term Trend Arrow	
Quarter	Actual Value	Target (Quarters)	Forecast (Quarters)																																				
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Q4 2015/16	-	6.00%	9.50%																																				
		Long Term Trend Arrow / Forecast line																																					
		Traffic Light Icon																																					
		Current Value	7.57%																																				
		Current Target	6.00%																																				
		Notes & History Latest Note	Improvements made in the previous quarter have not been sustained. Further changes to working practices have been made with a view to improving quarter four performance. Overall numbers of calls are very low and this indicator is very sensitive to peaks in call demand.																																				
		Management Response / Action	No further management response required at this stage.																																				

PI Code & Short Name	EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
<p>EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR)</p>  <table border="1"> <caption>EHPI 9.6 Satisfaction with ICT Services (MAXIMISING INDICATOR) Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual Value (%)</th> <th>Target (%)</th> <th>Forecast (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2014/15</td> <td>53.67%</td> <td>60.00%</td> <td>58.00%</td> </tr> <tr> <td>Q2 2014/15</td> <td>59.33%</td> <td>65.00%</td> <td>58.00%</td> </tr> <tr> <td>Q3 2014/15</td> <td>44.43%</td> <td>65.00%</td> <td>58.00%</td> </tr> <tr> <td>Q4 2014/15</td> <td>45.66%</td> <td>65.00%</td> <td>52.00%</td> </tr> <tr> <td>Q1 2015/16</td> <td>71.00%</td> <td>50.00%</td> <td>50.00%</td> </tr> <tr> <td>Q2 2015/16</td> <td>72.00%</td> <td>50.00%</td> <td>55.00%</td> </tr> <tr> <td>Q3 2015/16</td> <td>42.00%</td> <td>55.00%</td> <td>58.00%</td> </tr> <tr> <td>Q4 2015/16</td> <td>-</td> <td>60.00%</td> <td>60.00%</td> </tr> </tbody> </table>		Quarter	Actual Value (%)	Target (%)	Forecast (%)	Q1 2014/15	53.67%	60.00%	58.00%	Q2 2014/15	59.33%	65.00%	58.00%	Q3 2014/15	44.43%	65.00%	58.00%	Q4 2014/15	45.66%	65.00%	52.00%	Q1 2015/16	71.00%	50.00%	50.00%	Q2 2015/16	72.00%	50.00%	55.00%	Q3 2015/16	42.00%	55.00%	58.00%	Q4 2015/16	-	60.00%	60.00%	Short Term Trend Arrow	
Quarter	Actual Value (%)	Target (%)	Forecast (%)																																				
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Q4 2015/16	-	60.00%	60.00%																																				
		Long Term Trend Arrow / Forecast line																																					
		Traffic Light Icon																																					
		Current Value	42.00%																																				
		Current Target	55.00%																																				
Notes & History Latest Note		Satisfaction fell dramatically in quarter three because of systems capacity issues that impacted very negatively in Revenues and Benefits. Problems have now been resolved and we anticipate that satisfaction will return to previous healthy levels. Cumulative performance for the year is green.																																					
Management Response / Action		No further management response required at this stage.																																					

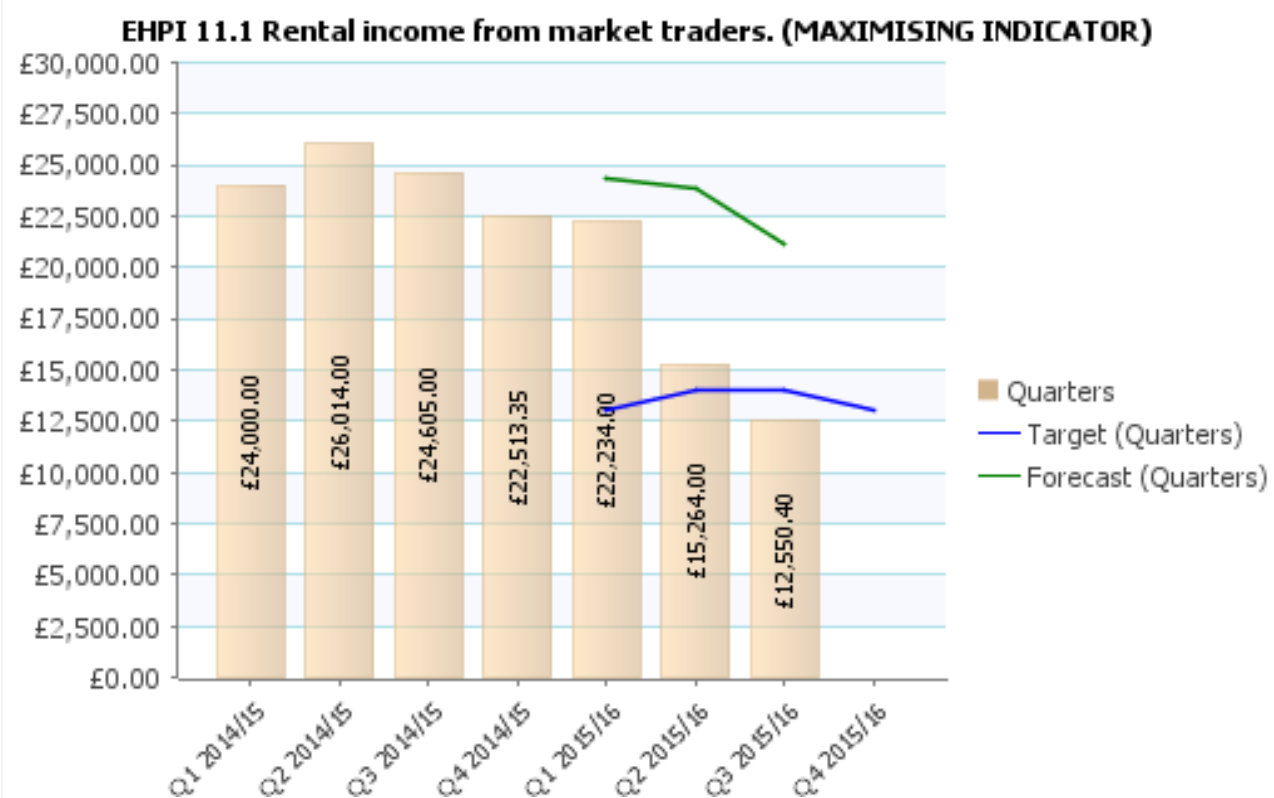
PI Code & Short Name	EHPI 9.1 Percentage availability of core ICT systems during supported hours. (MAXIMISING INDICATOR)	Managed By	Henry Lewis; Adele Taylor																																				
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Notes & History Latest Note		Performance reflects the downtime experienced on 23 December 2015. Cumulative performance for the year remains above target.																																					
Management Response / Action		No further management response required at this stage.																																					

Directorate Neighbourhood Services
Service Area Community Safety and Health

PI Code & Short Name	EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR)	Managed By	Brian Simmonds																																																		
<p>EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR)</p>  <table border="1"> <caption>EHPI 2.12 (41a) Service requests: environmental health (MAXIMISING INDICATOR) - Monthly Data</caption> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr><td>April 2014</td><td>88%</td></tr> <tr><td>May 2014</td><td>89%</td></tr> <tr><td>June 2014</td><td>91%</td></tr> <tr><td>July 2014</td><td>91%</td></tr> <tr><td>August 2014</td><td>91%</td></tr> <tr><td>September 2014</td><td>92%</td></tr> <tr><td>October 2014</td><td>92%</td></tr> <tr><td>November 2014</td><td>93%</td></tr> <tr><td>December 2014</td><td>93%</td></tr> <tr><td>January 2015</td><td>94%</td></tr> <tr><td>February 2015</td><td>94%</td></tr> <tr><td>March 2015</td><td>94%</td></tr> <tr><td>April 2015</td><td>95%</td></tr> <tr><td>May 2015</td><td>96%</td></tr> <tr><td>June 2015</td><td>97%</td></tr> <tr><td>July 2015</td><td>97%</td></tr> <tr><td>August 2015</td><td>97%</td></tr> <tr><td>September 2015</td><td>97%</td></tr> <tr><td>October 2015</td><td>97%</td></tr> <tr><td>November 2015</td><td>97%</td></tr> <tr><td>December 2015</td><td>97%</td></tr> <tr><td>January 2016</td><td>97%</td></tr> <tr><td>February 2016</td><td>97%</td></tr> <tr><td>March 2016</td><td>97%</td></tr> </tbody> </table>		Month	Value (%)	April 2014	88%	May 2014	89%	June 2014	91%	July 2014	91%	August 2014	91%	September 2014	92%	October 2014	92%	November 2014	93%	December 2014	93%	January 2015	94%	February 2015	94%	March 2015	94%	April 2015	95%	May 2015	96%	June 2015	97%	July 2015	97%	August 2015	97%	September 2015	97%	October 2015	97%	November 2015	97%	December 2015	97%	January 2016	97%	February 2016	97%	March 2016	97%	Short Term Trend Arrow	
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Notes & History Latest Note		Just below target. 97% of environmental health service requests responded to within target times. This equates to 72 service requests missing their first responses since April 2015. 180 service requests have been received this month. 2405 service requests have been received since April 2015. This represents a 1% decrease in number of service requests from this time last year.																																																			
Management Response / Action		No further management response required at this stage.																																																			

Directorate Customer and Community Services
Service Area Business Development

PI Code & Short Name EHPI 11.1 Rental income from market traders. (MAXIMISING INDICATOR)



Managed By Paul Pullin; Benjamin Wood

Short Term Trend Arrow ↓

Long Term Trend Arrow / Forecast line ↓










Traffic Light Icon 🚦

Current Value £12,550.40

Current Target £14,000.00

Notes & History Latest Note
 The figure for this quarter is slightly below target although not significantly lower. Market rental income will tend to be influenced by weather conditions and some of the wet weather experienced over this period might account for the quarter position.

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

PI Status		Long Term Trends		Short Term Trends	
	6% or more off target		Improving		Improving
	1% to 5% off target		No Change		No Change
	On target		Getting Worse		Getting Worse

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 22 MARCH 2016

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

EVALUATION OF SCRUTINY 2015/16 AND WORK PROGRAMME FOR 2016/17

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To review 2015/16 and determine Corporate Business Scrutiny Committee's future work programme.

RECOMMENDATION FOR DECISION:

<u>RECOMMENDATION FOR DECISION:</u>	
(A)	The comments given as part of the evaluation exercise are collated and used to frame the draft 2015/16 Overview and Scrutiny Annual Report.
(B)	The work programme detailed in this report be agreed (subject to confirmation by the new 2016/17 Committee).

1.0 Background

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

2.0 Evaluation

2.1 During last year's scrutiny evaluation process, Members identified a number of areas of practice where they wanted to improve and these were included in the 2015/16 Action Plan. This document is included here as **Essential Reference Paper 'C'**.

2.2 Reflecting back on the past year, Members are asked to:

- comment on progress against these actions
- describe specific examples of successful practice from the work of this scrutiny committee

- identify any challenges or barriers which they have met during this time.
- 2.3 Members are asked to recommend which (if any) of the actions should be carried forward to the 2016/17 Scrutiny Action Plan and what ideas they have to do scrutiny differently so it has more impact within the council and community.
- 2.4 As part of the wider evaluation discussion, Members are asked to identify what they are most pleased to have achieved through scrutiny during the past year and what has been the most interesting or useful thing they have learned during the year.
- 2.5 Evaluation feedback from all the scrutiny committees will be collated and used to frame the draft 2015/16 Overview and Scrutiny annual report. This draft will be reviewed and approved by the scrutiny chairmen and presented to Council on 27 July 2016.
- 2.6 Any suggestions on how the function of scrutiny might be changed or improved will be considered by the new (2016/17) scrutiny chairmen and officers at their first meeting of the new civic year.
- 3.0 Work Programme Planning
- 3.1 A draft work programme for 2016/17 meetings of Corporate Business Scrutiny Committee is shown in **Essential Reference Paper 'B'** (subject to confirmation). The timing of some items shown may have to change if they are dependent on publication of guidance or data from an external source (eg from central government).
- 3.2 Members are asked whether there is any additional topic they wish to put forward for consideration by scrutiny in 2016/17 (subject to confirmation by new committee at their first meeting in May 2016).
- 3.3 Members are asked whether they wish to extend an invitation to one or more of the Executive/portfolio holders to attend a particular meeting or for a specific agenda item listed in the draft work programme.
- 3.5 In suggesting topics, Members should have in mind the council's draft vision and corporate priorities 2016/17 – 2019/20 (shown below and subject to confirmation and ratification) and be able to

identify what tangible outcome(s) and benefits they would want to achieve through undertaking this piece of work. Members are cautioned to avoid topics where the council does not have any influence.

Vision – To preserve the unique character of East Herts and ensure it remains one of the best places to live and work	
Priority and outcomes we want to see:	
Priority 1 – Improve the health and wellbeing of our communities	Residents living active and healthy lives
	Support for our vulnerable families and individuals
	Communities engaged in local issues
Priority 2 – Enhance the quality of people’s lives	Attractive places
	Future development best meets the need of the district and its residents
Priority 3 – Enable a flourishing local economy	Support for our businesses and the local economy
	Vibrant town centres
	Working with others, to have achieved the right infrastructure for our businesses and communities

3.6 **Once agreed**, more detailed information on the Council’s new Corporate Strategic Plan will be posted on line at <http://www.eastherts.gov.uk/index.jsp?articleid=11547> and details of the vision and priorities will be found at <http://www.eastherts.gov.uk/index.jsp?articleid=11550>

4.0 Implications/Consultations

4.1 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. paul.phillips@eastherts.gov.uk

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

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives</p> <p>(2015/16 wording)</p>	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute. This priority focuses on enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</p> <p>Place – Safe and Clean. This priority focuses on the standards of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities.</p> <p>Effective use of the scrutiny process contributes to the Council's ability to meet one or more of its corporate objectives.</p>
<p>Consultation:</p>	<p>Potential topics for scrutiny are always invited from the Executive and all Members and the public are asked through an annual item in the 'council tax' edition of LINK magazine which is delivered to every household. Members of each scrutiny committee are consulted at every meeting as their work programme is a standing item on the agenda.</p>
<p>Legal:</p>	<p>According to the Council's constitution, the scrutiny committees are responsible for the setting of their own work programme in consultation with the Executive and in doing so they shall take into account wishes of members on that committee who are not members of the largest political group on the Council.</p>
<p>Financial:</p>	<p>Any additional meetings and every task and finish group has resource needs linked to officer support activity and time for officers from the services to make the required input.</p>
<p>Human Resource:</p>	<p>None.</p>

<p>Risk Management:</p>	<p>Matters which may benefit from scrutiny may be overlooked. The selection of inappropriate topics for review would risk inefficient use of resources. Where this involved partners, it could risk damaging the reputation of the council and relations with partners.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect impact on the general wellbeing of residents of East Herts.</p> <p>The Health and Wellbeing Scrutiny Committee is set up to specifically focus in on issues and topics which have a direct and immediate impact on the health and wellbeing of all those who live, work or study in the district.</p>

WHAT WERE OUR PLANS FOR 2015/16?

<p>What we wanted to do</p>	<p>How were we going to do it? – Our Action Plan for 2015/16</p>
<p>Actively look for ways to improve the level of community and public involvement in scrutiny</p>	<p><i>Research and review how other (similar) authorities involve and engage the public in their scrutiny process.</i></p> <p><i>Continue to invite topic suggestions from residents and explore idea of getting issues raised through existing channels/agencies (including town/parish councils, youth councils, community groups, partnership meetings etc).</i></p>
<p>Strengthen and highlight use of evidence from independent or outside sources.</p>	<p><i>Scrutiny members (particularly Chairmen and Vice Chairmen) to make it clear that they would expect to see some comparative evidence when they commission a report.</i></p> <p><i>Use cost effective and timely ways of bringing external evidence into any review where relevant or requested: through expert (external) witnesses – in person or in writing, visits, surveys/questionnaires, published documents/research and good practice examples from other (similar) authorities.</i></p>
<p>Clearly identify the 'value added' which scrutiny can bring to a topic and ensure this is monitored and recognised</p>	<p><i>Focus scrutiny reviews on topics where there is real scope for influencing change and where measurable benefits for residents can be seen.</i></p> <p><i>Continue to bring monitoring reports on progress/outcomes from reviews to the Chairmen and Vice Chairmen meeting (3xyear).</i></p> <p><i>Identify outcomes which can be used in council publications to illustrate the positive impact of scrutiny to raise awareness (not just in the Overview and Scrutiny Annual Report).</i></p>

<p>Continue to keep scrutiny members informed and offer opportunities to develop skills needed</p>	<p><i>Following the elections in May 2015, offer comprehensive induction training and information to all newly elected members assigned to scrutiny and offer refresher and update training for returning members.</i></p> <p><i>Continue to publish the scrutiny e-Newsletter every 6 months and make use of weekly bulletin (MIB) to update councillors on significant issues/developments and scrutiny events.</i></p> <p><i>Send councillors 'pre briefing' material where relevant to widen knowledge on the context/background to topics and offer briefing/clinics before critical budget meetings.</i></p>
<p>Strengthen scrutiny of external public bodies and partners</p>	<p><i>Where relevant, move from 'scrutiny of' to 'scrutiny with' partners when reviewing local services offered to residents.</i></p> <p><i>Identify opportunities (jointly with other councils where possible for efficiency) to scrutinise aspects of the Local Strategic Partnership, Local Enterprise Partnership, Community Safety Partnership or any common issue.</i></p> <p><i>When invited, contribute (in person or in writing) to scrutiny reviews run by other authorities on issues which impact on this council's services and/or on East Herts residents.</i></p>

Corporate Business Scrutiny Committee Work Programme Draft 2016/17

2016/17				
meeting	date	topic	Contact officer/lead	Next Exec
Meeting 1 in 16/17	31 May 2016	Work Programme 2016/17 – discussions with new committee	Scrutiny Officer	07 June 2016
	Report deadline 18 May	Residents’ Survey results and analysis – (and draft Action Plan if it is available by this date)	Subject to confirmation of the project plan timing	
		NOTE: there may have to be a report on Waste Services Shared Service with North Herts Business Case (depending on timing of time critical decision making)	TBC	
		Healthcheck to March 2016 – CBS basket of indicators + an ‘exceptions’ report on others + financial position	Lead Officer - Performance	
Meeting 2 in 16/17	12 July 2016	Work Programme	Scrutiny Officer	19 July 2016
	Report deadline 29 June	Comments, Compliments and Complaints (3Cs) 2015/16 review	Head of Service	
		Data Protection (Information	Head of Service	

		Security) action plan – annual governance report		
		Medium Term financial strategy (2017/18 to 2020/21)	Head of Strategic Finance	
		Council Tax Support Scheme (first look at any changes before going out to consultation)	Head of Shared Service TBC after the Mar 2016 meeting of CBS	
Meeting 3 in 16/17	30 Aug 2016 Report deadline 17 Aug	Work Programme	Scrutiny Officer	06 September 2016
		Annual Governance Statement 2015/16 and action plan 2016/17	TBC. There is discussion as to why this needs to come to CBS when it is overseen by Audit	
		Corporate Annual Report 2015/16 (full year progress report, including PI out-turns)	Lead Officer – Corporate Planning	
		Possible: Model of Service Delivery	TBC after final arrangements are in place following re-organisation	
		?		
		NEW STYLE REPORT: Quarter 1 Performance Report (April-June 2016)	Lead Officer - Performance	
Meeting 4 in 16/17	11 Oct 2016 TBC	Work Programme	TBC – this meeting might be cancelled and replaced by a Budget preparation	25 October 2016
		?		
		?		

			member training event	
Meeting 5 in 16/17	29 Nov 2016 Report deadline 16 Nov	Work programme Council Tax Support Scheme (agreement) 4 year Corporate Strategic Plan (2017/18 to 2020/21) Partnership register – risk monitoring NEW STYLE REPORT: Mid- year Corporate Strategic Plan Report (2016/17) NEW STYLE REPORT: Quarter 2 Performance Report (July-Sept 2016)	Scrutiny Officer Head of Shared Service Timing of this item TBC TBC after the Mar 2016 meeting of CBS Lead Officer – Corporate Planning Lead Officer - Performance	06 December 2016
Meeting 6 in 16/17 JOINT	17 Jan 2017	BUDGET REPORT(S)	TBC	07 February 2017
Meeting 7 in 16/17 JOINT	14 Feb 2017	2017/18 – 2020/21 Service Plans	TBC	04 April 2017
Meeting 8 in 16/17	11 Apr 2017 Report deadline	? ? ? NEW STYLE REPORT:	 Lead Officer –	XX

	29 Mar	Quarter 3 Performance Report (Oct - Dec 2016)	Performance *NOTE: this is very late reporting* timing to be reconsidered	
		Work Programme – planning for 2017/18	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.

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