



Kevin Williams
Interim Head of Legal and
Democratic Services

MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 11 OCTOBER 2016
TIME : 7.00 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE:

Councillor M Allen (Chairman)
Councillors R Brunton, K Brush, M Casey, B Deering, J Kaye (Vice-Chairman), P Phillips, M Pope, M Stevenson and J Wyllie.

Substitutes:

Conservative Group: Councillors D Andrews, I Devonshire,
R Henson, D Oldridge, R Standley and
C Woodward.

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

CONTACT OFFICER: PETER MANNINGS
01279 502174
peter.mannings@eastherts.gov.uk

DISCLOSABLE PECUNIARY INTERESTS

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

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

Public Attendance

East Herts Council welcomes public attendance at its meetings and will provide a reasonable number of agendas for viewing at the meeting. Please note that there is seating for 27 members of the public and space for a further 30 standing in the Council Chamber on a “first come first served” basis. When the Council anticipates a large attendance, an additional 30 members of the public can be accommodated in Room 27 (standing room only), again on a “first come, first served” basis, to view the meeting via webcast.

If you think a meeting you plan to attend could be very busy, you can check if the extra space will be available by emailing committee.services@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

Audio/Visual Recording of meetings

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

AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes – 30 August 2016 (Pages 5 – 14).

To confirm the Minutes of the meeting of the Committee held on Tuesday 30 August 2016.

3. Chairman's Announcements

4. Declarations of Interest

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

5. Local Government Pension Scheme (Pages 15 – 24).

6. Discretionary Rate Relief Policy (Pages 25 – 44).

7. Mid-Year Progress Report on the Delivery of the Corporate Strategic Plan (Pages 45 – 62).

8. Scrutiny Work Programme (Pages 63 – 70).

9. Urgent Business

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

MINUTES OF A MEETING OF THE
CORPORATE BUSINESS SCRUTINY
COMMITTEE HELD IN THE COUNCIL
CHAMBER, WALLFIELDS, HERTFORD ON
TUESDAY 30 AUGUST 2016, AT 7.00 PM

PRESENT: Councillor M Allen (Chairman).
Councillors R Brunton, M Casey, B Deering,
J Kaye, M Stevenson and J Wyllie.

ALSO PRESENT:

Councillors A Alder, M Freeman, L Haysey,
G Jones, P Ruffles and G Williamson.

OFFICERS IN ATTENDANCE:

Jonathan Geall	- Head of Housing and Health
Philip Gregory	- Head of Strategic Finance and Property
Marian Langley	- Scrutiny Officer
Peter Mannings	- Democratic Services Officer
Ceri Pettit	- Corporate Planning and Performance Manager
Kevin Steptoe	- Head of Planning and Building Control Services
Liz Watts	- Chief Executive
Ben Wood	- Head of Communications, Strategy and Policy

211 APOLOGY

An apology for absence was submitted on behalf of
Councillor M Pope.

212 MINUTES – 12 JULY 2016

RESOLVED – that the Minutes of the meeting held on 12 July 2016 be confirmed as a correct record and signed by the Chairman.

213 CORPORATE ANNUAL REPORT 2015/16

The Executive Member for Finance and Support Services submitted a report that introduced a draft of the Council's 2015/16 Corporate Annual Report, and documented the key achievements of the Council in relation to the corporate priorities over the financial year.

The Corporate Planning and Performance Manager referred to the new briefer format of the 2015/16 Corporate Annual Report. Members were advised that a draft of the 2015/16 Annual Report had been submitted to the Committee for comment and was also available on the Council's website.

Following a brief debate and responses from Officers to Members' questions, the Committee received the report and approved the recommendations now detailed.

RESOLVED – that the 2015/16 Corporate Annual Report be recommended to the Executive for approval.

214 ANNUAL GOVERNANCE STATEMENT 2015/16 AND ACTION PLAN 2016/17

The Leader of the Council submitted a report that presented the 2015/16 Annual Governance Statement as detailed in Essential Reference Paper 'B' to the report submitted.

The Head of Strategic Finance and Property referred Members to Essential Reference Papers 'B' and 'C' to the report submitted. Members were advised that the tracked amendments were designed to demonstrate transparency

to the public.

Members received the report and approved the recommendations now detailed.

RESOLVED – that (A) the report be received; and

(B) Audit and Governance Committee be advised, via the Executive, that Corporate Business Scrutiny Committee has no comment to make on the proposed Annual Governance Statement and Action Plan.

215 FINANCIAL STRATEGY AND MEDIUM TERM FINANCIAL PLAN FROM 2016/17 TO 2020/21

The Executive Member for Finance and Support Services submitted a report that considered revisions to the Financial Strategy for the years 2016/17 to 2020/21. This included the policy on reserves and the proposed planning assumptions to be used to update the Medium Term Financial Plan (MTFP) in preparation for annual budget setting.

Members were reminded that this report had been postponed from the July meeting to allow Officers to take account of the implications of the EU referendum outcome. The immediate impact that Officers wished to consider had not materialised although there would be significant financial implications for the public sector when the Government triggered Article 50 to start the 2 year negotiating period for leaving the EU.

Members were referred to Essential Reference Paper 'C' for the financial planning assumptions that had been made with particular focus on inflation in 2018/19. Officers referred to contributions to the collection fund reserve due to uncertainty regarding business rates.

Members were reminded of the importance of retaining a buffer against future shortfalls. Officers advised that the figures in Essential Reference Paper 'B' were cumulative

across the years that were presented as part of the MTFP revenue budget.

The Head of Strategic Finance and Property responded to a number of comments and queries from Members. The Committee received the report.

RESOLVED – that the report be received.

216 HERTFORD URBAN DESIGN STRATEGY – REQUEST TO FUND TOWN CENTRE IMPROVEMENTS

The Chief Executive submitted a report regarding the Hertford Urban Design Strategy that was adopted by East Herts Council in May 2016. Members were reminded that a Member steering group had been established to implement or support the implementation of the recommendations and there had also been fruitful conversations with the Local Enterprise Partnership (LEP).

Members were also advised that this was the first significant step in implementation and would address the areas of The Wash, Maidenhead Street and Bull Plain. The Chief Executive stated that the recommendation should be amended on the basis that East Herts Council commits up to a maximum of 50% of the required £1m subject to other partners coming on board.

The Head of Planning and Building Control provided a background to the proposal and summarised in detail what was being proposed to achieve improvements in design for the urban realm of Hertford Town Centre. Following a query from Councillor J Kaye, Officers confirmed that this funding would result in improvements that would amount to a perceptible improvement in quality in Hertford.

The Head of Planning and Building Control Services confirmed to Councillor M Stevenson that the proposals would improve the operation of Hertford town centre and

would on balance improve quality. He also confirmed for Councillor R Brunton that Officers had a range of enforcement powers to encourage the improvement of shop front signage.

Officers responded to a number of other comments and queries from Members.

Councillor R Brunton proposed and Councillor M Casey seconded, a motion that the recommendation be amended as suggested by the Chief Executive. After being put to the meeting and a vote taken, this motion was declared CARRIED.

Members received the report and supported the amended recommendation now detailed.

RESOLVED – that the Executive be advised that East Herts Council commits up to a maximum of 50% of the £1m required to implement key improvements to The Wash, Maidenhead Street and Bull Plain, Hertford, as detailed in the Hertford Urban Design Strategy, subject to other partners coming on board.

217 PROPOSAL TO SET UP A COUNTY WIDE HOME IMPROVEMENT AGENCY SERVICE IN HERTFORDSHIRE

The Executive Member for Health and Wellbeing submitted a report that set out a proposal to establish a county-wide Home Improvement Agency (HIA) to help elderly and vulnerable persons to remain living independently at home. The initial focus would be the provision of statutory Disabled Facilities Grants (DFGs) and in time the HIA could provide handyperson schemes and promote measures to tackle issues such as fuel poverty.

The Head of Housing and Health advised that East Herts Council had been working with other Hertfordshire Districts and the County Council on a business case for a

shared service with the aim of providing a consistent, high quality service that had the potential for financial efficiencies.

Members were advised that the participating authorities were being asked to confirm their commitment to participate in a shared service to enable detailed implementation plans to be devised with a view to the service 'going live' in 2017/18.

The Head of Housing and Health responded to a number of comments and queries from Members. Members received the report and supported the recommendations now detailed.

RESOLVED – that (A) the report be received;

(B) the proposal that East Herts Council becomes a partner in the Hertfordshire Home Improvement Agency be supported; and

(C) the Council's revenue and capital budgets earmarked for processing and paying for Disabled Facilities Grants for 2017/18 onwards be used to fund East Herts' contributions to the shared Home Improvement Service be supported.

218 PROPOSAL TO ASSESS THE FEASIBILITY OF A HOUSING COMPANY

The Head of Housing and Health submitted a report that outlined the proposed approach to assessing the financial viability of setting up a housing company owned by East Herts Council. It was proposed to first assess the case for establishing a housing investment company to acquire properties then rent them out at market rents thereby generating a revenue income for the Council.

Members were advised that should a housing investment company be established, it was proposed that the feasibility of a council-owned housing development

company would be explored. The policy aimed for the establishment of a housing investment and development company as detailed in the report now submitted.

Officers stated that a business case would be considered by Corporate Business Scrutiny Committee on 29 November 2016 and by Executive on 6 December 2016 before determination by Council on 14 December 2016. Members were reminded of the proposed phasing and were advised that the above dates were provisional.

In response to comments to Councillor J Wyllie, the Head of Strategic Finance and Property advised that the investment detailed in the report would be more productive than investments in the financial or banking sector due to the ongoing low interest rate. The Head of Housing and Health responded to a number of other comments and queries from the Committee. Members received the report and supported the recommendations now detailed.

RESOLVED – that (A) the preparation of a full business case be supported; and

(B) the establishment of a housing development company be supported as detailed in paragraph 2.10 of the report submitted.

219 QUARTERLY CORPORATE HEALTHCHECK – QUARTER 1 JUNE 2016

The Head of Strategic Finance and Property and the Head of Communications, Strategy and Policy submitted a report updating Members on finance, performance and strategic risk monitoring for East Herts Council for 2015/16 as at 1 June 2016. Officers provided a summary of the report in relation to revenue budget forecasts, capital schemes and performance indicators.

Members received the report and supported the recommendations now detailed.

RESOLVED – that (A) the report be received; and

(B) the Executive be advised that Corporate Business Scrutiny Committee has no comments to make in respect of the following:

1. the revenue budget forecast underspend of £424k as set out at paragraph 2.1 of the report submitted;
2. the capital forecast underspend of £752K as set out at paragraph 6.1 of the report submitted;
3. the reported performance for the period April to July 2016; and
4. the monthly and quarterly targets that have been set as detailed in paragraph 8.1 of the report submitted.

220 SCRUTINY WORK PROGRAMME

The Chairman submitted a report inviting Members to review and determine the Committee's future work programme for 2016/17. The Scrutiny Officer advised that a report and presentation would be given to the October 2016 meeting in respect of the cost implications of the Authority leaving the Local Government Pension Scheme (LGPS).

Members were also advised that a full business case for Invest Co would be presented to the November 2016 meeting. The Committee approved the 2016/17 work programme, as now amended.

RESOLVED – that the work programme, as now amended, be approved.

The meeting closed at 8.43 pm

Chairman
Date

This page is intentionally left blank

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 11 OCTOBER 2016

LOCAL GOVERNMENT PENSION SCHEME

WARD(S) AFFECTED: All

1.0 Purpose of the Report

1.1 This paper gives an overview of the LGPS, how it's administered locally and the funding of the scheme, how contributions are invested and some of the issues that need to be considered when outsourcing services.

2.0 What is the Local Government Pension Scheme?

2.1 The local government pension scheme (LGPS) is a defined benefit scheme in that its benefits are determined by prescribed Government regulations. The Scheme is a funded scheme, financed by contributions from employees and employers and by earnings from investments. The employee rate is determined by the salary an individual earns in relation to contribution bands set out in the LGPS regulations. The employer contribution is determined by an actuary who values the Fund every three years.

2.2 Up until 2014 the benefits accrued and paid under the LGPS were determined by an individual's final salary and the accrual rate was 1/60th of salary. From 2014 the LGPS changed to a career average scheme (CARE) and the accrual rate was revised to 1/49th. The other main change to the scheme was the increase in the age of retirement from 65 to the state pension age. The accrued benefits earned under the old final salary scheme were also protected for employees.

2.3 The table below compares East Herts DC's scheme membership to the whole Fund.

	Active members		Deferred members		Pensioners		Total
	No.	%	No.	%	No.	%	
East	374	32%	314	27%	476	41%	1,164

Herts DC							
Whole Fund	35,384	37%	35,835	37%	24,776	26%	95,995

This indicates that East Herts DC has a more mature profile, with a greater proportion of pensioner members when compared to the fund as a whole.

Since 2010, East Herts DC has paid a stabilised employer contribution rate. Stabilisation is a mechanism whereby year on year variations in the employer contribution rate are kept within a pre-determined range, thus allowing those employers' rates to be relatively stable. In general, stabilisation is only appropriate for employers with tax raising powers, who are open to new entrants, and are long term scheme employers who are deemed to have a strong employer covenant.

The following table shows the contribution rate and deficit payments currently paid by East Herts DC as certified at the 2013 Valuation. The unstabilised rate that would be payable by East Herts DC is also shown.

	Current rate (stabilised)	Theoretical rate (unstabilised)
Future Service Rate (ongoing benefits)	16.6% of employer payroll	18.9% of employer payroll
Deficit recovery repayment rate (spread over 20 years)	£600k p.a.	£1,092k p.a.

3.0 Governance and Administration

3.1 The LGPS is administered locally by Hertfordshire County Council which has delegated this function to the Pension Committee. The Pension Committee is made up of Ten County Councillors who have voting status and three non-voting district councillors. Other attendees at the Pension Committee are a Unison representative who attends as an observer as well as a Chief Financial Officer from the District Councils.

The Pension Committee is responsible for the following functions:

- Administration of the LGPS;
- Approving the investment strategy and funding strategy;
- Set performance objectives for the Fund and monitor performance of investment management; and
- Ensure compliance with LGPS regulations.

3.2 The Pension Committee is supported by officers and a number of consultants which include the scheme actuary as well as the scheme investment consultant, The Pensions Act 2014 introduced a change in governance arrangements for LGPS funds with the introduction of the local pension boards. The role of the pension board is to assist the pension committee in ensuring compliance with the LGPS regulations and that due diligence has been followed in the decisions made by the Pension Committee. The Pension Board is made up of a total of eight employer and employee representatives. This includes District Council representatives.

3.3 On a national level the Pension Regulator now has oversight of all public sector pension schemes including the LGPS and has issued a Code of Practice for Funds to follow and can issue penalties for failure to comply with regulations. In addition the Scheme Advisory Board for LGPS provides advice and support to the Secretary of State on such matters as the overall cost of the scheme and governance.

4.0 Funding and Valuation

4.1 The LGPS regulations require each LGPS Fund to be valued every three years to measure the liabilities and assets in the Fund, the funding level of the Fund; the valuation also determines the individual contribution rates paid by each employer. The Fund is currently being valued by the Scheme actuary, Hymans, as at 31 March 2016 and individual employer results will be available from November 2016.

4.2 When determining the contribution rate for an employer body the actuary will look at the covenant of each employer and take into consideration the following:

- Tax raising powers

- Type of employer body
- Open or closed to new entrants
- Guarantor in place
- Funding position/size of liabilities.

4.3 As scheme manager/administering authority for the Hertfordshire Fund, the County Council will work with the scheme actuary to set assumptions for the discount rate (used to measure the liabilities), future pay growth, ill-health retirement, inflation and various other assumptions such as longevity. The actuary will set contribution rates for each employer body for a period of three years. The Funding Strategy aims to ensure a fully funded position by 2033 i.e. over 20 years.

4.4 The funding level of the Hertfordshire Fund, when last valued in March 2013, was 82%, compared with 79% for East Herts DC. This was an improvement from 2010, when both the Fund as a whole and East Herts DC were 74% funded. The difference in the improvement in funding level largely reflects differences in membership profile and experience over the valuation period. For example, the actual contributions paid vs the cost of future benefits accrued by members has not been as positive for East Herts DC than for the fund as a whole.

5.0 Investment Strategy and asset pooling

5.1 The Pension Committee is responsible for setting the overall investment strategy for the Hertfordshire Fund. The Committee works with officers and receives advice from an external investment consultant, Mercer, in setting the investment strategy for the Fund,

5.2 The investment strategy will look to seek the best level of return, within an acceptable level of risk and will be diversified across a number of asset classes. One of the main objectives of the investment strategy is to ensure over the long term that there are sufficient assets to pay benefits. In addition it will look to achieve a long term rate of return which assists in controlling the level of employer contributions.

5.3 The Pension Committee will set benchmarks for each of its investment managers and will monitor the performance of each manager against these benchmarks. The Fund employs a number

of different managers who manage assets classes such as bonds, equities, property, private equity, and alternative investments. The Fund had a total of £3.6bn in assets at the 31st March 2016.

5.4 Asset Pooling – Over the last 10 months the Government has asked LGPS schemes to put forward proposals to pool assets with the objectives of reducing the overall cost of investment management through economies of scale and to also increase the capacity to invest in infrastructure. The Hertfordshire Fund is working with other Funds in the South East and East of England known as ACCESS and has put forward its pooling submission to Government. If approved the ACCESS pool will have a regulated investment company managing over £35bn of assets. The estimated savings by year 2033 for the ACCESS group of 11 funds will be circa. £26.5m per annum.

6.0 Outsourcing and Pension Protection.

6.1 Councils have over the years moved away from in-house service delivery to delivering services through arm's length companies or outsourcing to third party contractors. Examples of such services will be leisure services, IT services and street cleaning and waste management. This section will look at outsourcing and continued admission to the LGPS.

6.2 Pensions Protection

When transferring staff to another service provider or arm's length company, the outsourcing body must consider the pension protection that applies to any transferring staff. Currently these protections are provided under 'the Best Value Authorities Staff Transfers (Pensions) Direction 2007'. These regulations are due be replaced and the current draft amendments propose transferring staff categorised as "protected transferees" with a continuing right to membership of the LGPS. Any outsourcing Council setting up a new entity to deliver services would be able to close the scheme to new employees but not to staff who transfer directly from the Council.

6.3 Providing new pensions arrangements for staff

If the Council close the scheme to new entrants for an outsourced provider or arms-length company then the new provider would

need to provide pension arrangements that comply with the automatic enrolment provisions contained within the Pensions Act 2008. This means that for new employees the provider will need to put in place alternative pension scheme arrangements. Among the things that will need to be considered are:

- Which staff will be designated to join the LGPS;
- The cost envelope within which the Provider wishes to provide pension benefits- reflective of any contract costs; and
- Automatic enrolment legislation - the Provider would need to develop a separate strategy for communicating and implementing automatic enrolment in respect of those non LGPS members.

6.4 HR and workforce issues

For individuals there are a number of protections which allow them continued access to the LGPS when outsourcing services. In addition, auto-enrolment has been introduced which means that employers must enrol workers into a work placed pension scheme if they are between 22 and state pension age and earn over £10k.

6.5 Funding and Investment implications

Generally when the Council undertakes a TUPE transfer of staff to a new provider, it will pass assets of equal value to the liabilities to the new provider. The Council will retain the existing past service deficit up to the date of transfer. The Council will therefore still be required to make contributions to meet the deficit, and whilst its net liability in monetary terms will remain the same, the funding level will reduce and contributions payable by the Council will be a significantly higher percentage of the reduced payroll.

A Council that outsources a significant proportion of its workforce will see the maturity profile of their element of the Fund increase dramatically and quickly; this means that the number of active contributing members will be significantly less than the number of deferred and pensioner members. The Council could experience a cash flow negative position in that more benefits will be paid out than contributions received from active members. For a Council who has a funding gap in their pension fund i.e. deficit then this will mean it will be required to pay in more in the form of its employer contribution.

7.0 Lump sum contributions

7.1 As well as paying contributions to ongoing benefits (future accrual) and certified annual deficit repayment, an employer body can make additional lump sum payments to the Fund towards their deficit or lump sums in advance. In March 2014, East Herts DC paid an additional £1,008k to the Fund in order to stabilise its annual deficit repayment at £600k for the 4 year period from 1 April 2014 to March 2018. East Herts DC also paid an additional £1,000k in March 2016 which will be reflected in the Councils funding position at the 2016 Valuation.

7.2 There are potential benefits and risks to an employer of paying a large lump sum to the Fund which are set out in the table below:

Benefits	Risks
In financial terms, if investment returns are higher than the interest earned by the contributions elsewhere, bank deposit account for example, then there is a benefit to the employer.	If investment returns are negative then this could dampen the financial benefits of the lump sum payment to the Fund; and
Assuming fund investment returns are positive then there is an economic benefit in paying large contributions sooner so that additional investment returns are made on the lump sum;	In general, the arrangement involves taking cash from other potential uses by the employer body. Such alternative uses may be considered more important or valuable to the employer.
In effect, the employer is benefitting from a reduction in the annual amount of interest paid on the debt owed to the Fund if the employer has a deficit; and	
The principle objective should be to reduce the overall deficit as quickly as possible. If the	

<p>employer pays a lump sum in addition to the certified contributions then this can be used to reduce the overall deficit, or could use the additional contributions as a means to reduce their future certified deficit contributions.</p>	
--	--

7.3 The example below provides two options that East Herts District Council (EHDC) could consider when paying a lump sum into the Fund. These examples have been calculated by the Actuary, based on a nominal lump sum contribution of £1m.

Option 1 – paying contributions as a lump sum in advance instead of regular contributions

Lump sum amount	Additional interest
£1.0m	£62k

The interest saved by paying in contributions as a lump sum in advance rather than spread throughout the year has been calculated using the valuation discount rate of 4% p.a. and assumes that the payment is made on the 31 March 2017. If the payment is made later then the additional amount of interest earned will reduce by around £3.3k per month. This is based on fund performance being in line with expectations.

Option 2 – paying an additional £1m into the Fund towards the deficit

Additional contribution	Value
£1.0m	£2.2m

The additional value to East Herts DC’s funding position of paying in an additional £1m over and above the level of the annual actuarial assessment has been calculated using the same discount rate as option 1. If fund investment returns perform in line with the Fund actuary’s expectations over the next 20 years, the value of the £1m payment would be approximately £2.2m and would reduce

the deficit by this amount. However, if the markets were to perform poorly then the effect of the additional £1m payment would be diminished.

8.0 Summary

- 8.1 The LGPS is a funded pension scheme which is funded by contributions by both employers and employees. The employers' contribution is determined by an actuarial valuation which takes place every three years and the contributions paid by employees are prescribed by regulations. Contributions are invested through the Fund's investment strategy in a number of asset classes to deliver returns/income to meet current and future pension liabilities.
- 8.2 The Government has instigated a number of reforms to improve the governance of Public Pension schemes including the LGPS, reduce the cost of pensions to the employer by changing the scheme to a CARE scheme and linking the age of retirement to state retirement age; and introducing asset pool to reduce the overall cost of investment management.

Report Author: Patrick Towey (Telephone: 01992 555148).

This page is intentionally left blank

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 11 OCTOBER 2016

REPORT BY EXECUTIVE MEMBER FOR FINANCE AND SUPPORT SERVICES

DISCRETIONARY RATE RELIEF POLICY

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To determine a policy for Discretionary Rates Relief.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY:</u>	
that	
(A)	Members consider the revised Discretionary Rates Relief policy as now submitted; and
(B)	The Executive be advised of any recommendations.

1.0 Background

1.1 The procedure for granting discretionary rates relief (DRR) requires updating to reflect previous non-key decisions and to ensure that the level and type of relief being granted is consistent with the Council's objectives.

1.2 The current procedure requires the authority to periodically determine those groups of organisations which are eligible for discretionary relief, and enables officers to administer those applications. Applications not meeting the criteria or relating to other categories of relief are considered as individual non-key decisions.

2.0 Report

2.1 The attached policy and procedure document refreshes the list of organisations that the Council currently pre approves for awards of discretionary rate relief and the percentage of relief granted in each circumstance.

- 2.2 The policy also details the process to be followed in applying for these awards, particularly those which require non-key decisions, and those which officers are able to authorise.
- 2.3 The level of relief granted to each category detailed in the policy on pages 11 to 13, was last reviewed in 2011. It is appropriate to review the level of award periodically to ensure that it is consistent with the Council's objectives.
- 2.4 Discretionary Charitable Relief.
- 2.5 This category of application receives 80% mandatory relief, to which the Council contributes 40% of the cost. The DRR provides for a further 20% top up relief, to which the Council also contributes 40%.
- 2.6 The discretionary relief (20% of the liability) could be reduced for all applicants or a different percentage awarded to different groups of applicants (up to 20% maximum)
- 2.7 Discretionary Rural Relief.
- 2.8 This category of application receives 50% mandatory relief, to which the Council contributes 40% of the cost. The DRR provides for a further 50% top up relief, to which the council also contributes 40%. (Up to 50% maximum)
- 2.9 The discretionary relief (50% of the liability) could be reduced for all applicants or a different percentage awarded to different groups of applicants
- 2.10 Discretionary Charitable Relief – non mandatory relief cases
- 2.11 This category of applicant are not eligible for mandatory relief, and discretionary relief is currently granted at 50% or 75% of the liability dependent on type of organisation. The Council contributes 40%.
- 2.12 This relief could be increased (up to 100% maximum) or reduced. Changes in the level of relief will affect the Council by 40%, HCC by 10% and central government by 50%
- 2.13 All other relief categories except those fully funded by central government cost the Council 40%.

- 2.14 In 2015/16 – £315k was granted in discretionary reliefs (excluding those fully funded by central government), which cost the Council £126k.
- 2.15 The proposed policy and procedure are shown at **Essential Reference Paper ‘B’**.
- 3.0 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 Geoffrey Williamson – Executive Member for Finance and Support Services.
geoffrey.williamson@eastherts.gov.uk

Contact Officer: Su Tarran, Head of Revenues and Benefits Shared Service, Extn: 2075.
su.tarran@hertspartnership-ala.gov.uk

Report Author: Su Tarran, Head of Revenues and Benefits Shared Service, Extn: 2075.
su.tarran@hertspartnership-ala.gov.uk

This page is intentionally left blank

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 3 – Enable a flourishing local economy Working with others, to have achieved the right infrastructure for our business and communities.
Consultation:	<i>N/A</i>
Legal:	<i>N/A</i>
Financial:	<i>Only as referenced in the report</i>
Human Resource:	<i>N/A</i>
Risk Management:	<i>Only as referenced in the report.</i>
Health and wellbeing – issues and impacts:	<i>Changing the level or availability of relief for some organisations could detrimentally affect the availability, sustainability and access to health and wellbeing activities in the district.</i>

This page is intentionally left blank

East Herts District Council

**National Non Domestic Rates (NNDR)
Discretionary Rate Relief Policy and Procedure**

DRAFT

2016

Contents

1. Background	3
2. Legislation	3
3. Purpose of the Policy	3
4. Decision Making and types of Relief Awarded	3
4.1 Charitable Bodies	4
4.2 Non-profit Making	4
4.3 Community Amateur Sports Clubs (CASC)	4
4.4 Rural Rate Relief	4
4.5 General Rate Relief	5
4.6 Hardship Relief	5
4.7 Partly Occupied properties	5
5. Claiming Discretionary Rate Relief	6
5.1 State Aid and Reliefs	6
5.2 Claim Forms	6
5.3 Information Required	7
5.4 Period of Award	7
5.5 Changes in Liability	8
6. Payment of Awards	8
7. Notifications	8
8. Overpayments	8
9. Right of Appeal	8
10. Fraud	9
11. Publicity	9

12. Review	9
13. Eligibility and Exclusions	9

1. Background

Local Authorities have the power to grant Discretionary Rate Relief to organisations that meet certain criteria. The amount of relief granted is used to reduce the amount the organisation is liable to pay in Non Domestic Rates.

The cost of the relief is shared between Central Government (50%). Herts County Council (10%) and East Herts Council (40%).

2. Legislation

The law governing the granting of Discretionary Rate Relief is found in the Local Government Finance Act 1988 and subsequent amending legislation and Section 69 of the Localism Act 2011.

3. Purpose of the Policy

The purpose of this Policy is to specify how the Council will operate its discretionary powers under the Local Government Finance Act 1988 and to indicate the factors it will consider when deciding if relief can be awarded.

Through this policy, East Herts District Council is providing a mechanism to reduce, or remove the business rate liability from such charities, non - profit making organisations, certain rural businesses and other businesses that are providing valuable facilities and services to communities within its District.

The policy is intended to provide a simple transparent process that aligns awards of discretionary rate relief with the council's corporate priorities.

4. Decision Making

The Executive will determine the type of organisation which is generally eligible to receive discretionary rate relief.

Those currently authorised are detailed on pages 10-12, along with those that will require non-key decisions.

This will be reviewed periodically. (Last reviewed December 2011).

Applications received which do not satisfy this criteria will be considered as Non-Key decisions by the Executive member for Finance.

In cases where there is no funding implication to the Council, the authority to award the relief is delegated to the Head of Revenues and Benefits services in consultation with the Executive Member for Finance and Support Services and those officers administering the scheme.

This will include the authority to determine eligibility within any guidelines provided by the funding organisation.

This is likely to occur when central Government wishes to target support to a group or class of business for a specific purpose. Examples would include Flood Relief, or short term support for economic recovery objectives.

Discretionary Rate Relief will be awarded after taking into consideration all other reliefs an organisation may qualify for.

4.1 Charitable Bodies

Mandatory relief is given to institutions, organisations or trusts established for charitable purposes in respect of property used wholly or mainly for charitable purposes. Mandatory relief is 80% of the rates chargeable.

Charitable bodies can be awarded 20% discretionary relief 'top up', but only where there is significant evidence that the charitable activities provide a significant benefit to local residents.

4.2 Non-Profit Making Organisations

Non-profit making bodies (who are ineligible for mandatory relief) can be awarded up to 100% Discretionary Rate relief.

4.3 Community Amateur Sports Clubs (CASC)

Both mandatory and discretionary relief are available to registered Community Amateur Sports Clubs (CASC). They can receive 80% mandatory rate relief and up to 20% discretionary relief. Thus, up to 100% relief may be achieved.

4.4 Rural Rate Relief

Both mandatory and discretionary relief are available for businesses in rural areas. They can receive 50% mandatory rural relief and up to 50% discretionary rural relief. Thus, up to 100% relief may be achieved.

4.5 General Rate Relief

Section 69 of the Localism Act 2011 amends the Local Government Finance Act 1988 to allow local authorities the discretion to award rate relief to all types of businesses.

East Herts District Council has the discretion to award relief where it is in the Council Tax payer's interests to do so.

Ratepayers submitting an application shall set out, as part of the application; the benefits that the ratepayer considers will accrue to the District Council Taxpayers as a result of the award.

Relief will be considered on the individual merits of each case.

4.6 Hardship Relief

Where a business is suffering hardship that has been caused through exceptional circumstances the Council can grant discretionary relief. When considering an application the Council will require some form of financial statement. Audited accounts are preferred, but if these are not available, other documents such as bank statements or cash books etc may be accepted. In the case of an individual, the Council may also require a statement of means.

To back up an application the Council will also need to know what exceptional circumstances have led to a particular situation and why, in the applicant's view, the Council should reduce their liability.

Each application shall be determined upon its own merits.

4.7 Part occupied premises

Relief may be granted when a property is partly occupied for a temporary period. The Council has a discretion as to whether to request an apportionment of the rateable value or not from the Valuation Office agency. The amount of relief awarded is based on the apportioned rateable value as determined by the Valuation Office Agency.

The apportioned value applies to the operative period. This begins when an application is received by the Council, and ends on :

- The occupation of any of the unoccupied part of the premises
- The ending of the financial year
- The requirement of a further apportionment
- The complete occupation of the premises
- The complete vacation of the premises

Each case is considered individually. Relief may be granted where there is for example a practical difficulty in either occupying or vacating the

premises. It is not intended for all premises which temporarily become partly occupied. Awards will not usually exceed one financial year, and subsequent applications for the same hereditament are unlikely to be successful.

Favourable consideration would not normally be given (but not limited to):

- A period that has passed
- Consecutive periods
- A company moving out of the Council's area
- Where part is sublet
- Where the part occupation is likely to last more than 3 months (6 if industrial premises)
- Where part occupation is seasonal or cyclical in nature

Retrospective granting of relief where a request is made after the premises become fully occupied or fully vacated will not be granted.

Applications must be supported by a plan identifying the unoccupied areas, and these may be inspected by the Council.

5. Claiming Discretionary Rate Relief

5.1 State Aid and Reliefs

European Union competition rules generally prohibit Government subsidies to businesses.

Relief from taxes, including non-domestic rates, can constitute state aid. We need to bear this in mind when granting discretionary rate reliefs.

Any form of discretionary relief can constitute state aid, and this needs to be taken into account with any other state aid that the organisation is receiving.

Rate relief shall not be awarded in any circumstances where it appears that an award will result in the ratepayer receiving state aid that is above the current de minimis level.

5.2 Claim Forms

-A claim must be made on an approved application form. Applications forms can be downloaded from the Council website or can be obtained by contacting the Council

We will issue application forms on request or in circumstances where we consider an organisation may be entitled to relief.

Applications may not be needed in cases where a group or class of ratepayer are affected. This is likely to be restricted to situations where relief is granted

in response to special circumstances e.g. Flood Relief. The Head of Revenues and Benefits will determine situations when an application form is not necessary.

Any form must be completed by the ratepayer or a person authorised to sign on behalf of the ratepayer.

A person authorised to sign on behalf of the ratepayer is:

- a partnership - a partner of the partnership;
- a trust - a trustee of that trust;
- a body corporate – a director of that body, and
- in any other case a person duly authorised to sign on behalf of the ratepayer.

5.3 Information Required

The information required will depend upon the type of relief being applied for. Where an organisation is required to provide information, this should be submitted with the application. No applications will be considered without the appropriate supporting information. Evidence required may include:

- The rules of the organisation or its Memorandum and Articles of Association.
- The last two years' audited accounts (If the organisation is a new organisation and audited accounts are not available, the organisation should provide a statement on their finances, showing the income and expenditure)
- A copy of the Business Plan describing objectives, strategies, sales, marketing and financial forecasts.

We may, in some cases, verify the information given by the organisation applying by contacting third parties and other organisations.

We may request any reasonable evidence in support of the application.

All information supplied will be dealt with in the strictest confidence.

5.4 Period of Award

All awards will be made for a set period only.

The Council will decide the period that Discretionary Rate Relief will be awarded for, dependent on the circumstances of the application.

An award of Discretionary Rate Relief at any time does not guarantee that a further award will be made at a later date even if the circumstances of the organisation have not changed.

5.5 Changes in Liability

The Council may review the award in line with any increase or decrease in liability.

6. Payment of Awards

All relief awarded will be paid to help with the Non Domestic Rate liability. We will credit the relief direct to the organisation's Non Domestic Rate account.

7. Notifications

The Council will inform the organisation applying in writing of the outcome of their application for Discretionary Rate Relief.

Where the application is not successful, the notification will provide full reasons why we have decided not to award Discretionary Rate Relief and details of the applicant's right to ask us to look at the decision again.

Where the application is successful, the notification will include the following information:-

- The period of the award
- The percentage of the rate liability awarded for that period.
- The amount of Rate Relief to be awarded for the period.
- An amended Non Domestic Rate Demand.
- The right to ask us to look again at the decision.

8. Overpayments

The Council will recover all overpayments of Discretionary Rate Relief through the organisation's Non Domestic Rate account.

9. Right of Appeal

Whilst there is no formal right of appeal, an applicant may write and tell us why they consider the decision is wrong, i.e. if they consider we have not taken all relevant information into account. Requests for a review of the decision should be submitted within one month of the date that the decision notice is issued. We will check Discretionary Rate Relief applications thoroughly and take account of any information provided by the applicant. This is called 'reconsidering' the decision.

The reconsideration will be carried out by the Section 151 officer. We will write to advise the applicant of the outcome of the reconsideration and if we are not changing the decision, we will explain why.

10. Fraud

The Council is committed to the fight against fraud in all its forms. An organisation who tries to fraudulently apply for Discretionary Rate Relief by falsely declaring their circumstances or providing a false statement or evidence in support of their application, may have committed an offence under the Theft Act 1968. Where we suspect that such an offence may have occurred, the matter will be investigated in line with the Council's Enforcement Policy. This may lead to criminal proceedings being instigated.

11. Publicity

The Council will include information about Discretionary Rate Relief with Non Domestic Rate Demands and within the Non Domestic Rate Section of the Council's website.

12. Review

This policy will be reviewed periodically, taking into account Council policies and priorities and any changes in legislation.

13. Eligibility and Exclusions

13.1 General exclusions

13.1.1 The following organisations are unlikely to be granted DRR:

- Schools
- Housing associations
- Charity shops who do not operate exclusively in East Herts
- National charities
- Organisations that provide gaming facilities and/or a licensed bar as the major function in relation to the services provided
- Those that do not meet the specific objectives that the Council wishes to promote and which are set out in the Key Criteria below.
- DRR will not normally be considered for empty properties.

13.2 Key Criteria

13.2.1 The Council may grant up to 100% discretionary rate relief to those charities and other organisations where contractual commitments exist with the Council therefore alleviating the need for the Council to provide services direct and where additional costs would fall to Council tax payers.

13.2.2 The Council will consider awarding DRR to all organisations that meet the qualifying criteria. Each case will be judged on its own merits and the Council will award relief at its own discretion.

In all cases the following criteria must be satisfied by organisations wishing to claim DRR:

- i. The organisation must submit its two most recent sets of accounts in order that the Council may conduct a financial assessment.
- ii. Applications must be made annually or when otherwise requested
- iii. The organisation must demonstrate that it supports the Council's objectives or that it is a community group or an organisation providing advice or support to the residents in the District;
- iv. The organisation must provide services (indicatively a minimum of 75%) to people who live in East Herts . (Where hereditaments combine different accommodation types, organisations will need to evidence that each satisfy the above criteria.)
- v. The organisation must be accessible to all. Membership should be open to all sections of the community. Applicant organisations should operate to equal opportunities policies;
- vi. Sports clubs must not provide payments or other significant benefits to players.
- vii. The organisation must not have political affiliations.
- viii. Details of reliefs or grants from other organisations or from other Council sources must be declared.

Category of Relief	Policy from 1.4.2016
<p>20% Discretionary Charitable Relief (Top Up) is granted where 80% Mandatory Charitable Relief is applicable <i>and there is a direct benefit to the local community,</i> to the following organisations:-</p>	<ul style="list-style-type: none"> • Citizens Advice Bureaux • The Samaritans • Aged persons organisations • Disabled persons organisations • Youth associations • Village halls • Museums (regularly open to the public) • Animal Rescue (Animal Welfare) • Herts Aid -(Support for families and people suffering from AIDS) • Home Start -(Support for families with young children) • Isabel Hospice -(Charity gift shops benefiting the seriously ill) • St Elizabeth Home-(Charity gift shops benefiting the disabled) • Future Living Hertford-(Support and rehabilitation centre) • Leisure services – providing services at Grange Paddocks, Hartham, Fanshaw Pool, Leventhorpe and Ward Freeman Swimming Pool,

<p>50% Discretionary Rural Relief is granted where 50% Mandatory Rural relief is applicable <i>and there is a direct benefit to the local community,</i> to:-</p>	<ul style="list-style-type: none"> • Village post offices/stores in a designated rural area with a rateable value up to £8500. • Food shops in a designated rural area with a rateable value up to £8500.
<p>75% Discretionary Charitable relief is granted where Mandatory Charitable relief is <i>not applicable and there is a direct benefit to the local community to the following:-</i></p>	<ul style="list-style-type: none"> • Aged persons organisations • Disabled persons organisations • Youth organisations • Village halls • Museums(regularly open to the public) • Cultural societies
<p>50% Discretionary Charitable relief is granted where Mandatory Charitable relief is <i>not applicable and there is a direct benefit to the local community,</i> to the following:-</p>	<ul style="list-style-type: none"> • Playschools/playgroups, miscellaneous clubs and other organisations • Village stores in a designated rural area with a rateable value between £8500 and £16500
<p>Up to 100% general rate relief in particular where the award will directly result in attracting businesses, investment or jobs to the local area.</p>	<ul style="list-style-type: none"> • Applications considered individually as non-key decisions

<p>Up to 100% hardship relief when it is in the 'interests' of Council Tax Payers in an area <i>e.g. where the employment prospects in the area would be worsened or the amenities of an area might be reduced e.g. the loss of the only shop in the village</i></p>	<ul style="list-style-type: none"> • Applications considered individually as non-key decisions
<p>Section 44a partial occupation relief as calculated by the District Valuer</p>	<ul style="list-style-type: none"> • Each application will be looked at on an individual basis taking into account the full facts leading to the property becoming partially unoccupied for a short period of time, and will be determined as a non-key decision.
<p>In cases where there is no funding implication to the Council; For example; when the relief is fully funded by central government</p>	<ul style="list-style-type: none"> • Administered by officers in accordance with the scheme requirements specified by central government,

This page is intentionally left blank

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 11 OCTOBER 2016

REPORT BY EXECUTIVE MEMBER OF FINANCE AND SUPPORT SERVICES

MID-YEAR PROGRESS REPORT ON THE DELIVERY OF THE CORPORATE STRATEGIC PLAN

WARD(S) AFFECTED: All

Purpose/Summary of Report:

- This reports sets out the progress that has been made from 1 April to 30 September 2016 in implementing the key actions and performance indicators that support the council's Corporate Strategic Plan.

<u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY:</u>	
That:	
(A)	The mid year progress report be recommended to Executive for approval.

1.0 Background

1.1 The Council's Corporate Strategic Plan sets out the strategic priorities and key actions the council wants to deliver over the next four years.

2.0 Report

2.1 The Corporate Strategic Plan is attached in **Essential Reference Paper 'B'**. It sets out the key themes and objectives that the Council wishes to achieve between now and 2019/20. It also contains the key actions and performance indicators that will help ensure the themes and objectives are delivered. These will be refreshed annually.

2.2 The financial Implications associated with delivering the corporate strategic plan were set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report was

presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 2 February 2016.

2.3 This report provides an update on how the council is progressing at implementing the key actions and performing against the performance indicators where data is available.

2.4 A full report looking back at 2016/17 will be prepared for publication in autumn 2017.

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 G Williamson – Executive Member for Finance and Support Services.

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

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

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i></p>	<p>Priority 1 – Improve the health and wellbeing of our communities</p> <p>Priority 2 – Enhance the quality of people's lives</p> <p>Priority 3 – Enable a flourishing local economy</p>
<p>Consultation:</p>	<p>The senior management team were consulted on the midyear progress report.</p>
<p>Legal:</p>	<p>There are no legal implications. Specific legal implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Financial:</p>	<p>The financial implications associated with delivering the corporate strategic plan are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report was presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 8 March 2016.</p>
<p>Human Resource:</p>	<p>There are no human resources implications.</p>
<p>Risk Management:</p>	<p>Effective performance management arrangements helps to ensure that the council's priorities and objectives are met and supports greater transparency and increases local accountability. The monitoring of the Corporate Strategic Plan is one tool designed to help deliver this.</p> <p>Specific risk management implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Health and wellbeing – issues and impacts:</p>	<p>There are no direct Health and Wellbeing implications in regard to this report. However one of the council's objectives does support the health and wellbeing agenda.</p>

This page is intentionally left blank

SERVICE PLANS 2016/17 – 2019/20

Key actions underpinning the new corporate strategic plan

Corporate Priority: Improve the health and wellbeing of our communities				
Outcome: Residents living active and healthy lives				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome HH18: Support the development of the council's community leadership role through engagement, promotion and partnership				
HH18.1 Provide sport activities for over 50s in our towns and villages through the 'Forever Active' East Herts programme.	EHPI 140 – Number of over 50s participating in 'Forever Active' programme.	31 March 2019	Engagement and Partnership Team Leader	Action On Target. To date we have 40 venues that are running classes or are in the pipeline. In the three months April – June 2016, 283 people took part in Forever Active activities. We anticipate exceeding our annual target of 854 by some considerable margin.
Service Outcome O1: Develop and provide facilities which meet the strategic and longer term operational needs of the council				
O1.1 Produce a leisure strategy to determine future direction and planning for the council's two Leisure Centres and three joint use swimming pools.	Agreed strategy that informs the next leisure services contract and decision making on service delivery models. Milestones: Member Task and Finish Group report Outline proposals to Executive Sports and Physical Activity Strategy approved Options appraisal Approved Strategy on future direction of our two centres and joint use pools Contract procurement New contract starts	June 2016 ✓ July 2016 ✓ June 2017 February 2017 July 2017 July 2017 January 2019	Head of Operations	Action On Target. Direction of travel for facility developments and leisure management contract approved by Executive in July 2016. Work commencing on procuring consultants to carry out an options appraisal to determine future business model. The Task and Finish group are now developing a Sports and Physical Activity Strategy to inform the programming of facility activity and the wider contribution of physical activity on health and wellbeing.
Service Outcome O2: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives				
O2.1 Invest in our parks and open spaces to encourage health and fitness including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground.	Targets identified in strategy are met. Milestones: Deliver management plan for Hertford Castle Grounds in partnership with the Town Council.	March 2017	Environment Manager – Open Spaces	Action On Target. Work has been started with Countryside Management Service to draft a Hertford Castle management plan to explore improvements for: - Play area access and facilities - Ashley Webb shelter - Garden Mound - Planting trees and shrub beds This piece of work will initiate discussions regarding the future direction of work for Hertford Castle Gardens in partnership with the Town Council.

Driver	Measure	Deadline	Lead Officer	April – September Progress
	New play area and footpath improvements at Grange Paddocks.	March 2017		<p>The following work has taken place to date:</p> <ul style="list-style-type: none"> • Desktop assessment of play area and access (June 2016) • Site meetings to explore location (July 2016) • Public engagement with residents and key stakeholders (Aug 2016) • Construction of a new play area and footpath improvements will take place by November 2016. <p>The Parks and Beyond project to link open spaces in Bishop's Stortford is now complete. Through improved walking paths and new signage residents now have clear information connecting 5 Open spaces/walking routes across Bishop Stortford. Local volunteers will assist in installing the boards and leaflets will be distributed by October 2016. An open day inviting residents and key stakeholders took place on 23 September 2016.</p> <p>Project to improve entrance area on hold to review wider implications of leisure facilities strategy in relation to Hartham Leisure Centre. The new play area at Hartham Common is due for consideration in 2017/18 pending this year's design project.</p> <p>HLF grant funding is due for consideration for Pishiobury Park in 2017/18.</p> <p>The car park, footpath improvements & health/play facilities at Bishop's Park are under way. Officers have engaged with HCC highways and rights of way colleagues to inform the design to ensure safe access through the park. A public engagement process will be carried out in October 2016 to gauge public support for the access changes and to obtain feedback to choose appropriate equipment for an older children's play area. Works will then be undertaken by February 2017</p> <p>The Presdales project is on target for completion by March 2018.</p>
	Continue process to deliver connected links between open spaces.	March 2017		
	Improve Hartham Common by:			
	a) Commissioning initial stages of a project to improve Hartham Common entrance area.	TBC		
	b) Delivering a new destination play area at Hartham Common.	March 2018		
	Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth.	March 2018		
	Deliver car park, footpath improvements & health/play facilities at Bishops Park.	March 2018		
	Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.	March 2018		

Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome HH9: Improve public wellbeing and deliver cost effective public health				
HH9.1 Implement the Wellbeing Dementia Project in order to increase the quality of life for those diagnosed with dementia and their carers.	<p>Number of recipients of assessment visits; target 210 – for two years 2015/16 & 2016/17 inclusive</p> <p>Number of low cost high impact measures delivered; notional target 210 – for two years 2015/16 & 2016/17 inclusive.</p> <p>Number of recipients receiving higher cost measures facilitated through the scheme – monitoring only, no target set.</p>	March 2017	Environmental Health Manager – Residential	<p>The cumulative target is 210 assessments carried out in 2015/16 – 2016/17 inclusive.</p> <p>At the beginning of September 2016,:</p> <ul style="list-style-type: none"> The cumulative number completed was 97. The rate of assessments being carried out will need to increase to achieve the target The cumulative number of low cost/high impact measures carried out totalled 174 – this is in line with the target set Three higher cost measures have been delivered. <p>Case Study 1: Mr and Mrs Smith [not real names]</p> <ul style="list-style-type: none"> Mr Smith has the early stages of Dementia and Huntingdon's. Interventions include: Name plates on all doors within the house to alleviate confusion LED lights and glow-in-the-dark tap around doors and light switches, notably the bathroom, to aid getting around at night Identification of day care and carer support. <p>Case Study 2: Mr and Mrs Khan [not real names]</p> <ul style="list-style-type: none"> Mr Khan experiences a severe need to hoard which is causing a fire risk and stress and anxiety to him and his wife. Interventions include: Installation of fire alarms by the Fire Service to reduce the risk of harm due to fire Installation of a careline alarm, primarily to alleviate carer stress Referral to social services.
HH9.3 Identify or build new partnerships and projects that meet Local Public Health priorities and are financially attractive for attracting future funding/ commissioning.	Delivery of projects that tackle mental health (jointly with HCC' Public Health function)	March 2017	Environmental Health Promotion Officer	Action to be deleted. This action was originally identified as part of the priority setting for allocating the Members matched funding. A thorough review of the Council's activities regarding the promotion of health and wellbeing commenced in August 2016. It is anticipated that this will inform a more strategic approach to grant giving and joint working with partners from quarter 4 2016/17 onwards.

Corporate Priority: Improve the health and wellbeing of our communities				
Outcome: Support for our vulnerable families and individuals				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome HH16: Prevent homelessness and sustain tenancies				
HH16.4 Implement the Homeless Strategy, focusing on providing appropriate and timely housing advice to prevent homelessness.	<p>Number applicants prevented from becoming homeless by the proactive intervention of the Housing Service.</p> <p>EHPI 151 – Number of homeless households living in temporary accommodation at the end of the quarter.</p> <p>EHPI 152 – The number of applicants accepted as owed the main homelessness duty to secure accommodation.</p> <p>EHPI 153 – Number of applicants that presented to the council as homeless.</p> <p>NEW EHPI 150 – Number of prevented homeless applications.</p>	March 2019	Housing Manager	Action On Target. Strategy tracked through the indicators. No indicator causing concern or off track. Indicators are trend only and are monitored through Leadership Team and Corporate Business Scrutiny.
Service Outcome RB3: Deliver Housing Benefit and Council Tax Support				
RB3.6 Work with partners to assist customers through the transition into universal credit	Customers assisted and signposted appropriately when transitioned into universal credit.	March 2017 ✓	Head of Revenues and Benefits	Action Achieved. Universal credit successfully introduced in February 2016, working closely with Department of Work and Pensions (DWP) & Citizens Advice Bureau (CAB). As at September 2016 universal credit roll out continues slowly. Working closely with DWP & CAB to support customers through transition.
RB3.1 Process new housing benefit claims and changes in circumstances within 10 working days	EHPI 181 – Time taken to process Housing Benefit new claims and change events achieved.	March 2017	Head of Revenues and Benefits	Action On Target. As at 30 September 2016 the cumulative performance is 8.23 days well within target.

Corporate Priority: Improve the health and wellbeing of our communities				
Outcome: Communities engaged in local issues				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome O3: Reduce carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses				
O3.1 Work with local community groups to develop community energy schemes in East Herts.	<p>Number of community groups delivering local energy projects. Actual measure of energy generated (kWhrs) and reinvestment (£).</p> <p>Milestones: Develop a scheme of renewable energy in relation to the Council's estate and act as a source of publicity, information and advice on community energy schemes through appropriate media.</p>	March 2018	Environmental Strategy and Development Manager	<p>Action On Target.</p> <ul style="list-style-type: none"> • A report setting out progress made and future programme of delivery will be presented to Leadership Team in October 2016. Some Initiatives undertaken to date: • A Community Energy Network has been established – meeting every 2/3 months. This network aims to promote the understanding and benefits of community energy schemes. Aiming to bring together groups wishing to progress/understand community energy schemes. • 3 community energy scheme sites now installed (September 2016) in East Herts, through local people raising approximately £98,000 share capital to install solar panels, generating capacity of 58kWhrs. Sites include: <ul style="list-style-type: none"> ○ Mill Mead School ○ Hunsdon JMI near Ware ○ Morgans Primary, Hertford • Draft information “toolkit” on community energy sign posting out for consultation with key stakeholders • 1 December 2016 – Presentation planned to East Herts Village Hall Conference – on opportunity and benefits of community energy for village/parish halls and community buildings. • Discussion underway with LEP to identify possible funding for a potential community energy and business scheme.

Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome CSP13: Supporting the rural economy				
CSP13.2 Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the “Connecting Counties” programme and raising awareness of other options	EHPI 5.11 – Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s) Raise awareness locally about additional options available for super-fast broadband.	May 2016 ✓	Economic Development Manager	Action On Target. This process has been supported by one of the council's graduate trainees. The main delivery mechanism for improved broadband is provided through the HCC and Bucks CC contract with BT - the Connected Counties Programme. However, the council has put together a fact sheet on all the options available and shared this with all Members and key partners including parish councils. This information was also publicised in Link magazine. East Herts will continue to monitor progress with Connected Counties and support rural areas in need of information around other options (e.g. Gigaclear).
	NEW MILESTONE: Support ward councillors in rural areas to facilitate delivery of super- fast broadband and continue marketing the options available to maintain interest.	May 2017	Economic Development Manager	Action On Target. Queries have been received from the Hertford Heath and the Letty Green areas. Further support will be provided to help raise local interest in options other than Connecting Counties.
Service Outcome CSP3: To support all services to move to a platform of digital service delivery, ensuring face to face and telephone services are maintained for those who need them in line with the council’s Customer Service Strategy and Action Plan				
NEW D1: Develop a new Target Operating Model (TOM) for the Council that will deliver an improved digital offer for our customers. Undertake process reviews to ensure that our digital offer is efficient, effective and responsive	Increased digital access for our customers, process reviews of our key services to ensure that services are delivered to most effective digital standards and embracing new technology to shape our customer service offer	June 2016-June 2018	Director	Action On Target: <ul style="list-style-type: none"> Engaged external consultants, in conjunction with Stevenage, to develop TOM as well as design a sustainable approach to reviewing our processes Draft terms of reference for Digital East Herts steering group agreed and first meeting held Workshop held with Leadership Team to scope out the guiding principles of a new TOM. Work underway on pilot projects to deliver process reviews and improving customer access
CSP3.1 To drive the delivery of the Customer Service Strategy, supplementing the work of the Customer Service Manager focussed on establishment of business cases, project initiation and approach for key customer service projects: - Single 'My East Herts' Customer platform for the internet - Customer Contact Management System including Complaints System - Email monitoring and management - Face to face queue management information system, support channel modelling and shift targets within services.	Completion of business cases, decisions and project commencement. EHPI 5.10 – Percentage of service accessible via digital channels	June 2016 – June 2018	Customer Service Manager	Action under review pending development of the TOM – no progress on actions as yet. The TOM will help determine where these projects fit into the wider Digital East Herts programme. As at September 2016 47% (54 out of 114) of our key services (as defined by a SOCTIM study) are accessible via a digital channel.

Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome CSP4: To continuously improve access to services in a way suited to our customers, not limited by our organisational structure				
CSP4.3 Provision of efficient, easy to use telephony facilities to access services and for staff to have the tools required to support efficient working.	Delivery of the Telephony Improvement Project Phase 2.	March 2017	Customer Service Manager	Action On Target. The telephone improvement project phase 2 is on target.
CSP4.4 Provision of efficient, effective face to face services ensuring customers can access the services they need as quickly as possible when visiting our offices.	Customers having access to services when visiting our offices.	July 2016 ✓	Customer Service Manager	Action Achieved. Desktop machines have been placed in Hertford and Bishop's Stortford to allow customers to access information over the internet. However Digital East Herts will assist in making sure as many issues as possible can be resolved at first point of contact.
	Re-configuration of physical Customer Service Centres to support assisted digital self-service and encourage channel shift. Proposals for technology and physical environment.	July 2017	Customer Service Manager	Action On Target. However only minor improvements have been made the physical environment (such as booths being placed in reception to enable customers to have more private conversations). Further improvements to the overall customer experience will be considered through the Digital East Herts programme.
Service Outcome CSP5: To improve efficiency and satisfaction through a website that encourages use of digital services, especially self-service				
CSP5.1 Rationalised Web and Intranet content and structure support.	Centralised Content Management supplemented by service for two years. Reduction in content. Satisfaction rating of search engine/ease of use.	March 2018	Digital Media and Information Manager	Action On Target. As part of the Digital East Herts project we are reviewing the website and intranet and any significant changes in the medium to long term will be addressed as part of that project. However in the short term a number of improvements have been made including revising content on Business Rates, Council Tax and Hertford Theatre pages. New templates for the website will be also be implemented in late September.

Corporate Priority: Enhance the quality of people's lives				
Outcome: Attractive and clean places				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome O2 and O6: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives				
O6.1 Deliver successful Heritage Lottery Fund (HLF) Stage 1 bid for Waytemore Castle, Bishop's Stortford.	<p>Attract external funding c. £1.2m+ to develop the site to destination status. Provide improve facilities for the local community of Bishop's Stortford in partnership with the Town Council. Improve the attractiveness of the town as a place to visit.</p> <p>Milestones: Bid Submission – Stage1. Development Phase. Implementation Phase.</p>	<p>August 2016 ✓ 2017 – 2018 2019 – 2020</p>	Environment Manager – Open Spaces	<p>Action On Target.</p> <ul style="list-style-type: none"> Formal stakeholder meetings have been held chaired by the Executive Member for Environment and Public Spaces. A public engagement exercise was completed at the Bishop's Stortford Town Council carnival in July 2016 to introduce the initial plan. Draft application pitched to HLF officers in early Aug 2016. Final bid was submitted at the end of Aug 2016 with support from Countryside Management Service (CMS). HLF board will meet and assess in December 2016 to decide whether this will be one of the applications which they will take forward to the development stage in 2017.
Service Outcome O4: Work with partners to manage environmental crime				
O4.1 Implement the Council Environmental Crime Strategy and associated Public Space Protection Orders (PSOPs).	<p>Raised awareness of effects of environmental crime; its impact on the environment and penalties for offenders.</p> <p>Milestones: Environmental Crime Strategy and PSOPs approved by the Executive. PSPO Implementation. Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.</p>	<p>March 2017</p> <p>March 2016 ✓ August 2016 ✓ February 2016 – March 2017</p>	Environmental Inspection Team Manager	<p>Action On Target.</p> <ul style="list-style-type: none"> Environmental Crime Strategy and PSOPs approved by the Executive in March 2016. The new Public Space Protection Order commenced May 2016. Publicity undertaken on new measures and responsible dog ownership which included an article in the summer issue of Link magazine. The powers cover: <ul style="list-style-type: none"> Dog Fouling Dogs on leads when directed Dogs on leads in specific areas Dog exclusion in specific areas Walking more than 4 dogs Failing to produce a receptacle for picking up dog faeces Failure to meet requirements could lead to a £100 fine or prosecution. Leaflets and Signs were produced to inform public on new PSOPs. In addition a Non Key Decision Report regarding a pilot project for using a contractor to issue fixed penalty notices for litter/dog fouling was agreed in Aug 2016. Project planning on the launch of this work is currently taking place.

Driver	Measure	Deadline	Lead Officer	April – September Progress
				<ul style="list-style-type: none"> Further work on fly tipping has taken place in conjunction with the Herts Fly tipping Group in Autumn 2016 – the partnership has agreed a fixed penalty of £300 with a discount of £100 for early payment. This currently being developed as a non-key decision.
Service Outcome HH5: Bring Empty Homes back into use				
HH5.1 Work with owners to return empty properties back into use.	Number of empty homes reoccupied – EHPI 64 – Vacant dwellings returned to occupation or demolished.	March 2017	Environmental Health Manager - Residential	<p>Action On Target. Likely to achieve the annual target of 10. At beginning of September 2016:</p> <ul style="list-style-type: none"> 549 empty properties are in listed on the Empty Homes Officer’s work programme The owners of 471 empty properties have been contacted since April 2016 (102 by Housing and Health and 369 by Council Tax) Six properties have been brought back to use so far in 2016/17 (three are fully verified as back in use, three are undergoing final verification) Three further properties are in the process of undergoing works funded with loans or with detailed advice One CPO is progressing It is projected that at least 10 empty properties will be brought back into use in 2016/17 (this is the current target). <p>An additional ½ FTE Empty Homes Officer is being recruited. The interviews are taking place w/c 19 September. This will increase capacity.</p>

Corporate Priority: Enhance the quality of people's lives				
Outcome: Future housing development meeting the needs of the district				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome PBC1: Progress to the completion of the District Plan to provide a robust and effective planning policy framework for the district				
PBC1.1 Publication and adoption of the District Plan.	<p>Progress to publication of pre-submission version of District Plan (agreed at Executive and Council)</p> <p>Complete consultation on pre-submission version of District Plan.</p> <p>Submission of Plan to Planning Inspectorate for Examination</p> <p>Ensure the council meets government requirements for the plan to be published by early 2017.</p> <p>Target for EHPI 159 – Supply of ready to develop housing sites achieved.</p> <p>Target for EHPI 154 – Net additional homes provided.</p>	<p>September 2016</p> <p>December 2016</p> <p>March 2017</p> <p>March 2017</p>	Planning Policy Manager	Action On Target. Action remains on target reports submitted to the Executive Panel meetings in September 2016 (and then to Executive and Council) to endorse the pre-submission version of the District Plan for publication and consultation to be completed prior to end of 2016.
Service Outcome PBC2: Efficient and effective decision making in relation to significant and key development proposals to ensure delivery of housing and appropriate infrastructure				
PBC2.1 Seek to shape development proposals for key sites in the district including the broad locations for development identified in the District Plan.	<p>Management of development proposals in relation to these and other key sites in agreement with landowner and promoter parties.</p> <p>Target for EHPI 157a – Processing of planning applications: Major applications.</p>	Ongoing	Development Manager	<p>Action On Target. Work on the District Plan has informed a number of the broad locations for development and they are now to be allocated in the forthcoming pre-submission version of the District Plan as site allocations. Engagement is active with site owners and developers at present in relation to sites at the Goods Yard, Bishop's Stortford; ASR5, Bishop's Stortford; Gresley Park, East of Stevenage; Gilston and East of Welwyn Garden City. Allies and Morrison are due to bring forward a consultation version of proposals for the town centre in Bishop's Stortford and a Member Steering Group is active in relation to the delivery of the HUDS work in Hertford.</p> <p>As at 31 August performance of processing major planning applications is at 100% well within target.</p>
Service Outcome HH17 and O18: Increase the availability of affordable housing				
HH17.1 Support and maximise the provision of additional appropriate affordable housing in association with developers and registered providers.	<p>Target for EHPI 155 – Number of affordable homes delivered.</p> <p>NEW EHPI 149 – Percentage of affordable housing delivered on sites subject to s106 agreements on affordable sites a) at the time of permission and b) at the time of delivery completion.</p> <p>Monitor the size of units developed in relation to need to influence future size and type.</p> <p>Council to maximise and develop opportunities for the development of rural affordable housing.</p>	Ongoing	Housing Development and Strategy Manager	Action On Target. Action tracked through indicators which are reported to Leadership Team and Corporate Business Scrutiny. Estimate for the number of new affordable homes due for completion in 2016/17 is currently 199 which is significantly above target. The East Herts Housing Development and Strategy Manager and the Community Development Agency (CDA) have met with Walkern Parish Council and a joint project has been commissioned to undertake a Parish Housing Needs Survey (HNS). Survey work due to begin in September 2016 with the results expected early 2017. Other parishes have also expressed an interest in undertaking a HNS jointly with the CDA and East Herts to begin in 2017.

Corporate Priority: Enable a flourishing local economy				
Outcome: Support for our businesses and the local economy				
Driver	Measure	Deadline	Lead Officer	April – September Progress
HH17.2 Undertake feasibility work on setting up a company to build new homes Jonathan – updated commentary wording. Please check.	N/A	March 2017	Head of Housing and Health	Action On Target. Initial modelling carried out. Proposed approached designed by officers. Report recommended by Corporate Business Scrutiny on 30 August 2016. Housing company on target to be set up by March 2017. It is anticipated that from April 2017 onwards the Company will acquire properties for rental in the private market. Work will commence on establishing the feasibility and business case for developing new homes through a company.
Service Outcome O12: Enabling entrepreneurs and business start ups				
CSP12.2 Review business start-up provision and identify further opportunities to improve support to new businesses.	NEW EHPI 11.3a – Business counts – Local units NEW EHPI 11.3b – Business counts – Enterprise units NEW EHPI 11.5 – Number of East Herts District residents or businesses based in East Herts District signing up to use the My Incubator base Number of new businesses still trading after one year (annual measure).	October 2016	Economic Development Manager	Action On Target. The main delivery mechanism for business start-up support in East Herts is the Wenta led My Incubator programme who provides support to circa 100 businesses per year. Services are based at the Ware site of Hertford Regional College and include 1) intensive business incubation with provision of desk space, IT and phones 2) one to one business advice 3) workshop support. Wenta provide support to 100 East Herts start-up and early stage businesses per year. Wenta performance will be considered at Corporate Business Scrutiny in November 2016. Additional opportunities for expanding business start-up support will be considered at this meeting, either with WENTA or through other initiatives such as the LEP Growth Hub.
Service Outcome O13: Supporting the rural economy				
CSP13.1 Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity	Number of East Herts businesses in contact with RDP co-ordinator (annual measure). Number of East Herts business applying to RDP and number of successful applicants (annual measure). Amount of £ invested in East Herts through the RDP (annual measure). No. of new jobs created in East Herts through the RDP (annual measure).	March 2019	Economic Development Manager	Action On Target. The annual measures will not be reported within the first two quarters. This is an EU programme funded through the Rural Payments Agency (RPA). East Herts Council is both the Accountable Body and the management agency. The programme covers the rural areas of East Herts, North Herts, Uttlesford and Epping Forest. The full implications of the UKs decision to leave the EU is unclear, however to date the programme has been able to deliver above profile. The Local Action Group (LAG) is responsible for the overall delivery. The LAG has approved support for eight projects in this calendar year, two of which have now had their payments completed. A further fourteen projects are in the programme pipeline and moving towards the full application stage.

Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome O15: Supporting the visitor economy				
CSP15.1 Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains.	NEW EHPI 11.6 – Town centre footfall NEW EHPI 5.6 – Total number of jobs in East Herts	March 2019	Economic Development Manager	Action On Target. The Visit Herts (VH) programme is a Destination Management Service delivered through a contract from the Local Enterprise Partnership and Visit Herts (who also deliver Visit Kent). VH is charged with increasing visitor numbers (and therefore economic benefit) to the county through a range of measures with a particular focus on marketing. East Herts Council provides funding support and has developed a Service Level Agreement with VH. A Value and Volume Study has been commissioned jointly between EHC and VH and will provide baseline information on the visitor economy that will enable monitoring over time.

Corporate Priority: Enable a flourishing local economy				
Outcome: Vibrant town centres				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome CSP14 and PBC5: Vibrant Town Centres				
CSP14.1 Undertake feasibility work with town centre businesses on implementing Business Improvement Districts.	Feasibility completed.	December 2016	Economic Development Manager	Action On Target. A tendering process commenced in August for a contractor to deliver the feasibility phase of a Business Improvement District (BID) pilot in Bishop's Stortford is now complete. A consultant has been appointed to deliver the initial feasibility phase. Assuming this is successful they will undertake further work to do a BID for Bishop's Stortford. The BIDS approach will provide learning and a possible template for how the Council might facilitate support to East Herts town centres.
PBC5.1 Develop a framework for Bishop's Stortford Town Centre, focusing on Old River Lane and key adjoining town centre sites and develop a master plan for Old River Lane	Town centre planning framework for Bishop's Stortford and a master plan for Old River Lane completed.	March 2017	Head of Planning and Building Control	Action On Target. Consultation version of framework in formulation. Publication date to be determined but likely to be September/ October 2016.

Driver	Measure	Deadline	Lead Officer	April – September Progress
PBC5.2 Actively contribute to a) the Urban Design Study in Hertford town centre and b) The redevelopment of Southern Maltings in Ware	N/A	March 2018	Head of Planning and Building Control	Action On Target. Action on target in relation to HUDS. Initial proactive scheme identified as public realm improvements to Maidenhead Street/ The Wash/ Bull Plain. £0.5million has been committed to fund this project by East Herts Council subject to further funding from Hertford Town Council and the LEP to complete the £1 million funding package. Redevelopment of Bircherley Green is being progressed by the developer. Planning application is expected shortly. . Action on target. A draft lease has been issued and a final lease is expected to be agreed and in place by the end of 2016/17 to allow the Southern Maltings Community Group to convert the building into a community facility.

Corporate Priority: Enable a flourishing local economy				
Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities				
Driver	Measure	Deadline	Lead Officer	April – September Progress
Service Outcome CSP16: Lobbying for the right infrastructure				
CSP16.1 Work with key partners such as the Local Enterprise Partnership, County Council and London Stansted Cambridge Consortium on identifying infrastructure requirements.	N/A	March 2019	Head of Communication, Strategy and Policy	Action On Target. The LEP have been engaged on both the HUDS and ORL projects as key consultees and to assist with potential funding. The LSCC have published their growth commission report and East Herts have been an active partner within the public enquiries. Dialogue will be maintained over the coming 12 months especially with regards to the District Plan and other key projects.
CSP16.2 Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.				Action On Target. Paper on sustainable transport was developed and shared with Members at an away day 21 March. Subsequent work has focused on developing a commissioning framework for community transport and looking at feasibility of localised improvements (e.g. more cycling racks). A Member task and finish group has been set up to look at this in more detail.

This page is intentionally left blank

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 11 OCTOBER 2016

REPORT BY CHAIRMAN OF CORPORATE BUSINESS SCRUTINY COMMITTEE

SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

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

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

1.0 Background

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

2.0 Report

2.1 The draft agenda for 2016/17 meetings of Corporate Business Scrutiny Committee is shown in **Essential Reference Paper 'B'**. The timing of some items shown may have to change depending on availability of essential data (eg from central government).

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

2.3 Members are also asked whether they wish to extend an invitation to one or more of the Executive members to attend a particular meeting or for a specific agenda item.

2.4 Members are asked whether there is any training relevant to scrutiny or to the function/remit of CBS as a committee which they would like to have arranged. This could be done as a separate

session open to all scrutiny members or as an item on a future CBS agenda (as appropriate).

3.0 Implications/Consultations

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

Background Papers

None.

Contact Member: Chairman of Corporate Business Scrutiny Committee. mike.allen@eastherts.gov.uk

Contact Officer: Kevin Williams – Interim Head of Legal and Democratic Services, Extn: 2170.
kevin.williams@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>2016/17 wording</p>	<p>Priority 1 – Improve the health and wellbeing of our communities</p> <p>Priority 2 – Enhance the quality of people's lives</p> <p>Priority 3 – Enable a flourishing local economy</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 –</p>	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect</p>

issues and impacts:	<p>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>
---------------------	--

Corporate Business Committee Work Programme DRAFT 2016/17

2016/17				
meeting	date	topic	Contact officer/lead	Next Exec
Meeting 5 in 16/17	29 November 2016 Report deadline 16 November 2016	Work programme	Scrutiny Officer	6 December 2016
		Council Tax Support Scheme 2017/18 (for recommendation)	Head of Shared Service	
		Report to consider the full business case for Invest Co	Head of Housing and Health	
		Update on the Eastern Plateau funding for local businesses	Economic Development Manager	
		Review of the Wenta 'MyIncubator' Centre at HRC	Exec Member for economic development and lead officer	
		4 year Corporate Strategic Plan (2017/18 to 2020/21)	Timing of this item TBC	
		NEW STYLE REPORT: Quarter 2 Performance Report (Aug – Oct 2016)	Lead Officer – Performance	
Meeting 6 in 16/17 JOINT	17 January 2017	BUDGET REPORT(S)	Titles TBC	7 February 2017
Meeting 7 in 16/17 JOINT	14 February 2017	2017/18 – 2020/21 Service Plans		4 April 2017
		NEW STYLE Q3 Performance	Bring to JOINT (rather	

Essential Reference Paper 'B'

		Report (Nov – Dec 2016)	than delay for next CBS)	
Meeting 8 in 16/17	11 April 2017	Asset Management Plan	Head of Strategic Finance	XX
		?		
		?		
	Report deadline 29 March	Work programme – evaluation of 2016/17 and 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	<ol style="list-style-type: none"> 1. To develop policy options and to review and scrutinise the policies of the Council relating to Communications, Corporate Performance and Risk Management, Local Strategic Partnership, Customer Service, Finance, Information and Communications Technology, Democratic Services, Member Support, Facilities Management, Asset Management, Legal, Revenues and Procurement. 2. To consider the budget setting proposals and strategies of the Council. 3. To make recommendations to the Executive on matters within the remit of the Committee. 4. To take evidence from interested groups and individuals and make recommendations to the Executive and Council for policy change on matters within the remit of the Committee. 5. To consider issues referred by the Executive, including modifications to the Constitution, or members of the Committee and where the views of outsiders may contribute, take evidence and report to the Executive and Council on matters within the remit of the Committee. 6. To consider any item referred to the Committee by any Member of the Council who is not a member of this Committee and decide whether that item should be pursued on matters within the remit of the Committee. 7. To appoint annually Standing Panels as may be determined, which shall be given a brief to consider a specified service area relating to matters within the remit of the Committee and report back to the Committee on a regular basis as determined by the Committee. 8. To consider, should it choose to do so, any item within the remit of the Committee to be
------------------------------------	---

	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.
--	--