



*Kevin Williams,
Interim Head of Legal and
Democratic Services*

MEETING : CORPORATE BUSINESS SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 29 NOVEMBER 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).

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

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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes – 11 October 2016

To confirm the Minutes of the meeting of the Committee held on Tuesday 11 October 2016 (Previously circulated as part of the Council Minute book for 19 October 2016).

3. Chairman's Announcements

4. Declarations of Interest

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

5. Presentation on Digital East Herts

6. Business Support and Investment Programmes in East Herts (Pages 7 – 20).

7. Car Park Fees and Charges 2017/18 (Pages 21 – 38).

8. Establishment of Housing Company Business Case – 'To Follow'

Report to follow.

9. Quarterly Corporate Healthcheck – Quarter 2 September 2016 (Pages 39 – 78).

10. Scrutiny Work Programme (Pages 79 – 86).

11. Urgent Business

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

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2016

REPORT BY DEPUTY LEADER AND EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

BUSINESS SUPPORT AND INVESTMENT PROGRAMMES IN EAST HERTS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To provide an early Scrutiny opportunity for the Business Support and Investment elements of the Council's Economic Vision 2016 – 2020.

<u>RECOMMENDATION FOR DECISION:</u>	
(A)	Corporate Business Scrutiny supports the extension of the current SLA arrangements with Wenta for a further year to 31 March 2018 to allow further consideration of the issues detailed in paragraph 3.3.1

1.0 Background

1.1 This report provides an opportunity for Members to scrutinise the business support and investment programmes that deliver some of the key themes in the Council's Economic Vision 2016-2020. There are four business support/investment themes that the Council is committed to deliver.

- A business friendly council
- Enabling entrepreneurs and business start ups
- Supporting the rural economy
- Supporting the visitor economy

1.2 There are four main programmes that act as the delivery agents for these themes.

- The Eastern Plateau Rural Development Programme (RDP)
- The My Incubator business start-up and advice programme

- The Herts Growth Hub
- The Visit Herts Destination Management Programme

2.0 Business Support and Investment programmes in East Herts

2.1 The Eastern Plateau

2.2 Background

2.2.1 The Eastern Plateau Rural Development Programme is an investment initiative that is being administered by East Herts Council. The key aim of the programme is to invest in local business ventures which operate within a defined geographical area of rural East Herts, North Herts, Uttlesford & Epping Forest. The objective of the programme is to grow the rural economy of the Eastern Plateau area with a focus on business growth and job creation.

2.2.2 East Herts Council is the Accountable Body for this programme as well as the delivery agent. The RDP is funded through the Rural Payments Agency (RPA) with European Union money obtained by East Herts Council through a competitive bidding process. The Council bid successfully for £1.8m for the 2014- 2020 period. The programme is overseen by a Local Action Group (LAG) composed of various organisations including the National Farmers Union, the Federation of Small Business, Herts Local Enterprise Partnership, the Countryside Land and Business Association, the Council for Voluntary Services, local business beneficiaries and representatives from Local Authorities from the programme area.

2.3 Achievements

2.3.1 The Council is delivering its second RDP programme. The first ran from 2007 – 2013. The outcomes from this period are as follows.

- £1.6m project spend
- £2.42m private sector match
- Over £4m invested in the area
- 36 projects supported
- 23 micro-enterprises supported
- 5 farm diversification supported
- 1 reservoir project
- 3 tourism projects
- 4 basic services (nursery, village shop, woodland and

- community radio project)
- 67 jobs created
- 16 LAG meetings

2.3.2 The current programme was originally planned to run from 2014 – 2020 although Brexit may result in an earlier closure. There was a two year development phase which included LEP support in writing the bid document, continuity of LAG involvement and the recruitment of a small project team. Outcomes and activities since the project launched in March 2016 include.

- 38 Outline applications received
- 10 Full applications approved
- 1 application rejected
- £290,907 awarded
- £70,000 spent
- 2 projects completed
- 21.5 jobs to be created
- 3 applications received for Nov 2016 Panel
- 2 applications received for Dec 2016 Panel
- 5 Claim audits, 2 file audits and RPA Delivery Plan inspection all passed

2.4 Comments

2.4.1 The experience and knowledge developed as a result of running these programmes has made a helpful contribution to the overall East Herts Council portfolio of achievements and development of skills in the workforce. This will hopefully strengthen the Council's position in seeking new project and programme opportunities in a post Brexit environment.

2.4.2 As the accountable body East Herts 'host' the RDP Programme Co-ordinator and Programme Manager who support, administer and deliver the programme. Management overheads are expected to be covered from within the overall project fund up to a maximum of 18% (ie. €180,000) so that the net effect on the accountable body's budget is cost neutral. Central government have confirmed that the funding is guaranteed until the UK leaves the EU. In addition should this occur before the programme finishes (2020) payments for projects in the pipeline and agreed will be guaranteed even after Brexit.

3.0 **My Incubator**

3.1 **Background**

3.1.1 Ware My Incubator officially opened in June 2012 in the grounds of Hertford Regional College, Ware. The Incubator space was set up utilising a formerly disused College building through joint funding and support by Wenta, Hertford Regional College, East Herts Council, Broxbourne Borough Council and the Hertfordshire Local Enterprise Partnership (LEP).

3.1.2 The Incubator offers a unique combination of business start-up advice and shared working space to provide clients with the following:

- Hot desking facilities with a PC and Broadband
- Professional business advice on site
- Access to specialist business advice through one to one surgeries with local accountants and solicitors
- Monthly Enterprise Clubs – group sessions aimed at assisting local people into self-employment
- Business Training workshops and Events
- Coffee Mornings and Networking Events

3.1.3 In January 2014, the Incubator moved to another building at HRC Ware Campus to make way for the redevelopment work in the College. The Incubator has now taken up a location in the new build from August 2015. East Herts contributed £10k capital monies to this redevelopment.

3.1.4 East Herts Council developed a three year Service Level Agreement (SLA) with Wenta for 2014, 2015 and 2016. The Council provided £20,000 per year for these services on the basis of delivery of outputs specified in the Achievements section below for each of the three years.

3.2 **Achievements**

3.2.1 The table below shows outputs achieved so far in the current delivery year as well as the two preceding years.

WENTA measure	Annual target	2016/17 Achieved to date	2015/16 Achieved	2014/15 Achieved
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Number of New Clients seen resident in East Herts District	100	82	140	86
Number of people seen in outreach locations in East Herts District	25	10	28	17
Number of East Herts District residents or businesses based in East Herts District signing up to use the My Incubator base	12	12	8	11
Number of East Herts District residents or businesses based in East Herts District accessing workshops	40	42	97	34

3.3 Comments

- 3.3.1 Overall the programme has reasonably high numbers in the district. Case studies are available to evidence the quality of some of these outcomes. Some challenges to delivery were experienced during the this time when the New Enterprise Allowance Scheme contact concluded and there was also a period of disruption to services due to building works at the College. The service also suffered when the Next Steps Centre in Bishop's Stortford was closed by Hertford regional College. This had provided an important outreach venue in an area of need and of growth.
- 3.3.2 The programme is not just about start-up but also the sustainability of those new businesses. Of the current business starts, 85% of businesses survive their first year of trading and

this rises to 96% of those who take advantage of the intensive My Incubator support. 96% of Wenta clients are satisfied or better with our services and all this led to Wenta being recognised as the National Enterprise Network Enterprise Agency of the year 2014.

3.3.3 The SLA agreement runs until the end of the current financial year. The Council must now consider whether some kind of extension to this agreement is needed or whether a different approach is required. There are a number of factors for consideration.

3.3.4 Wenta has been successful in bidding for European Regional Development Fund (ERDF) monies allocated to the Herts LEP area and distributed through the Herts European Strategic Investment Fund Group. This means that East Herts Council as a potential investor would be in a position to help provide additionality plus the continuance of provision in the District. The following recommendations should be considered –

- Identification of a venue in Bishop's Stortford from which My Incubator services can be delivered. The minimum requirement would be an outreach service but the feasibility of a more comprehensive Business Hub in the town should be explored. Key sites for employment have been identified in the council's District Plan as part of housing growth proposals in the Bishops Stortford area. In addition the planning framework for Old River Lane also makes provision for mixed development in the town centre. The provision of business incubation space should be considered within these proposals.
- East Herts to work with Wenta on a promotional programme to ensure that the hot desking incubation facilities at Hertford regional College have maximum take up.
- Consideration of the development and expansion of live online advice to start up business through the My Ventures programme.
- Provide brokerage support if needed to help ensure HRC students are benefitting from the on- site facility in Ware

4.0 **Hertfordshire Growth Hub**

4.1 **Background**

4.1.1 The Hertfordshire Growth Hub (HGH) has been operating for just over 18 months and has supported hundreds of businesses

across the county. Since this time the programme has supported 94 businesses in East Herts. In the operating year from 1 April 2016 to date, HGH has met and provided information, advice or diagnosis to 78 businesses in the East Herts district. (see table below)

- 4.1.2 HGH aims to have impact on those SME businesses likely to make the most progress and which will have a valuable economic effect. HGH works to help them realise their longer-term growth ambitions rather than carrying out short light-touch intervention. HGH does not deliver pre-start or start-up business support. A typical HGB client would employ 10 or more employees and operate on a turnover of £1m or more.
- 4.1.3 HGH has an adviser team of specialists with expertise in accessing finance, productivity and technology, business planning and skills, sales and marketing, an Online Adviser who deals principally with phone and email enquiries, and an inward investment specialist -to help the county attract and retain businesses.
- 4.1.4 From April 2016 to October 2016 the Growth Hub ran a series of events, which are free to attend and open to businesses from all around the county

4.2 Achievements

- 4.2.1 The table below is taken from the Herts Local Enterprise Partnership (LEP) report to the Enterprise and Innovation Programme Board and covers the period April – September 2016. The figures show businesses supported in each Hertfordshire district for this period.

Local Authority District	Total clients (businesses)
St Albans	108
Welwyn Hatfield	97
Dacorum	85
North Herts	79
East Herts	78
Stevenage	47
Hertsmere	57

Watford	44
Three Rivers	40
Broxbourne	17

4.3 Comments

- 4.3.1 Future sustainability is being addressed by the Programme Management Board. One approach is the possibility of a new digital technology product initiative. This arose from a research and development opportunity identified by HGH and pursued with a consortium of local firms who specialise in digital enhanced communications technology.
- 4.3.2 There is no direct investment from East Herts Council in this programme but Council officers do have a role in ensuring HGH services meet the needs of as many local businesses as possible e.g through locating business events at locations in the district.
- 4.3.3 Whilst the numbers of beneficiaries in the district appears to be reasonably high the key to the success of this programme will be clear evidence of business growth which is likely to be achieved by intensive support as opposed to light touch contact. It is therefore important to track progress over time to properly evaluate impact on the economy of East Herts.

5.0 **Visit Herts**

5.1 Background

- 5.1.2 In July 2015, Hertfordshire County Council and Hertfordshire Local Enterprise Partnership awarded the county's tourism service to destination management specialists Go To Places. During the autumn and winter of 2015/16 Visit Herts engaged with tourism suppliers and other key organisations across the county to establish the new Destination Management Service (DMS) for Hertfordshire.
- 5.1.3 Go To Places Ltd was created by the team behind Visit Kent, and specialises in marketing and developing destinations through partnerships, people, and the public and private sector. The team has developed a destination strategy to strengthen inbound tourism and highlight the attractions in Hertfordshire. East Herts Council was the first District in the County to become an Investor Partner of the new DMS and has actively engaged throughout the period.

5.1.4 The Council currently provides £5,000 pa for these services as part of a Service Level Agreement with Visit Herts. Five other districts also provide the same level of funding. The portfolio holder for Economic Development is on the Visit Herts Board.

5.2 Achievements

- Stakeholder engagement through four networking events, monthly newsletter to 500+ recipients, a branding workshop and attendance at numerous conferences, presentations and seminars (including two EHDC conferences).
- New consumer branding for tourism in Hertfordshire developed in consultation with the public and private sectors, launched June 2016.
- New consumer website developed and launched June 2016 www.visitherts.co.uk. The website won two awards in the Herts Digital Awards 2016 (gold: tourism and hospitality, bronze: overall website category.)
- The Big Weekend – a signature event of English Tourism Week in March 2016 involving 50 attraction offers and attracting over 13,500 ballot entries from members of the public.
- Created new consumer database which is being mailed with 4 on-line newsletters p.a.
- To date, 31 Investor Partners have been signed – these include local authorities, hotels, attractions and transport operators in addition to Hertfordshire County Council and Hertfordshire LEP, the initiating funding bodies.
- Visit Herts has been a partner in a successful bid for funds from the Visit England Product Development Fund and is working on a “gardens and gourmet” project with Kent, Essex, the Peak District and Cheshire.

5.3 Comments

5.3.1 In these very early stages of delivery the programme is delivering successfully for a relatively small investment. The contribution of £5000 from East Herts to Visit Herts was initially guaranteed for two years (2015/16 and 2016/17). At this stage it is too early to assess whether this investment will continue. To some extent this will also depend upon continued investment from the LEP and county council.

5.3.2 The programme will present the results of the Value and Volume research work at a workshop on 8th December. Some early headline findings for East Herts include –

- Total number of trips – 3,809,000
- Total visitor spend – £209,537,000
- Total tourism value – £262, 007,000
- Total tourism employment – 4,914
- % of all employment – 7%

6.0 Conclusions and further comments

6.1 Each individual project adds value to the East Herts economy and provides a high quality of support to local business. However, there is a particular benefit when considering the impact of the four projects together, running as they do at the same time across a similar geography.

6.1.1 The four programmes have agreed to meet on a quarterly basis to share information, avoid any duplication and contribute to joint working and forward planning.

6.1.2 Representatives from all of these programmes staffed the East Herts Council stand at the recent Business Stortford Means Business Exhibition.

6.1.3 Adequate business incubation space needs to be considered within District Plan proposals and ideally within the Bishops Stortford area where Wenta provision isn't as visible.

6.1.4 The Council has contracted with a provider to help establish a Business Improvement District pilot in Bishop's Stortford. If this programme proceeds beyond the feasibility stage as expected then the initiative will make a significant contribution to Town Centre base economic development in the district.

6.1.5 Officers are also exploring with Members the best model for a district Business Engagement Programme.

7.0 Implications/Consultations

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

Background Papers

None.

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	Priority 3 – Enable a flourishing local economy.
Consultation:	Consultation took place with local business when the Economic Vision was developed. There was no consultation input to this report.
Legal:	There are no legal implications resulting from this report.
Financial:	The report recommends a one year extension of the existing service level agreement (SLA) with Wenta for the delivery of the My Incubator programme. The proposed value of the SLA is £20,000.
Human Resource:	There are no EHC staffing implications.
Risk Management:	Risk will be managed through the SLA monitoring arrangements and will follow contract management guidelines and policies.
Health and wellbeing – issues and impacts:	None.

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2016

REPORT BY EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

CAR PARK FEES AND CHARGES 2017/18

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To obtain the Committee's support for an overall 7.5% increase to car park charges from April 2017.
- To obtain the Committee's preferred approach to implementing these car park tariff changes.
- To obtain the Committee's support for additional proposals affecting a small number of the Council's car parks.

RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:

(A)	The Committee supports the proposal to increase car parking charges by 7.5% from April 2017 and recommends approval to the Executive, and:
(B)	The Committee advises which of the two approaches to tariff changes detailed in this report it prefers and recommends approval to the Executive, and:
(C)	The Committee supports proposed changes to a small number of the Council's car parks and recommends approval to the Executive

1.0 Background

1.1 Car park charges in East Herts have remained the same for several years and in some cases have been reduced. The last increase in charges was in 2010/11 and the Council reduced its short stay tariffs in September 2014 as part of a two year trial. Since 2010/11 inflation as measured by CPI has eroded the real terms value of the Council's car park income by nearly twelve percent.

1.2 The Council's decision to absorb the increase in the rate of VAT from 17.5% to 20% in 2011 has further eroded its income from car park charges. A table showing how key parking tariffs would

currently stand had they kept pace with inflation and the increase in VAT is offered as **Essential Reference Paper 'B'**.

2.0 Report

Proposal to increase parking charges

- 2.1 In view of the fact that car park charges have been unchanged and in some cases have reduced over the last six years and as the costs of operating the service will increase, it is proposed to increase tariffs from 2017/18.
- 2.2 In October/November 2016 the Council installed new 'pay and display' machines to replace machines which had come to the end of their ten year operational life. The new machines offer significantly improved functionality, including the facility to pay by credit or debit card and the option to pay just before leaving the car park. Although these changes will deliver savings in some areas, costs will increase in others. For example, the Council will pay a small transaction charge every time a credit or debit card is used. It is anticipated that these charges are likely to amount to £50,000 per annum. Other, new operating and licencing costs associated with the new machines are projected to cost around £27,000 per annum.
- 2.3 Members may recall the 2011 survey of East Herts residents' views on parking, undertaken during the development of a parking and transport strategy for the district. One of the questions asked in the survey was "what is the most important to you when choosing where to park?" Respondents were invited to give a 1-5 ranking to the following, in order of importance:
- Quality of facility
 - Cost
 - Convenience
 - Security/safety
 - Other
- 2.4 Fifty three percent of respondents identified convenience as their top priority. Cost came in second at thirty one percent. This suggests that cost is not necessarily the dominant issue for many motorists and issues such as convenience and safety can rank just as high, if not higher. The Council has worked towards promoting convenience through the new "Check IN/Check OUT" function of the new pay and display machines along with their

ability to accept credit and debit card payments.

- 2.5 The Council has also responded to the important issues of security and safety. In May 2016 the Council secured British Parking Association/Police 'Park Mark' status for every East Herts car park in the district. As the BPA advised when confirming this achievement, "The Safer Parking Scheme is a proven community safety and crime prevention initiative. This achievement demonstrates to the people of East Hertfordshire that the Council have taken active measures to reduce the risk of crime taking place in all of the authority's car parking facilities". Thus, the Council has taken positive steps to ensure its car parks remain clean, safe and accessible to users; however these positive initiatives have come at a cost – in the above case in the form of an annual subscription to remain part of the 'Park Mark' scheme.
- 2.6 The proposed tariff increases are designed to increase the Council's 'pay and display' revenue budget by approximately 7.5% (£225k). The Council's intention is that there will be no additional tariff increase for a further three years.
- 2.7 As the elimination of the parking Smartcard has resulted in the loss of the 10% discount enjoyed by some long stay car park users it is proposed that the tariff increases be loaded towards the short stay end of the tariff range.

Approach

- 2.8 Two distinct approaches aimed at delivering the 7.5% increase are set out in **Essential Reference Paper 'C'**.
- 2.9 The first option retains the current tariff structure and it will be noted that this requires significant increases to a number of tariff bands. In this approach customers could pay up to an increase of 25% on some tariff bands; however, this approach retains the tariff structure that customers are currently used to.
- 2.10 The second option reverts to the former tariff structure, (pre the 2014 trial), of one hour tariff bands throughout the charging day. This approach requires few changes to the tariffs currently advertised, instead reducing the amount of time purchased by some tariffs. This change would be most pronounced at the short stay end of the tariff range. By re-introducing the former tariff bands a small number of customers could be paying an increase of up to 10% on some tariff bands.

- 2.11 The second option may be particularly beneficial for the growing number of motorists likely to use the new 'Check IN/Check OUT' option, as they will pay the applicable tariff at the point they exit the car park. The Committee is also reminded that with effect from April 2015, local authorities are required to offer a ten minute 'grace' period following the expiry of paid for time in a car park before a Penalty Charge Notice (PCN) may be issued; therefore should there be a reversion to one hour tariff bands and should customers wish to continue to 'pay and display', their chance of receiving a PCN is minimal. For these reasons, operationally speaking, reversion to a one hour tariff band structure throughout the charging day is regarded as most congruent with current operating conditions in the Council's car parks.
- 2.12 In both scenarios the free 30 minute parking option would be retained.
- 2.13 Those customers who elect to pay for their parking before they leave the car park (the 'Check IN/Check OUT' option) will only pay for the tariff they have actually used. This may mean that for many motorists who currently overpay as a form of insurance against receiving a PCN, the cost of parking may not increase. Another beneficial consequence of offering payment on departure is that many fewer PCNs are likely to be issued for the contravention of overstaying the parking time paid for.
- 2.14 The Committee is asked to consider which of the options set out in **Essential Reference Paper 'C'** it prefers and to forward its comments to the Executive.
- 2.15 To further assist the Committee, current key tariffs in East Herts' have been benchmarked with those operated in neighbouring local authorities. These are shown in **Essential Reference Paper 'D'**. Members will note that current charges in East Herts have fallen significantly below those in operation nearby.

Additional proposals

- 2.16 Officers have identified a small number of car parks where other changes are recommended. These proposals are set out in **Essential Reference Paper 'E'**. In Buntingford and Sawbridgeworth officers propose the reduction, over time, of each town's extended free parking period – currently three hours in Buntingford and one hour in Sawbridgeworth.

2.17 The Committee is requested to forward its comments on the proposals set out in **Essential Reference Paper ‘E’** to the Executive.

3.0 Implications/Consultations

3.1 Implementation of the changes detailed in this report will require the promotion of a Traffic Regulation Order (TRO). It is anticipated the TRO will be advertised in early January 2017. The TRO process gives any interested party the right to object or make comments on the Council’s proposals. The changes are planned to come into effect at the start of the 2017/18 financial year.

Background Papers

None.

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Contact Officer: Jess Khanom, Head of Operational Services, Extn: 1693. jess.khanom@eastherts.gov.uk

Report Author: Andrew Pulham, Parking Manager, Extn: 2030. andrew.pulham@eastherts.gov.uk

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	Priority 3 – Enable a flourishing local economy
Consultation:	<ul style="list-style-type: none">• These proposals have been prepared in consultation with the Executive Member for Economic Development.• The advertisement of a Traffic Regulation Order is an act of consultation and gives any interested party the right to comment/object to the Council's proposals.
Legal:	It will be necessary to promote a Traffic Regulation Order (TRO) to give legal effect to the proposed changes.
Financial:	<ul style="list-style-type: none">• The tariff changes proposed in Essential Reference Paper 'C' are designed to generate approx. £225k additional income from 2017/18.• The further changes proposed in Essential Reference Paper 'E' are designed to generate approx. £35k additional income from 2017/18. <p>The above estimates are based on an assumption that current volumes of car park use will remain unchanged. The introduction of new 'pay and display' machines in October 2016 is likely to result in changed patterns of use of East Herts' car parks, the results of which will be monitored closely during 2017/18.</p>
Human Resource:	N/A
Risk Management:	N/A
Health and wellbeing – issues and impacts:	N/A

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CPI Inflation and Car Parking Tariffs

The annual changes required to increase tariffs by CPI inflation are shown in the table below, both as a percentage and in terms of each tariff by town.

Tariffs are shown inclusive of VAT. The Council absorbed the cost of the VAT increase to 20% from January 2011.

Area	Year	Change (from prior or overall)	Day					
			Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 Hours	Up to 5 hours	All Day
Bishop's Stortford and Hertford	2010	N/A	£ 0.80	£ 1.50	£ 2.20	£ 2.90	£ 3.60	£ 4.40
	2011	104.45%	£ 0.84	£ 1.57	£ 2.30	£ 3.03	£ 3.77	£ 4.60
	2012	102.84%	£ 0.87	£ 1.62	£ 2.37	£ 3.12	£ 3.88	£ 4.74
	2013	102.52%	£ 0.90	£ 1.67	£ 2.43	£ 3.20	£ 3.98	£ 4.86
	2014	101.51%	£ 0.92	£ 1.70	£ 2.47	£ 3.25	£ 4.04	£ 4.94
	2015	99.89%	£ 0.92	£ 1.70	£ 2.47	£ 3.25	£ 4.04	£ 4.94
	Overall	111.67%	£ 0.90	£ 1.68	£ 2.46	£ 3.24	£ 4.03	£ 4.92
Ware	2010	N/A	£ 0.60	£ 1.20	£ 1.80	£ 2.40	£ 3.00	£ 3.50
	2011	104.45%	£ 0.63	£ 1.26	£ 1.89	£ 2.51	£ 3.14	£ 3.66
	2012	102.84%	£ 0.65	£ 1.30	£ 1.95	£ 2.59	£ 3.23	£ 3.77
	2013	102.52%	£ 0.67	£ 1.34	£ 2.00	£ 2.66	£ 3.32	£ 3.87
	2014	101.51%	£ 0.69	£ 1.37	£ 2.04	£ 2.71	£ 3.38	£ 3.93
	2015	99.89%	£ 0.69	£ 1.37	£ 2.04	£ 2.71	£ 3.38	£ 3.93
	Overall	111.67%	£ 0.68	£ 1.35	£ 2.02	£ 2.69	£ 3.36	£ 3.91
Buntingford	2010	N/A	£ 0.40	£ 0.80	£ 1.20			£ 2.00
	2011	104.45%	£ 0.42	£ 0.84	£ 1.26			£ 2.09
	2012	102.84%	£ 0.44	£ 0.87	£ 1.30			£ 2.15
	2013	102.52%	£ 0.46	£ 0.90	£ 1.34			£ 2.21
	2014	101.51%	£ 0.47	£ 0.92	£ 1.37			£ 2.25
	2015	99.89%	£ 0.47	£ 0.92	£ 1.37			£ 2.25
	Overall	111.67%	£ 0.45	£ 0.90	£ 1.35			£ 2.24
Stanstead Abbots	2010	N/A	£ 0.40	£ 0.80	£ 1.20			£ 2.50
	2011	104.45%	£ 0.42	£ 0.84	£ 1.26			£ 2.62
	2012	102.84%	£ 0.44	£ 0.87	£ 1.30			£ 2.70
	2013	102.52%	£ 0.46	£ 0.90	£ 1.34			£ 2.77
	2014	101.51%	£ 0.47	£ 0.92	£ 1.37			£ 2.82
	2015	99.89%	£ 0.47	£ 0.92	£ 1.37			£ 2.82
	Overall	111.67%	£ 0.45	£ 0.90	£ 1.35			£ 2.80
Sawbridgeworth	2010	N/A	£ 0.40	£ 0.80	£ 1.20	£ 1.60	£ 2.00	£ 3.50
	2011	104.45%	£ 0.42	£ 0.84	£ 1.26	£ 1.68	£ 2.09	£ 3.66
	2012	102.84%	£ 0.44	£ 0.87	£ 1.30	£ 1.73	£ 2.15	£ 3.77
	2013	102.52%	£ 0.46	£ 0.90	£ 1.34	£ 1.78	£ 2.21	£ 3.87
	2014	101.51%	£ 0.47	£ 0.92	£ 1.37	£ 1.81	£ 2.25	£ 3.93
	2015	99.89%	£ 0.47	£ 0.92	£ 1.37	£ 1.81	£ 2.25	£ 3.93
	Overall	111.67%	£ 0.45	£ 0.90	£ 1.35	£ 1.79	£ 2.24	£ 3.91

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Essential Reference Paper 'C' (1)

Proposed changes to deliver a 7.5% increase to the current car park income budget based on *existing* tariff structures.

Town	Tariff Bands	Duration	Current Tariff	Proposed Tariff	% Uplift
Bishops Stortford and Hertford (Excludes Jackson Square MSCP)	Band 1	1.5hr	£0.80	£1.00	25%
	Band 2	3 hr	£2.00	£2.20	10%
	Band 3	5 hr	£3.60	£3.70	3%
	Band 4	All Day	£4.40	£4.50	2%
Jackson Square MSCP Only	Band 1	1 hr	£0.80	£0.90	13%
	Band 2	2 hr	£1.50	£1.60	7%
	Band 3	3 hr	£2.20	£2.20	0%
	Band 4	4 hr	£2.90	£3.00	3%
	Band 5	5 hr	£3.60	£3.70	3%
Ware	Band 1	1.5hr	£0.60	£0.70	17%
	Band 2	3 hr	£1.50	£1.60	7%
	Band 3	5 hr	£2.70	£2.80	4%
	Band 4	All Day	£3.50	£3.50	0%

Sawbridgeworth	Band 1	1 hr	£0.00	£0.00	0%
	Band 2	2 hr	£0.50	£0.60	20%
	Band 3	3 hr	£1.00	£1.20	20%
	Band 4	4 hr	£1.50	£1.80	20%
	Band 5	5 hr	£2.00	£2.40	20%
	Band 6	All Day	£3.50	£3.50	0%
Buntingford	Band 1	1 hr	£0.00	£0.00	0%
	Band 2	2 hr	£0.00	£0.00	0%
	Band 3	3 hr	£0.00	£0.00	0%
	Band 4	4 hr	£0.00	£0.00	0%
	Band 5	All Day	£2.00	£2.00	0%

Essential Reference Paper C (2)

Proposed tariff changes to deliver a 7.5% increase to the current car park income budget, based on a *revised* tariff structure (reverting to one hour charging bands).

Town	Tariff Bands	Duration	Current Tariff	Proposed Tariff	% uplift
Bishops Stortford and Hertford (Excludes Jackson Square MSCP)	Band 1	1 hr	£0.80	£0.80	0%
	Band 2	2 hr		£1.60	NEW
	Band 3	3 hr	£2.00	£2.20	10%
	Band 4	4 hr		£2.90	NEW
	Band 5	5 hr	£3.60	£3.60	0%
	Band 5	All Day	£4.40	£4.40	0%
Jackson Square MSCP Only	Band 1	1 hr	£0.80	£0.80	0%
	Band 2	2 hr	£1.50	£1.60	7%
	Band 3	3 hr	£2.20	£2.20	0%
	Band 4	4 hr	£2.90	£2.90	0%
	Band 5	5 hr	£3.60	£3.60	0%
Ware	Band 1	1 hr	£0.60	£0.60	0%
	Band 2	2 hr		£1.20	NEW
	Band 3	3 hr	£1.50	£1.50	0%
	Band 4	4 hr		£2.00	NEW

	Band 5	5 hr	£2.70	£2.70	0%
	Band 5	All Day	£3.50	£3.50	0%
Sawbridgeworth	Band 1	1 hr	£0.00	£0.00	0%
	Band 2	2 hr	£0.50	£0.50	0%
	Band 3	3 hr	£1.00	£1.00	0%
	Band 4	4 hr	£1.50	£1.50	0%
	Band 5	5 hr	£2.00	£2.00	0%
	All Day		£3.50	£3.50	0%
Buntingford	Band 1	1 hr	£0.00	£0.00	0%
	Band 2	2 hr	£0.00	£0.00	0%
	Band 3	3 hr	£0.00	£0.00	0%
	Band 4	4 hr	£0.00	£0.00	0%
	All Day		£2.00	£2.00	0%

East Herts Council – Benchmarking of Car Park Tariffs

Town	1hr	3hrs	All Day
Bishops Stortford and Hertford (EHDC)	£0.80 (90 mins)	£2.00	£4.40
Ware (EHDC)	£0.60 (90 mins)	£1.50	£3.50
Bishops Stortford Railway Station (Greater Anglia/NCP)	N/A	N/A	£7.80 (peak) £4.50 (off peak)
Hitchin (NHDC)	£1.00	£3.00	£4.70
Stevenage (SBC)	£1.60	£3.00	£7.00
Welwyn Garden City (WHBC)	N/A	£2.50	£5.00
Harlow (Water Gardens)	N/A	£1.00 (Mon-Fri) £2.00 (Sat)	£10.00 (Mon-Sat)

Comparison prices detailed above are for typical town centre car parks operated by the local authority, except where shown.

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Essential Reference Paper 'E'

Proposals for Additional Changes in East Herts Car Parks – 2017/18

Car Park	Proposal	Comments
Wallfields Visitor Car Park (Hertford)	Introduce Saturday charges. Incorporate Member parking area in TRO.	Income generation potential of approx. £20k per annum. Gives parking bays legal status and renders them enforceable.
Anwell End Car Park (Ware)	Remove two surplus to requirements blue badge bays and create two regular parking bays. Make both car parks 'mixed use' (long and short stay).	N/A Likely to be a marginal increase in revenue.
Library Car Park (Ware)	Remove two surplus to requirement blue badge bays and create three regular parking bays. Remove two oversize parking bays and turn into three regular bays.	Likely to be a marginal increase in revenue. Increase in amenity. Likely to be a marginal increase in revenue. Increase in amenity.
Bell Street Car Park (Sawbridgeworth)	Reduce current 1hr free parking period to 30 mins.	Additional income generation of approx. £12k in 2017/18.
Bowling Green lane Car Park (Buntingford)	Reduce current 3hr free parking period to 1.5hrs in 2017/18 and 30 mins in 2018/19.	Additional income generation of approx. £3k in 2017/18 and a further £3k in 2018/19.
Stanstead Abbots Car Park	Convert one third of bays (approx. 20) to short stay parking (max 3hrs?)	Ensure better turnover of vehicles to the benefit of local residents, visitors and businesses. (Proposal supported by current sponsor of car park, French and Jupp).

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 2016

QUARTERLY CORPORATE HEALTHCHECK – QUARTER 2 SEPTEMBER 2016

REPORT BY THE HEAD OF STRATEGIC FINANCE AND PROPERTY AND HEAD OF COMMUNICATIONS, STRATEGY AND POLICY

WARD (S) AFFECTED: All

Purpose/Summary of Report:

- To provide a report on finance and performance monitoring for East Herts Council for 2016/17 as at September 2016.
- The revenue budget for 2016/17 is £14.134m. The forecast position as at 30 September 2016 shows an overspend of £177k in 2016/17.
- The revised capital budget for 2016/17 is £6.157 m. The forecast position shows a variance of £1.576m underspent.
- Nine out of the 17 performance indicators in the corporate basket (that have a target) are either on target or exceeding their target as at October/Quarter 2 for 2016. Two performance indicators are 1% to 5% off target (Amber) and five performance indicators are 6% or more off target (Red). One indicator cannot be analysed as no feedback was provided in respect to customer satisfaction with telephone enquiries for October.
- In respect to trend performance, 13 indicators out of the 28 performance indicators in the corporate basket are showing an improvement when performance is compared to the previous period. Two indicators have maintained the same level of performance and eight have declined. There are five indicators where the trend performance cannot be analysed because:
 - a) Four indicators are new for 2016/17 and are reporting data for the first time so there is no previous period data to produce a trend comparison.
 - b) One indicator cannot be analysed as no feedback was provided in respect to customer satisfaction with telephone enquiries for

October.

<u>RECOMMENDATIONS FOR CORPORATE BUSINESS SCRUTINY:</u>	
That	
(A)	The revenue budget forecast overspend of £177k in 2016/17 (paragraph 2.1) be noted.
(B)	The capital budget forecast underspend of £1.576m (paragraph 6.1) be noted.
(C)	The reported performance for the period August 2016 to October 2016 be noted.

1.0 BACKGROUND

- 1.1 This is the finance and performance monitoring report for the council.
- 1.2 In February 2016 Council agreed a balanced budget for the 2016/17 financial year. This report sets out the financial position for the year to date and provides forecasts for the outturn position.
- 1.3 Following the Senior Management restructure in April 2016 the 2016/17 revenue and capital budgets have been realigned in line with the new structure.
- 1.4 In 2016 Council approved the performance measures that would be monitored. This report sets out the year to date performance against those targets.
- 1.5 This report contains the following sections and Essential Reference Papers:

REPORT SECTIONS	
2	Revenue budgets
3	Corporate budgets
4	Reserves
5	Financing
6	Capital budgets
7	Debtors
8	Performance monitoring

ESSENTIAL REFERENCE PAPERS	
B	Revenue budget
C	Capital Monitor
D	Debtors, aged debt profile
E	Performance monitoring

2.0 REVENUE BUDGET

- 2.1 The Council is forecast to overspend in 2016/17 by £177k. Table 1 below shows the current forecast outturn position as at 30th September 2016 by Head of Service.
- 2.2 In the budget report approved by Executive in February 2016 the budgeted use of reserves to fund revenue services was £936k (38% of the total use of reserves). The forecast outturn position as at 30th September 2016 is £945k. Further information on the use of reserves can be found in section 4 below.
- 2.3 In the report at the end of Quarter one (June 2016) an underspend of £424k was reported to Corporate Business Scrutiny and Executive. The Councils budgets are monitored on a monthly basis and the information included in this report represents the position as at the end of Quarter Two.

Table 1: Revenue forecast outturn

	Original Budget 2016/17 £'000	Forecast outturn £'000	Variance £'000	Use of Reserves £'000
Chief Executive and Directors	466	420	(46)	-
Communications, Strategy and Policy	1,162	1,155	(7)	(100)
HR and Organisational Development	469	480	11	(59)
Strategic Finance and Property	1,445	1,592	147	(181)
Housing and Health	2,434	2,273	(161)	(203)
Democratic and Legal	1,102	1,221	119	-
Planning and Building Control	1,045	1,102	57	(241)
Operations	4,439	4,593	154	(161)
Shared Revenues and Benefits Service	273	158	(115)	-
Shared Business and Technology Services	1,299	1,317	18	-

2.4 The main variances in the forecast outturn are set out below by Head of Service.

Strategic Finance and Property

- 2.5 Following the senior management restructure the salary budget has been aligned with the new structure resulting in a £177k predicted underspend.
- 2.6 Redundancies in Communications, Strategy and Policy of £133k are shown against the corporate budgets in Strategic Finance these will be funded from the underspend mentioned in paragraph 2.5
- 2.7 The Council is looking to replace its financial management system, consultants have been bought in to provide guidance and assistance. This will cost £39k in 2016/17 and will be funded through use of the Transformation reserve.

- 2.8 Consultation costs for the Bishops Stortford town centre planning framework is £95k in 2016/17. This will be funded through use of the priority spend reserve.
- 2.9 The management fees for the property funds that the Council has invested in are lower than budgeted, resulting in a £50k underspend in 2016/17. This is a saving item on the MTFP for future years.
- 2.10 The budget for the office space that the Council uses at Charringtons House is forecast to be overspent by £52k as part of the office space is no longer sublet to Circle Anglia Housing Association.
- 2.11 An overspend of £43k is anticipated in respect of the rent that the Council receives as landlord of Charringtons House due to office space remaining vacant for longer than expected.

Housing and Health

- 2.12 An underspend of £169k is reported against the Environmental Health Promotion budget. Part of this budget is funded by a contribution from HCC and part from EHC, the profile of this expenditure has altered from when the budget was set in February 2016 resulting in an underspend in 2016/17.
- 2.13 The total fee for the Pole hole site works has increased this is due to the requirements of additional equipment at the site as ground conditions were worse than originally anticipated and an increase in time taken for works to be carried out. This has resulted in a £35k cost in 2016/17.

Democratic and Legal

- 2.14 There are increased salary costs of £70k in Democratic and Legal Services due to the use of agency staff, staff appointment expenses, overtime payments and redundancy costs.
- 2.15 Income from land charges is expected to be £33k below the 2016/17 budget due to less activity in the housing market.

Planning and Building Control

- 2.16 An overspend of agency staff costs of £163k in Development

management are partially offset by a £50k underspend against the salary budget and £31k additional income.

Operations

- 2.17 It is anticipated that pay and display income from car parks will be 5% above the 2016/17 budget. Resulting in an additional £143k of income. This is due to car park usage being greater than assumed when the budget was set. This increase in income is in line with the 2015/16 outturn position.
- 2.18 Consultants have been engaged to carry out an off street parking need survey, to identify future parking provision requirements in the district. This is estimated to cost £33k and is to be funded through the additional pay and display income as per paragraph 2.13.
- 2.19 It is anticipated that £70k less income will be distributed to EHC from HCC in 2016/17 with regards to the Alternate Financial Model (AFM) which allocates funding to the districts across Hertfordshire based on the level of waste diverted from landfill. This is a complex formula based on the levels of waste recycled and sent to landfill at East Herts and the other districts, which results in variations from the budget.
- 2.20 A change to the disposal of dry recyclable materials resulting in a gate fee being charged rather than income being generated is expected to lead to an overspend of £74k in 2016/17. The MTFP proposals for 2017/18 reflect this change.

Shared Revenues and Benefits

- 2.21 An increase in the summons costs recovers of £77k is reported. This is in line with the outturn position for 2015/16 and is reflected in the changes to the MTFP for 2017/18.

Shared Business and Technology Services

- 2.22 A overspend of £19k is reported against the IT licences budget this relates to the licence for the HR system and is a one off cost.

3.0 CORPORATE BUDGETS

- 3.1 Corporate budgets are costs and income received by the Council

that are not service specific these include income from the Councils investments, pension deficit contributions and New Homes Bonus grants to Town and Parish Councils.

- 3.2 Table 2 below shows the forecast outturn position against the corporate budgets. Details of movements against the original budget are shown in the paragraphs below.

Table 2: Corporate budgets forecast outturn

	Original Budget 2016/17	Forecast outturn	Variance
	£'000	£'000	£'000
NHB Grants to Town & Parish Councils	901	901	-
Contingency Budget	150	14	(136)
Interest Payments	662	662	-
Interest and Investment income	(902)	(920)	(18)
RCCO (Revenue Contribution to Capital Outlay)	25	25	-
Pension Fund Deficit contribution	600	600	-
Corporate Budgets Total:	1,436	1,282	(154)

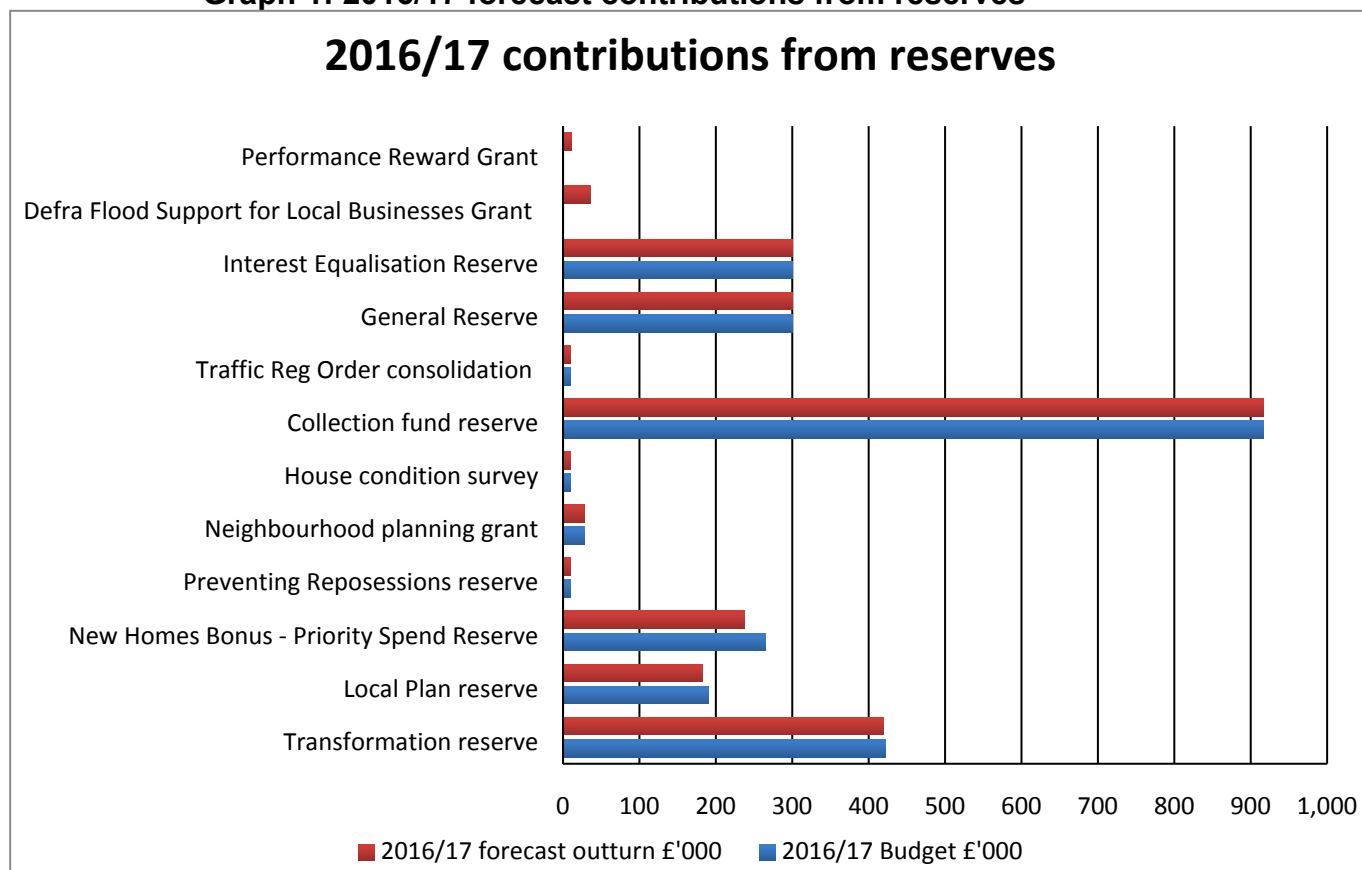
- 3.3 Currently there is only £14k committed from the contingency budget in 2016/17, £2k is to fund posts in Environmental Health and £12k is to fund external lone working. Any balance on this budget at the end of the year will be transferred to the transformation reserve.
- 3.4 Income from investments and interest is difficult to predict given recent events following Brexit and uncertainty over the Bank of England interest rates. The £18k favourable forecast outturn position represents the additional income from the Councils investment in two property funds being above the budgeted figure, this is slightly below the 2015/16 outturn position.

4.0 RESERVES

- 4.1 The Council holds earmarked reserves to fund unpredictable financial pressures and to smooth the effect of known spending over time. Graphs 1 and 2 below reflect the forecast outturn position as at 30 September 2016.

4.2 Funding from reserves will offset expenditure shown in section 2 of this report whilst a contribution to reserves will be shown as income in the revenue forecast outturn.

Graph 1: 2016/17 forecast contributions from reserves



4.3 As at 30 June 2016 it is forecast that there will be contribution from reserves of £2.462m in 2016/17 this is £9k higher than approved as part of the 2016/17 budget setting process. The significant variances are reported in the following paragraphs.

4.4 The transformation reserve was created to fund transitional staffing costs and service improvements. The total use of reserve is £4k below 2016/17 budget. This is made up of:

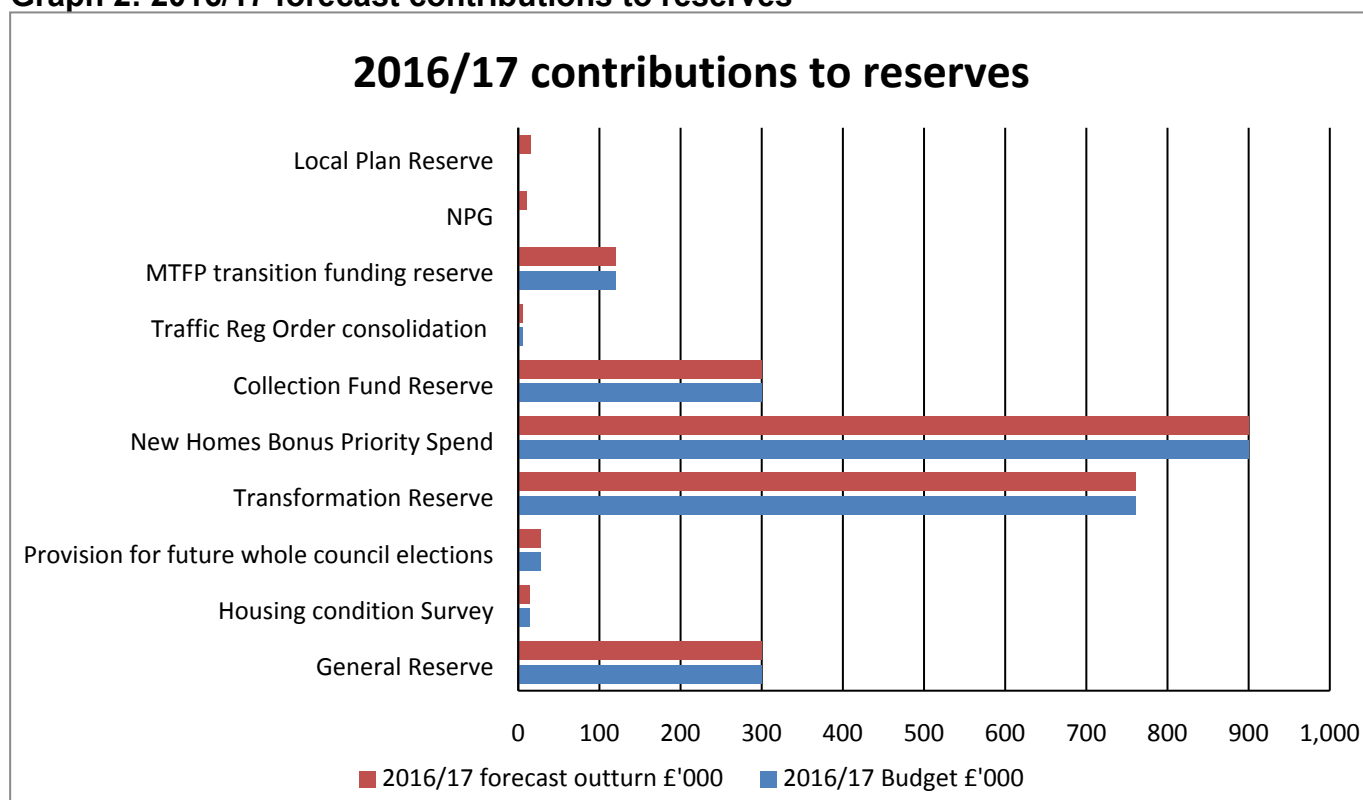
- £39k funding for costs relating to consultants for the procurement of a new financial system
- £16k to fund a new graduate from October 2016
- £30k funding for Building Control project
- £200k reduced use of reserve relating to a review of Community Safety Service
- £20k to fund temporary posts in Environmental Health
- £17k to fund apprentice salaries in 2016/17
- £31k to fund leisure consultants

4.5 The New Homes Bonus – Priority spend reserve was established from unspent New Homes Bonus monies and utilised to fund items agreed by Leadership Team and Executive. The use of this reserve is £27k below budget. The main items are:

- £200k reduced use of reserve for Old River Lane Planning costs.
- £100k to fund East Herts contribution to Public Health projects, to match funding received from Hertfordshire county Council.
- £95k for Bishop's Stortford consultation costs

4.6 The DEFRA flood support for local business was established from an unspent element of a DEFRA grant received to enable the Council to support local businesses following flooding in 2013/14. It is anticipated that £37k (the balance on the reserve) will be spent in 2016/17.

Graph 2: 2016/17 forecast contributions to reserves



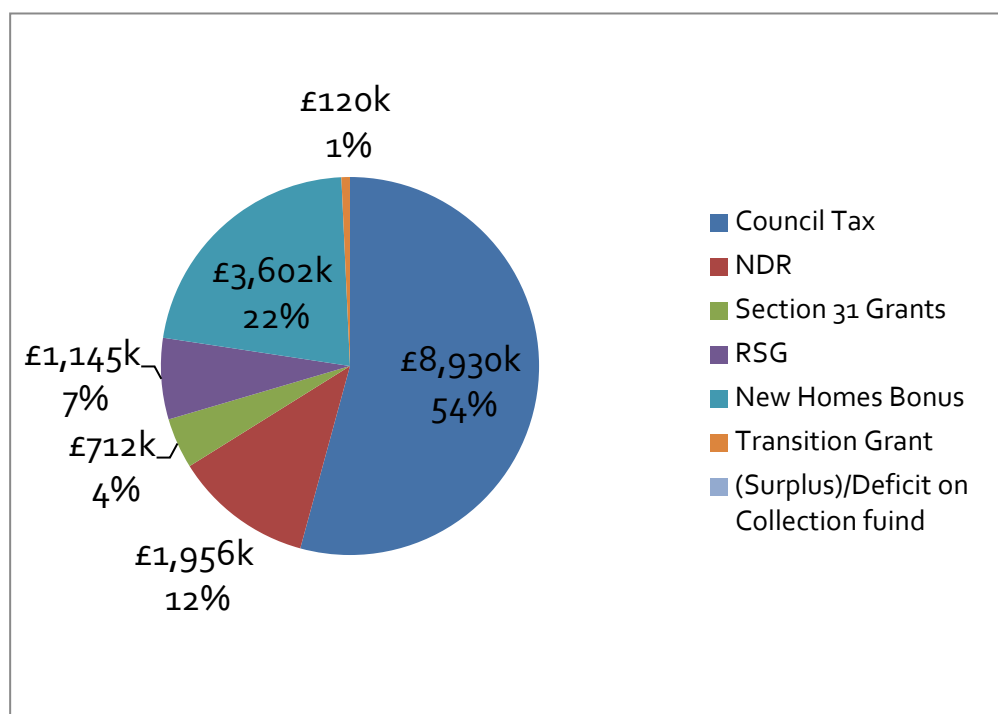
4.7 The forecast outturn contribution to reserves has increased by £25k to £2.453m from the 2016 /17 budgeted position. This is due to:

- £10k - Neighbourhood Planning Grant received from the DCLG in relation to Bishop's Stortford south referendum which will be transferred to the Neighbourhood Planning Grant reserve.
- £15k – contribution from Harlow Council to be distributed to

partners across the Housing Market Area. This will be transferred to the Local Plan reserve.

5.0 FINANCING

- 5.1 These income budgets are general and non-service specific income sources. The following pie chart shows the value and percentage split of these budgets.



6.0 CAPITAL PROGRAMME

- 6.1 The revised 2016/17 budget has increased from £5.58m to £6.157m. This is an increase of £577k, this relates to grants for Network Homes for the Ridgeway scheme and Gladstone Road scheme. As at 30th September 2016 an underspend of £1.576m is reported. Details of the movements against budget that make up this underspend can be found in the following paragraphs.
- 6.2 The 2015/16 capital forecast expenditure is summarised in Table 3 below. **Essential Reference Paper 'C'** sets out the detailed forecast on each scheme.

Table 3: Capital forecast outturn

2016/17 CAPITAL EXPENDITURE SUMMARY MAY 2016					
	2016/17 Original Budget	2016/17 Revised Budget	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget
	£'000	£'000	£'000	£'000	£'000
Strategic Finance and Property	764	929	259	1,239	310
Shared Business and Technology Services	675	1,076	87	971	(105)
Operations	1,030	1,325	174	1,033	(292)
Housing and Health	2,028	2,711	258	1,162	(1,549)
Planning and Building Control	92	68	35	68	-
Communications, Strategy and Policy	20	48	9	41	(7)

6.3 A £310k overspend is predicted against the capital schemes that sit under the Head of Strategic Finance and Property. This includes:

- an estimated £600k for demolition of Number 1 The Causeway building. This was not included in the original capital programme for 2016/17 as is a result of decisions taken in year. This will be funded from the Commercial Property Reserve.
- £180k underspend against the operational building rolling programme.
- Capital works at the Council's swimming pools are part of a leisure review that is currently taking place, revised schemes are expected to be submitted for 2017/18, a £112k underspend in 2016/17 is reported.

6.4 The rolling programme budget to be utilised on ICT projects is showing a £105k underspend. £293k of the £398k budget has been committed by ITSG (IT Steering Group) in 2016/17.

6.5 A £292k underspend is reported against the budgets that come under the Head of Operations. This includes:

- The scheme to provide a small hydro-electricity turbine at the castle weir in Herford is currently under discussion with the Environment Agency. Project completion is anticipated in early

2017/18. A underspend of £201k is reported in 2016/17.

- Progress on the capital scheme to modernise the public conveniences at Bell Street in Sawbridgeworth is being made at a very slow pace. Project completion is not expected in 2016/17, a £67k underspend is reported.
- An overspend of £36k is reported on the refurbishment of Hartham Pavillion, as the priced specification came in over the budgeted amount. This overspend will be fully funded from section 106 contributions.
- The capital scheme for Hartham common major play works will be reviewed in 2017/18 pending the review of Leisure facilities. A £25k underspend is reported.
- A £42k underspend is reported on the markets improvement budget. Options appraisals for markets will be taken to Scrutiny in March 2017.

6.6 Underspends of £1.549m are reported against the capital schemes under Housing and Health. These include:

- A countywide review of Disabled Facilities Grants is underway. However the outcomes of this review are not expected to impact on referral rates until 2017/18. In line with the 2015/16 outturn this budget is expected to be £294k underspent in 2016/17. This is funded by a ring fenced government grant.
- There is currently only £3k committed against the Decent Homes Grant capital scheme. It is unlikely that more than £50k will be required in 2016/17, resulting in an underspend of £50k.
- There are only a few cases in the pipeline in respect of the capital Energy Grants, a maximum spend in 2016/17 of £100k is anticipated, this will leave £50k unspent.
- Underspend of £289k against the £577k grants to Network Homes (mentioned in paragraph 6.1) as 50% of the grant is to be paid on completion (not expected until 2018).

6.7 Capital grants totalling £67k to town and parish councils will be fully funded from section 106 contributions in 2016/17, these are:

- Watton-at-Stone Parish Council - new tennis courts (£38k)
- Bishops Stortford Town Council – path works on Sworders Field

7.0 DEBTORS

7.1 Total Outstanding debt as at 30th September 2016 is £1.466m. This is a 20% increase from the previous quarter.

- 7.2 The outstanding debt over 120 days old totals £577k. Of this debt, over 90% relates to disputed invoices where negotiations are ongoing to collect the debt owed. The remainder of the debts over 120 days are invoices relating to environmental health enforcement, where a charge is held against property to pay the debt once the property is sold, or housing debts where repayments are being made with a payment plan over several months.
- 7.3 **Essential Reference Paper D** analyses the profile of aged debtors

8.0 PERFORMANCE ANALYSIS

Performance against targets

Corporate priority: Improve the health and wellbeing of our communities

- 8.1 Performance indicators for this priority are generally showing an improving trend and are meeting their targets with the exception of two indicators:
- **EHPI 141 – Participation in Team Herts volunteering.**
Performance was 'Red' for the first six months of 2016/17. Since launching the scheme in April and following the appointment of the TeamHerts Volunteering Coordinator in August 2016 two individuals have joined the flexible volunteering database, along with five volunteer involving organisations (these are organisations who wish to promote their one off, short term volunteering opportunities). Further work is planned to increase the number of participants through awareness raising events e.g. drop in sessions; introduction to volunteering sessions; promotion of the project to other voluntary organisations and key partners e.g. housing associations.
 - **EHPI 5.13c – Customer Satisfaction (GovMetric) – Website.**
Performance was 'Red' in October. Only 29% of respondents gave a 'Good' satisfaction score during October. 14% gave an 'Average' score whereas the majority, 57% gave a 'Poor' satisfaction score for the website. There were 120 respondents. This follows a similar theme to every other month and the mixed response follows a similar pattern to that reported in every other month in 2016.

Corporate priority: Enhance the quality of people's lives

8.2 Performance indicators for this priority are generally showing an improving trend and are meeting their targets with the exception of two indicators:

- **EHPI 2.2 – Waste: missed collections per 100,000 collections of household.** Performance was 'Red' in October. Missed collections have exceeded the target of 30 for October; this was anticipated as a result of changes in the garden waste rounds to assist with the ever increasing communal properties. The contractor will be made aware the target has been exceeded and will be expected to implement measures to bring missed collection back below target.
- **EHPI 157c – Processing of planning applications: Other applications.** Performance was 'Amber' for October. There were 107 out of 124 applications determined on time.

Corporate priority: Enable a flourishing local economy

8.3 Both indicators supporting this priority are showing a declining trend, with one of them also being off target:

- **EHPI 8 – % of invoices paid on time.** Performance was 'Amber' for October with 97.50% of invoices paid within 30 days, against a target of 98.50%. Several services had minimal late invoices but Planning and Building Control had 10.

Corporate priority: Corporate Health

8.4 The majority of measures are showing an improving trend and are on target with the exception of two indicators:

- **EHPI 5.1 – Percentage of complaints resolved in 14 days or less.** Performance was 'Red' for quarter 2 for 2016/17. During the second quarter of this year 14 complaints (out of 27 stage 1 and stage 2 complaints received) were dealt with within 14 days, equating to 51.85%. During this quarter, as is common with most Q2 periods, there were a lot of complaints regarding complex or detailed planning issues which took longer than 14 days (or 10 working days) to resolve. In most of these cases, the customer was kept informed as to how this was progressing.

Heads of service receive weekly updates via the information system to let them know what complaints in their areas are live.

- **EHPI 5.2 – % of complaints about the Council and its services that are upheld: 1st stage.** Performance was 'Red' for quarter 2. Of the 25 stage 1 complaints received out of 27 complaints in total, 9 were upheld. This makes a % of 36%. Of these 9, 3 were related to the Operations team, 2 of which were related to non bin collection, the other related to a contractors conduct. 3 were within Health and Housing, one of which was only partially upheld and was upheld on the grounds of the tone of the email rather than the content or decision. The other two related to historic paperwork and one which was raised with a contractor. The remaining 3 were from Strategic finance (2) and Planning and Building Control where procedural errors and a complex land management issue was the reasons for the outcome.

8.5 Please refer to performance indicator summary analysis in **Essential Reference Paper 'E'** for more detailed analysis.

9.0 IMPLICATIONS/CONSULTATIONS

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

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ESSENTIAL REFERENCE PAPER ‘A’

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate)</i> :	Priority 1 – Improve the health and wellbeing of our communities Priority 2 – Enhance the quality of people's lives Priority 3 – Enable a flourishing local economy
Consultation:	Discussions have taken place with Chief Executive, Directors, Heads of Service and external partners to construct an accurate revenue and capital financial forecast and performance report.
Legal:	There are no legal implications.
Financial:	Financial implications are included in the body of the report.
Human Resource:	There are no Human Resources implications.
Risk Management:	The Healthcheck report considers emerging risks to the in-year delivery of the Council budget and performance targets and sets out the mitigation of those risks.
Health and wellbeing – issues and impacts:	There no direct Health and Wellbeing issues arising as a result of the recommendations in this report.

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2016/17 Revenue Forecast - Quarter ending September 2016

		Original Budget 2016/17 £'000	Budget to date £'000	Actual to date £'000	Variance to date £'000	Forecast outturn £'000	Variance £'000
Net Cost of Services	Chief Executive & Directors	466	231	203	(28)	420	(46)
	Communications, Strategy & Policy	1,175	577	613	36	1,155	(20)
	HR & Organisational Development	469	234	215	(19)	480	11
	Strategic Finance & Property	1,445	808	1,911	1,103	1,592	147
	Housing & Health	2,343	1,387	946	(441)	2,273	(70)
	Democratic and Legal	1,102	546	622	76	1,221	119
	Planning & Building Control	1,044	499	289	(210)	1,102	58
	Operations	4,519	2,647	1,631	(1,016)	4,593	74
	Shared Revenues & Benefits Service	273	19,103	18,064	(1,039)	158	(115)
	Shared Business & Technology Services	1,298	649	895	246	1,317	19
	Total Net Cost of Services	14,134	26,681	25,389	(1,292)	14,311	177
Corporate Budgets	NHB Grants to Town & Parish Councils	901	901	-	(901)	901	-
	Contingency Budget	150	150	-	(150)	14	(136)
	Interest Payments	662	662	-	(662)	662	-
	Interest & Investment income	(902)	(902)	-	902	(920)	(18)
	RCCO	25	25	-	(25)	25	-
	Pension Fund Deficit contribution	600	600	-	(600)	600	-
	Corporate Budgets Total:	1,436	1,436	-	(836)	1,282	(154)
Use of Reserves	Contributions to Earmarked reserves	2,429	2,429	-	(2,429)	2,453	24
	Contributions from Earmarked reserves	(2,453)	(2,453)	-	2,453	(2,462)	(9)
	Finance and Support Services Total:	(25)	(24)	-	24	(9)	15
Total:		15,545	28,093	25,389	(2,704)	15,584	38
Funding	RSG	(1,145)	(1,145)	-	1,145	(1,145)	-
	NDR	(1,956)	(1,956)	-	1,956	(1,956)	-
	Section 31	(712)	(712)	-	712	(712)	-
	(Surplus)/Deficit on Collection fund	917	917	-	(917)	917	-
	Other General Grants	(120)	(120)	-	120	(120)	-
	New Homes Bonus	(3,602)	(3,602)	-	3,602	(3,602)	-
	Funding Total:	(6,618)	(6,618)	-	6,618	(6,618)	-
Total:		8,927	21,475	25,389	3,914	8,966	38

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2016/17 CAPITAL MONITORING SEPTEMBER 2016

Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amendments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	TOTAL					4,609	292	1,256	6,157	715	136	851	4,581	(1,576)		
RP - ROLLING PROGRAMME																
	Head of Strategic Finance & Property															
72356/7502	Fabric Improvements to Swimming Pools	S. Whinnett	Not known	Mar-17	RED	40			40	10	1	11	20	(20)	GREEN	Survey & specification stage
72357/7502	Glazing & equalities access works to Swimming Pools	S. Whinnett	Not known	Mar-17	RED	40			40			-	0	(40)	GREEN	Survey & specification stage
72355/7502	Grange Paddocks Teaching Pool - Replace existing handrail & tiles to walls, steps & base of pool	S. Whinnett & M. Kingsland	Jan-16	Dec-16	RED			34	34		22	22	34	-	GREEN	Works programmed for Xmas closedown. Start date panned for 12/12/2016
72338/7502	Leventhorpe Swimming Pool - Renew main supply fan to the main pool area	S. Whinnett	Sep-13	Mar-17	RED	25			25			-	0	(25)	GREEN	Need to review scheme as essential repairs already carried out. Awaiting decision on joint provision capital expenditure
72352/7531	Hartham Swimming Pool - Refurbishment of Pool Filters to ensure the efficiency of the pools filtration plant operation & to maintain the pools water quality	S. Whinnett	Dec-16	Dec-16	GREEN	25			25			-	25	-	GREEN	Works programmed for Xmas closedown.
72353/7502	Fanshawe Swimming Pool - Joint Provision Pools (Ward Freman, Leventhorpe & Fanshawe) - Replacement Air Conditioning to Offices	S. Whinnett	Apr-14	Mar-17	RED	15			15			-	0	(15)	GREEN	Awaiting decision on joint provision capital expenditure, dependant on the Leisure Strategy report.
72345/7531	Fanshawe Swimming Pool - Refurbish/Replace Pool Filters, to maintain efficient operation of the pool filter & pool water quality	S. Whinnett	Not known	Mar-17	RED	20			20			-	28	8	GREEN	Awaiting decision on joint provision capital expenditure, dependant on the Leisure Strategy report.
72346/7531	Fanshawe Swimming Pool - Replace Pool Circulating Pumps	S. Whinnett	Dec-13	Mar-17	RED	20			20			-	0	(20)	GREEN	Awaiting decision on joint provision capital expenditure, dependant on the Leisure Strategy report.
	OPERATIONAL BUILDINGS															
71280/7502	Rolling programme for planned preventative capital maintenance of operational buildings	S. Whinnett & J. Earley	RP	RP		195		85	280			-	100	(180)	RED	Budget in place to allow appropriate schemes to go forward upon provision of appropriate business case. No further planned schemes this year, but will leave £100k in the budget incase of emergency works
	Hertford Theatre															
72706/7502	Entrance Lobby Roof - to replace the existing defective roof with new leak free, energy efficient roof and reduce overheating in the entrance lobby / foyer area in summer months	S. Whinnett & J. Earley	Sep-15	Sep-16	RED	19			19	15	3	18	19	-	GREEN	Completed, awaiting final invoices.
72711/7502	Hertford Theatre - Flood Alleviation Works to Sump Pumps - To modify the existing sump pump installation to reduce the likelihood of any future flooding of the Theatre	S. Whinnett & J. Earley	Aug-16	Mar-17	RED	20			20	4		4	20	-	GREEN	1st phase of work completed

Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amend-ments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
71286/7502	Hertford Theatre - Emergency Lighting works to backstage areas	S. Whinnett & J. Earley		Aug-16	GREEN			11	11	10		10	11	-	GREEN	Completed.
71284/7502	Buntingford Service Centre - Energy Saving Lighting - To replace the existing lighting in the recycling, workshop and storage area with energy efficient/low maintenance LED lighting	S. Whinnett & J. Earley	Jun-16	Oct-16	RED	35		10	45	29	18	47	47	2	GREEN	Works commenced.
75272/7502	Library Car Park, Ware - to carry out drainage & resurfacing works to the annexe area of the public car park	S. Whinnett & J. Earley	Oct-16	Aug-16	GREEN			20	20	20		20	20	-	GREEN	Completed.
71203/7531	Replacement of Chairs & Desks	T. Smith	RP	RP		10	(6)		4	3	1	4	4	-	GREEN	
	Charringtons House 2nd Floor Suite Refurbishment															
71285/7502	Maximise return from Council assets by generating rental income & business rates income from Charringtons House for the Council once the suite is refurbished	A. Osborne	Apr-16	Dec-16	RED	300			300	99		99	300	-	GREEN	First phase of refurbishment complete and recently passed for payment and second phase due to be actioned, anticipated completion Dec 16
71287/7502	Demolition 1 The Causeway, B/S	S. Whinnett		Mar-17					-	18	6	24	600	600	GREEN	Planning application stage. Funded from Commercial Property Fund
72568/7502	North Drive, Ware - reconstruct road & drainage	A. Osborne	Mar-10	Not known	RED		(1)	12	11			-	11	-	GREEN	Planning Enforcement negotiating with developer to try and resolve outstanding issues
	Total Strategic Finance & Property					764	(7)	172	929	208	51	259	1,239	310		
	Head of Shared Business & Technology Services															
									-							
71414/7531	Replacement Infrastructure	P. Wain	RP	RP		35	12		47	7		7	47	-	GREEN	SHARED SCHEME w/Stevenage BC A 5yr investment programme for the shared ICT Infrastructure is being developed and proposals will be brought forward shortly.
71416/7531	Merging IT systems - Licensing & Env Health	J. Geall		Aug-16			9	40	49	30		30	49	-	GREEN	Additional draw down from rolling programme for consultancy to support transition to the new system
71416/7513	Merging IT systems - Licensing & Env Health. Capital Salaries	J. Geall						25	25			-	25	-	GREEN	Budget drawn down from rolling programme to fund contract extension in Env Health to support the implementation project. Additional costs in relation to IDOX project to be incurred, contract further extended for existing member of staff. To be drawn down from Rolling Programme.
71431/7531	Establishment of LES & internet links to replace MPLS	H. Lewis		Oct-16			24		24	2		2	24	-	GREEN	Work to migrate the data connections is now completed. Planning to migrate the telephony connections is now underway with the majority of remaining spend expected in Q3.
71435/7531	Funding for Applications	P. Tyler	RP	RP		40		(40)	-			-	-	-	GREEN	This scheme has been superseded by the Rolling programme
71439/7531	Service Desk & Utilities	H. Lewis		Mar-17			25		25			-	25	-	GREEN	Work to harmonise security software is ongoing with implementation expected March 2017
71440/7531	Shared service print investment costs 50%	H. Lewis						21	21			-	21	-	GREEN	SHARED SCHEME w/Stevenage BC Work is currently being undertaken to review the way forward, as a number of new opportunities have been identified. A business case will be presented in the near future, clear identifying the investment required
71449/7531	New Desktop Software	H. Lewis					4	(4)	-			-	-	-	GREEN	Funds transferred to Rolling programme (71450/7531).

Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amend-ments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
71453/7531	New HR & Payroll System	N. Roberson		Mar-17				55	55			-	55	-	GREEN	SHARED SCHEME w/Stevenage BC NGA slected as preferred solution and project kick off taking place in July. First payroll on new system anticipated in Apr-17, although some HR self-serve elements may be launched sooner.
71459/7531	New Finance System	P. Gregory		Mar-17		175			175			-	175	-	GREEN	Tender to go out Aug/Sept, update on prices once offered. Predict most will be in 16/17
71460/7531	New Asset Management System	P. Gregory	Sep-16	Dec-16		20			20			-	20	-	GREEN	System is the next in line for implementation following the upgrade of Uniform to v10, anticipated completion by Dec-16
71456/7531	Client Equipment	H. Lewis	RP	RP			5	10	15	11		11	15	-	GREEN	Budget used to service new and replacement equipment needs identified within year
71458/7531	Electoral Management Software							75	75			-	75	-	GREEN	The procurement documentation is complete, and the formal procurement process can start when it fits in with the service's timetable (the european referendum has delayed matters).
71461/7531	Revs & Bens EDM Solution	R. Brock		Dec-17				110	110	37		37	110	-	GREEN	Northgate I@W selected as the preferred solution and the project kick-off taking place in July.
71462/7531	Car Park Data Warehousing	P. Tyler						22	22			-	22	-	GREEN	Drawn down from rolling programme. Work is progressing with the supplier to define the data requirements
71463/7531	Audio & Visual Equipment Council Chamber Wallfields	P. Wain						5	5				5	-		Drawn down from rolling programme
71464/7531	Audio & Visual Equipment Hertford Theatre	P. Wain						10	10				10			Drawn down from rolling programme
71450/7531	Rolling programme to be utilised on ICT projects subject to ITSG review	H. Lewis	RP	RP		405	171	(178)	398			-	293	(105)	AMBER	Additional draw down anticipated for infrastructure investment and any early projects to support the digital strategy
	Total Shared Business & Technology Services					675	250	151	1,076	87	-	87	971	(105)		

Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amend-ments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	Head of Operations															
71253/7531	Car Park Management System - To implement a cost effective car park management system for the Council to manage its car parks for the next 10 years	A. Pulham	Sep-16	Oct-16	AMBER	340			340	1	33	34	340	-	GREEN	Order raised for new tariff board signs. Completion of scheme in October 16
	Refurbishment of Hertford Theatre Café/Bar								-							
72712/7502	The layout, design and equipment provision is in need of upgrade in order to meet the needs of our customers and maximise the potential for revenue generation	B. Cannell	Sep-16	Dec-16	AMBER	50			50			-	50	-	GREEN	Final designs received 19.9.16. Completion in December
72710/7531	Hertford Theatre replacement of 6 lighting hoists	B. Cannell	Dec-15	Aug-16	RED			13	13	7	6	13	13	-	GREEN	Partly completed in 15/16, however, due to timescales of events at the Theatre, the remaining work had to be completed in August 2016 when the Theatre closed for 2 weeks
	Refuse Collection & Recycling											-				
75165/7531	Containers Replacement Programme	D. Allen	RP	RP		100	19	(10)	109	53	9	62	109	-	GREEN	Rolling programme for containers - on target
75145/7531	Replacement Litter Bins	D. Allen	RP	RP		6	3	(1)	8	4	2	6	8	-	GREEN	Rolling programme for litter bins - on target
75152/7531	Commercial Waste Bins	D. Allen	RP	RP		34	11	12	57	7	1	8	57	-	GREEN	Rolling programme for commercial bins - on target
72513/7502	Bell Street, Sawbridgeworth - Modernise the public convenience facilities, in preparation for transferring the operation to Sawbridgeworth Town Council under an agency agreement	D. Allen	Sep-15	Mar-17	RED			67	67	(2)	2	-	0	(67)	GREEN	Progress is being made at a very slow pace. The Service Level Agreement is has been sent to STC however they have asked to revist plans. Head of Ops exploring options.
72517/7502	Hartham Pavilion Refurbishment - Replace public toilets, redevelop existing café area, create functional changing area for footballers & incorporate meeting/training room.	M. Kingsland & S. Whinnett	Dec-15	Mar-17	RED		1	58	59		1	1	95	36	GREEN	Additional S106 funding of £36k approved at Leadership Team to cover priced specification that came in above initial estimate. Works still planned to be completed in 2016/17
72522/7531	Play Area Grange Paddocks, B/S - Install new play area, to include new activity equipment & surfacing. New footpath & installation of new seating.	I. Sharratt	Mar-17	Feb-17	GREEN	95			95			-	95	-	GREEN	Officers carried out desktop assessment of project in June. Concept plans have been drawn up and the consultation with residents is underway. The consultation is complete & consultees have all been responded to. Some minor areas were modified & the resultant specification is due to be
72504/7531	Play equipment & infrastructure replacement	I. Sharratt	RP	RP		50			50			-	50	-	GREEN	A project is underway with CMS to design the Hartham Common & Beyond scheme part of which will be funded through this budget along with a range of play area and access improvements across the district to be finalised by the end of October 16 and delivered by March 17
72516/7531	Play Area, The Bourne, Ware (Phase 2) - Installation of a fitness & play facility for older children & open space access improvements.	I. Sharratt	Mar-16	Nov-16	RED			41	41	38	7	45	48	7	AMBER	All works are now completed satisfactorily. A final sign off meeting will be conducted by the end of October 16. Part payment has been made & full payment will be made after this meeting, less the retention sum as per contract.
72508/7531	Hartham Common, Hertford - Preliminary works associated with the development of the major play site development project to be undertaken in 2016/17 in accordance with Hartham Common Development Plan	I. Sharratt	Mar-13	2017/18	RED	25			25			-	0	(25)	RED	This project is to be delayed & reviewed in 2017/18 pending decisions on plans for the leisure centre. The play area revamp is still an important improvement but may benefit from being considered as part of a larger project. A draft brief has been created & is ready to modify in line with any new objectives. Scheme will slip.
72521/7502	Open Space improvements Bishop's Park, B/S - Installation of a car park, footpath improvements & health/play facilities	I. Sharratt	Mar-17	Mar-17	GREEN	106			106			-	106	-	GREEN	Discussions are underway with County officers to explore Rights of Way further and opportunities for joined up approach with Safer Routes to School. The impact of access improvements on school routes and the technical element of negotiating the road across the park need to be established before consulting with the public. The Council's Health & Safety Officer has provided his feedback on the scheme. Preliminary designs have been considered and public engagement is delayed until October 16. Project to be delivered by March 17.
72507/7531	Pishiobury Park, Sawbridgeworth - Wetland Habitat Project - improvements to boardwalk/paths permitting safe access to the wetland area of the park	I. Sharratt	Mar-13	Dec-16	RED		12		12			-	12	-	GREEN	Plans still temporarily on hold due to delays in completing agreement with current owners of the Osier Bed woodland. EHC legal documents to secure the transfer have now been issued following agreement from the owners who are currently instructing their solicitors. Works were not possible over the summer due to bird nesting but should go ahead in November 16.
72511/7531	Buryfield Recreation Ground, Ware - Installation of play area to encourage healthy activity for younger children	I. Sharratt		Oct-16	GREEN		3		3		3	3	3	-	GREEN	Retention only

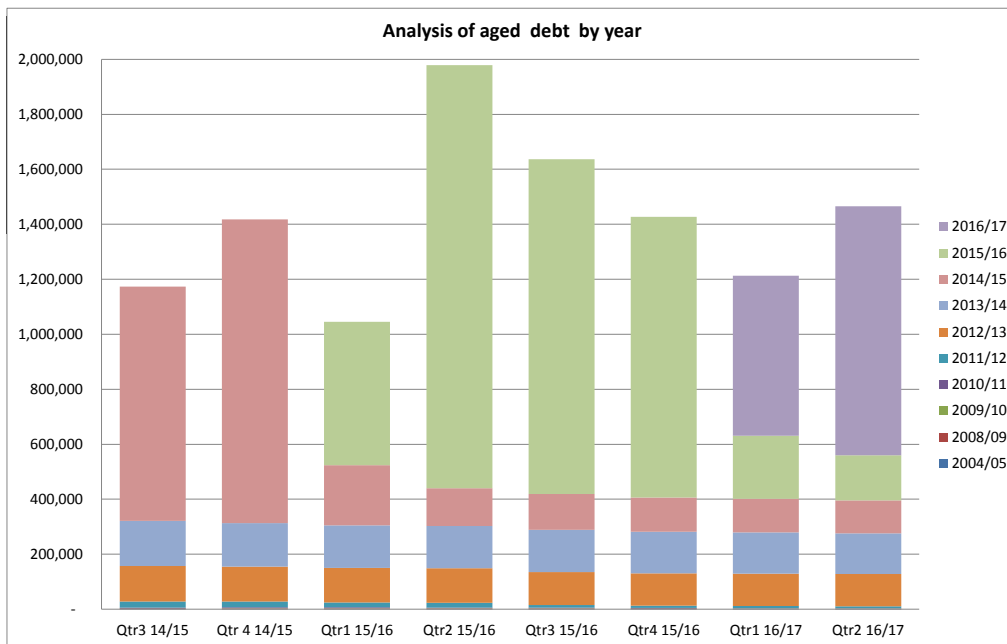
Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amend-ments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
75168/7502	Energy Efficiency & Carbon Reduction Measures - Installation of solar panels at Wallfields, Hertford	D. Thorogood/S. Whinnett	Mar-12	Nov-16	RED			45	45			-	45	-	GREEN	Potential contractors are being asked to provide revised costings and estimated FiT paybacks for the project (after revisions to government tariff payments). Assuming paybacks are satisfactory scheme start anticipated winter 2016.
72591/7502	Castle Weir Micro Hydro Scheme - To provide a small Hydro-electricity turbine in the river Lee at Hertford Weir. This is an invest to save project and will generate electricity providing power for Hertford Theatre and for sale to the Grid. The scheme is subject to a rigorous approval process by the Environment Agency for flood risk and protection of biodiversity.	D. Thorogood	Mar-12	Mar-17	RED	201			201			-	0	(201)	RED	Currently in discussion with EA to agree with EA consultants the final operating protocols together with revised water flow data following improvement works and automation of the main weir gates, which impacts upon flood risk modelling for the hydro scheme. Once data confirmed this will allow revised modelling and paybacks to be completed and scheme to progress. Project completion currently anticipated early 2017/18 year
74106/7531	Market Improvement Scheme	N. Kirby		Mar-17	RED	23		21	44	2		2	2	(42)	RED	Options appraisal for markets going to Community Scrutiny March 2017. Funds could support HUDS work potentially.
									-			-				
	Total Head of Operations					1,030	49	246	1,325	110	64	174	1,033	(292)		
									-			-				
	Head of Housing & Health								-			-				
72442/7601	Community Capital grants - to provide the right tools for people to get involved with projects that improve facilities such as green spaces or community buildings – inspiring ownership and pride.	C. Pullen	RP	RP	AMBER	120	(24)	41	137	42		42	92	(45)	AMBER	Of the 9 awards allocated in June 2016, 5 of those have now made a claim. Of the 28 awards made in 15/16, 21 have now claimed payment and others are expected in by the end of December. In the 2nd funding round, 11 organisations were awarded a grant. There is still funds remaining to be allocated so a 3rd deadline will be set. Note: spending this budget is always dependant on successful applicants being able to complete their project within the 1 year time frame or 6 months in case of a small capital grant. Still anticipate spending the all the budget but will chase successful applicants for status check on their project.
72685/7601	Future Social Housing Schemes	L. Harris				821			821			-	0	(821)	RED	No current commitments. First priority is to spend S106 sums which have been collected for affordable housing.
72685/7601	Ridgeway Scheme, Hertford (Network Homes)	L. Harris		Dec-16				500	500			-	250	(250)	GREEN	Grant to be paid to Network Homes - fully funded from S106 commuted sum. To build 120 new build properties which will all be affordable housing units, expecting payment to be made December when work on site commences. EHDC contributing to Phase 1, major project should be completed late 2018. 50% to be paid when work commences on site & 50% on completion
72686/7601	Gladstone Road, Ware (Network Homes)	L. Harris						77	77				38	(39)	GREEN	Grant to be paid to Network Homes - fully funded from S106 commuted sum. To build 10 affordable housing units. Scheme should be completed by early 2018. 50% to be paid when work commences on site & 50% on completion
	Private Sector Improvement Grants								-			-				
72602/7601	Disabled Facilities (Govt funding of £530,136 rec'd for 16/17)	S. Winterburn	RP	RP		694			694	141		141	400	(294)	AMBER	Government funding through Better Care Fund has increased for 2016/17 to £530,136. This exceeds recent (though not historic) spend. Only £321K was spent on DFG in previous year. A county wide review of DFG services is underway, but is not expected to affect referral rates until next year. HCC's DHCS has confirmed that unspent BCF allocation can be carried forward to next year. Discussions underway to resolve OT waiting list, but currently expect max spend to be £400k. Current commitment (i.e., approved, unpaid grants) is £126k.
72605/7601	Disabled Facilities - Discretionary	S. Winterburn	RP	RP		100			100			-	50	(50)	RED	Current commitment on DDFG budget is only £31.6k. Unlikely to need more than £50K.
72606/7601	Decent Home Grants	S. Winterburn	RP	RP		150			150	12		12	100	(50)	AMBER	A few cases in pipeline. Current commitment +spend is £15k. Anticipate max spend of £100k.
72604/7601	Energy Grants	S. Winterburn	RP	RP		20		38	58			-	58	-	GREEN	Scope to expand range of measures was identified in energy strategy, to include higher cost measures enabling spend of budget.
71201/7603	Capital Salaries	P. Gregory	RP	RP		26			26			-	26	-	GREEN	

2016/17

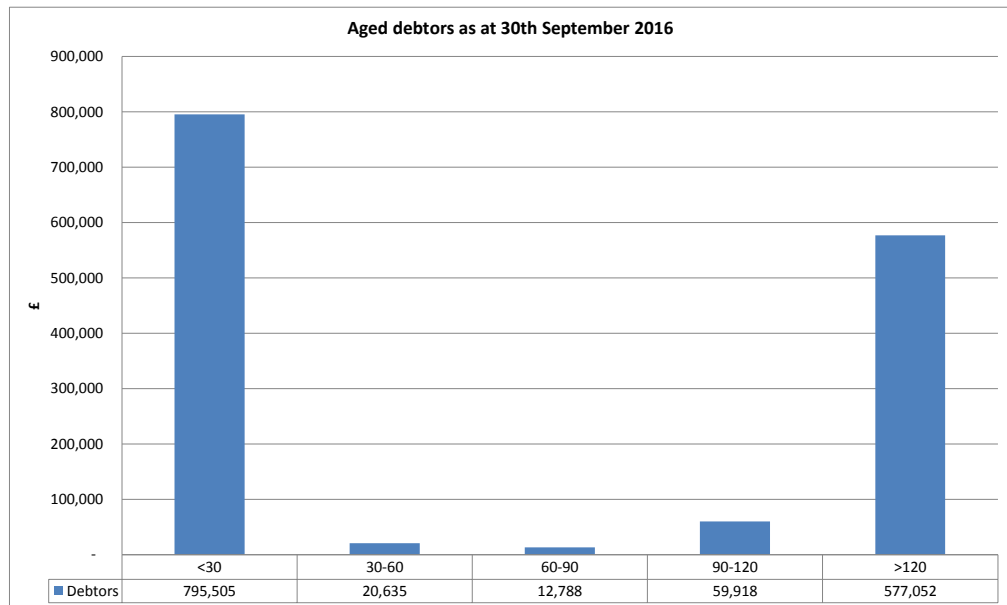
Exp Code	2016/17 Approved Schemes	Project Manager	Original Completion Date	Expected Completion Date	Project RAG Status	2016/17 Original Budget	2015/16 Slippage	2016/17 Amend-ments	2016/17 Revised Budget	2016/17 Actual to Date	2016/17 Commitment to Date	2016/17 Total to Date	2016/17 Forecast Outturn	Variance between Forecast Outturn & Revised Budget	Outturn RAG Status	COMMENTS
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
75160/7502	River & Watercourse Structures - Improve, maintain & renew structures along rivers and watercourses to alleviate possible flooding throughout the district.	G. Field	RP	RP		47	8		55	5	7	12	55	-	GREEN	Bridge surveys on East Herts owned bridges have now been completed.We are waiting for the Report and if remedial works are identified these will be carried out depending on priority & budget available. The new grille and headwall at a flood site in Bishops Stortford has now been installed and will be added to the monthly inspection & clearance programme. Quotes have been requested for flood modelling for a site in Ware to assess flood alleviation works required as part of a Surface Water Management Plan area (SWMP)
75172/7502	Air Quality Capital Grant Scheme - Subway improvement works in Hertford to include bespoke artwork & signage	G. Field					1		1	1		1	1	-	GREEN	Small underspend from 15/16 (from DEFRA Grant of £31,320), to be used to install information signage.
75163/7502	Land Management Programme - Land Management Asset Register & Associated Works	G. Field	RP	RP		50	(4)	18	64	25	5	30	64	-	GREEN	Works are ongoing. Many assets have been identified and surveyed with areas still to investigate. The data will be correlated and any remedial and/or major works that are identified will be carried out depending on priority & budget available. Some safety works have been identified and work carried out.
75163/7513	Land Management Programme - Land Management Asset Register & Associated Works. Capital Salaries	G. Field	RP	RP				8	8			-	8	-	GREEN	To fund 7 1/2 hour post until September 16. Contract extended to March 2017
75173/7531	Air Pollution Monitoring Equipment	G. Field	Feb-16	Jul-16	RED		20		20	20		20	20	-	GREEN	Fully funded from HCC Contribution
									-			-				
	Total Housing & Health					2,028	1	682	2,711	246	12	258	1,162	(1,549)		
									-			-				
	Head of Planning & Building Control								-			-				
74102/7601	Historic Building Grants - Enable grants to be offered to the owners of historic buildings to encourage their maintenance and upkeep.	K. Steptoe	RP	RP		92	(1)	(23)	68	35		35	68	-	GREEN	Claimants have 6 months from grant offer date to complete works. Maximum payment now £2,000. However, if a grant is approved for a property on the Buildings at Risk Register, maximum payment will be £10,000.
	Head of Communications, Strategy & Policy															
71252/7531	Device Responsive Template - Revised website templates including new navigation, enhanced accessibility and device responsive design	A. McWilliams	Not known	Oct-16	AMBER	20			20		9	9	13	(7)	AMBER	Negotiated delivery of new templates for public website to be bundled with existing project for delivery of new Intranet Templates – expected saving of at least £7,000
74105/7601	Environmental Enhancements to East Herts town centres	P. Pullin	Not known	Mar-17	RED			28	28			-	28	-	GREEN	This scheme was expected to complete last year but there have been delays in the delivery of the Tudor Square project by Ware Town Council. Town Council have given reassurances that the scheme will be delivered this year.
	Total Communications, Strategy & Policy					20	0	28	48	0	9	9	41	-7		
	Director															
72523/7502	Watton-at-Stone Parish Council - New Tennis Courts	A. Taylor							-			-	38	38	GREEN	Fully funded from S106 as agreed at CMT 9.2.16
72524/7502	Bishops Stortford Town Council - path works on Sworders Field	A. Taylor							-	29		29	29	29	GREEN	Fully funded from S106 as agreed in May 2014

DEBTORS

The following graph shows the Council's aged debt by year that the debt was raised. This position is shown for the most recent period and the preceding 7 periods. The debt outstanding as at 30th September 2016 is £1.5m



The following graph shows the age of the £1.5m of debts outstanding as at 30th September 2016.



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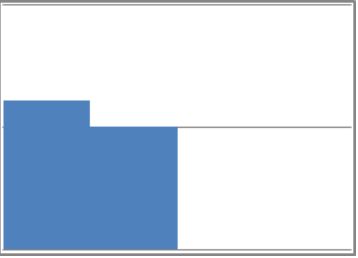

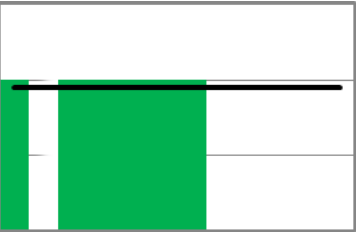
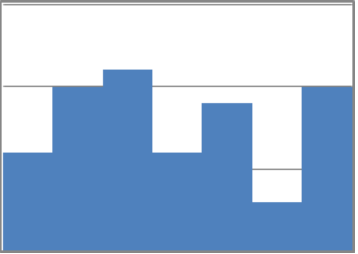

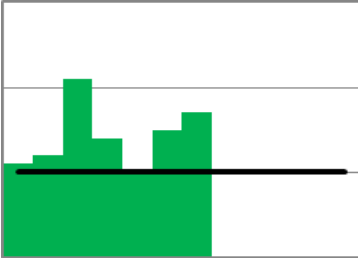
October/Quarter 2 Corporate Business Scrutiny and Executive

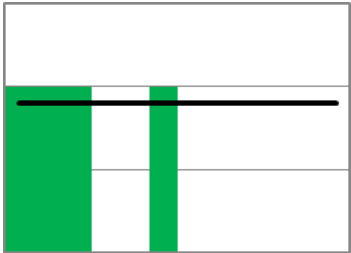
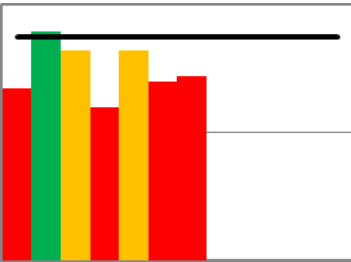
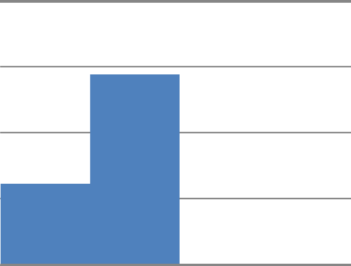
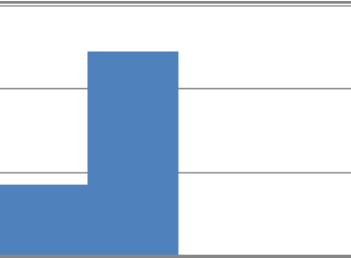
Corporate Priority 1: Improve the health and wellbeing of our communities

Period: October/Quarter 2 for 2016/17

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
Outcome: Residents living active and healthy lives						
EHPI 140 Number of over 50s participating in 'Forever Active' programme.	Trend only	Trend only	N/A – Monitored six monthly (calendar year), next update due December 2016.	New PI for 2016/17 so no trend comparison for this quarter.		Attendance is within expectations of the project. 648 people mainly between the ages of 50 and 75 have participated in a Forever Active sports and physical activity class at least once. Future 'come and try' events in quarter three could further encourage participation.
Outcome: Support for our vulnerable families and individuals						
EHPI 181 Time taken to process Housing Benefit new claims and change events. (MINIMISING INDICATOR)	G	11.00 days	8.51 days			Performance exceeding target, despite a declining trend compared to the previous period.
EHPI 151 Number of homeless households living in temporary accommodation at the end of the quarter. (MINIMISING INDICATOR)	Trend only	Trend only	21			At end of September 2016 there were 21 households in temporary accommodation (compared to 23 in quarter 1). The council owned temporary accommodation (hostel) had 10 out of 12 flats occupied with one flat vacant and one flat waiting for repairs to be completed. Four households were in Bed and Breakfast: one household is waiting for a date to move into supported accommodation the remaining were either due to move out soon or their circumstances are such that they are not suitable for hostel. Five households were in temporary supported accommodation due to mental health issues and two are in longer-term private sector leased property.

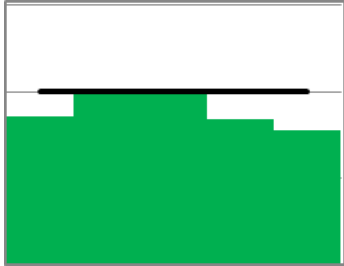
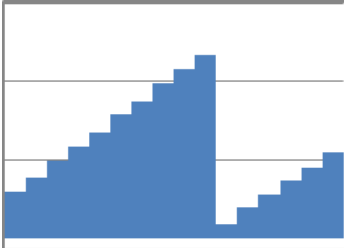
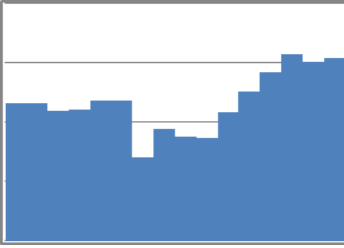
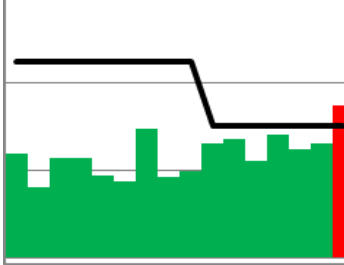
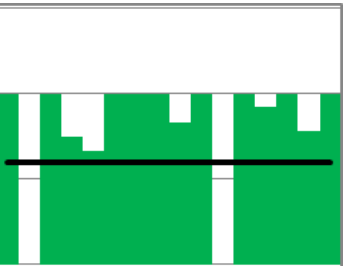
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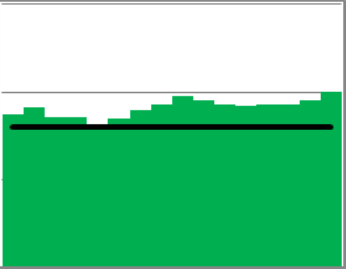

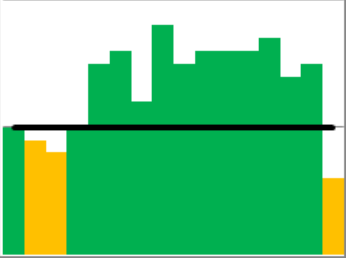

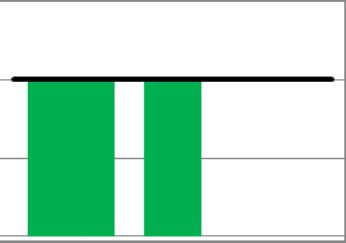
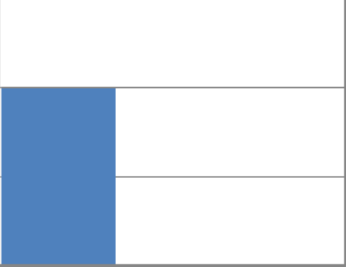
						Essential Reference Paper 'E'
PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
EHPI 150 Number of prevented homeless applications	Trend only	Trend only	50	↓		The council prevented 50 households from becoming homeless, in the second quarter (compared to 61 in quarter 1), by the provision of advice to relieve homelessness or securing alternative accommodation through the housing register, supported accommodation or actively assisting the household secure accommodation in the private rented sector.
EHPI 155 Number of affordable homes delivered (gross)	Trend only	Trend only	94	New PI for 2016/17 so no trend comparison available for this 6 month period.		94 new affordable homes have been completed and advertised through choice based lettings in the first 6 months of 2016/17. The estimate for 2016/17 is for a total of 162 new affordable homes (both rented and shared ownership).
EHPI 132 Percentage of full applications for Disabled Facilities Grant approved within 7 weeks.	G	95%	100%	→		2 grants were approved in October 2016, both on time.
EHPI 133 Pilot council tax debt intervention project (total appointments attended)	Trend only	Trend only	10	↑		Commentary to be verbally updated.
EHPI 141 Participation in Team Herts volunteering	R	100	7	N/A		Since launching the scheme in April and following the appointment of the TeamHerts Volunteering Coordinator in August 2016 two individuals have joined the flexible volunteering database, along with five volunteer involving organisations (these are organisations who wish to promote their one off, short term volunteering opportunities). Further work is planned to increase the number of participants through awareness raising events e.g. drop in sessions; introduction to volunteering sessions; promotion of the project to other voluntary organisations and key partners e.g. housing associations.
Outcome: Communities engaged in local issues						
EHPI 5.13a Customer Satisfaction (GovMetric) - Face to Face.	G	80%	87%	↑		In face to face interactions, 86.9% or 87% of respondents gave a 'Good' satisfaction level. 4.8% or 5% were 'Average' with 8.2% or 8% of respondents declaring a 'Poor' satisfaction. There were 267 respondents in total.

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
EHPI 5.13b Customer Satisfaction (GovMetric) - Telephone.	N/A	90%	N/A	N/A		No feedback was given during this month.
EHPI 5.13c Customer Satisfaction (GovMetric) - Website.	R	35%	29%	↑		Only 29% of respondents gave a 'Good' satisfaction score during October. 14% gave an 'Average' score whereas the majority, 57% gave a 'Poor' satisfaction score for the website. There were 120 respondents. This follows a similar theme to every other month and the mixed response follows a similar patter to that reported in every other month in 2016.
EHPI 5.12a Social Media: Number of followers (twitter followers).	Trend only	Trend only	6,977	↑		The number of twitter followers has increased since 30 June 2016 by 334.
EHPI 5.12b Social Media: Number of followers (facebook likes).	Trend only	Trend only	489	↑		The number of facebook likes has increased since 30 June 2016 by 32.

Corporate Priority 2: Enhance the quality of people's lives


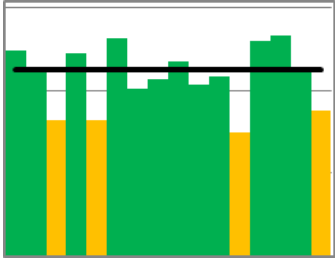

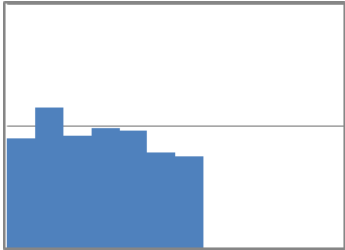
Period: October/Quarter 2 for 2016/17

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
Outcome: Attractive places						
EHPI 2.4 (47) Fly-tips: removal. (MINIMISING INDICATOR)	G	2.00 days	1.55 days	↑		Performance continues to be within target despite the number of fly tips increasing (Total for Quarter 1 & Quarter 2 2016 is 574 compared to 449 in 2015).
EHPI 191 Residual household waste per household. (MINIMISING CUMULATIVE INDICATOR)	Trend only	Trend only	220kg	↓		This performance indicator is reported one month in arrears so data relates to the month of September. Performance continues to show the waste per household being less than the same time last year. The reduction in waste is also a result of the diversion of street sweepings to recycling.
EHPI 192 Percentage of household waste sent for reuse, recycling and composting. (MAXIMISING INDICATOR)	Trend only	Trend only	55.40%	↑		This performance indicator is reported one month in arrears so data relates to the month of September. The recycling rate remains above 50% but will start to fall with the loss of garden waste tonnage, a seasonal trend.
EHPI 2.2 Waste: missed collections per 100,000 collections of household. (MINIMISING INDICATOR)	R	30.00	34.94	↓		Missed collections have exceeded the target of 30 for October; this was anticipated as a result of changes in the garden waste rounds to assist with the ever increasing communal properties. The contractor will be made aware the target has been exceeded and will be expected to implement measures to bring missed collection back below target.
Outcome: Future housing development meeting the needs of the district						
EHPI 157a Processing of planning applications: Major applications. (MAXIMISING INDICATOR)	G	60.00%	100%	↑		Performance exceeding target. 3 out of 3 applications determined on time.

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
EHPI 157b Processing of planning applications: Minor applications. (MAXIMISING INDICATOR)	G	80.00%	100%			Performance exceeding target. 36 out of 36 applications determined on time.
EHPI 157c Processing of planning applications: Other applications. (MAXIMISING INDICATOR)	A	90.00%	86%			Performance off target. 107 out of 124 applications determined on time.
EHPI 205 Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.	G	100%	100%			Performance on target. Four site visits were required to be undertaken and all were completed in the required timeframe.
EHPI 149a Percentage of affordable housing delivered on sites subject to s106 agreements on affordable sites a) at the time of permission	Trend only	Trend only	100%	New PI for 2016/17 so no trend comparison available for this 6 month period.		For the period 1 April - 30 September 2016 there have been 3 schemes so far which needed to provide affordable housing as part of the S106. All 3 have been policy compliant. The 3 schemes are Ashpoles, Hunsdon Lodge Farm and Martletts.


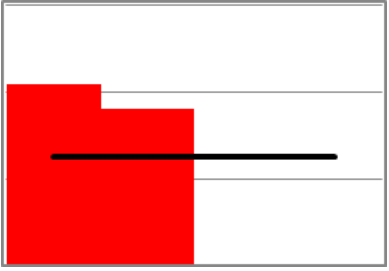
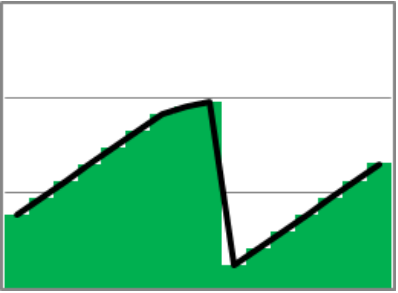
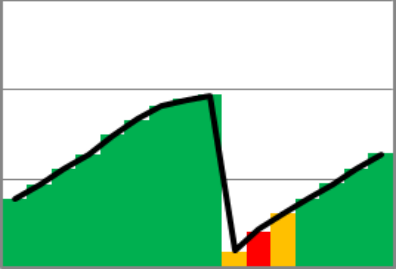
Corporate Priority 3: Enable a flourishing local economy

Period: October/Quarter 2 for 2016/17

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
Outcome: Support for our businesses and the local economy						
EHPI 8 % of invoices paid on time. (MAXIMISING INDICATOR)	A	98.50%	97.50%			Performance off target. Several services had minimal late invoices but Planning and Building Control had 10.
Outcome: Vibrant town centres						
EHPI 11.6 Town centre footfall (proxy measure based on Wi-Fi connections on market days).	Trend only	Trend only	3,764			There were a total of 3,764 distinct clients for the October period with a daily average of 345 clients. This is a proxy measure for town centre footfall based on Wi-Fi connections made on market days. Since July there has been a steady decline of clients using the Wi-Fi connection and October is the lowest level since the measure was introduced.

Corporate Priority: All three

Period: October/Quarter 2 for 2016/17

PI Code & Name	Status	Current Target	Value	Movement since last period	Direction of travel (rolling 12 months or 4 quarters)	Comments
Corporate Health						
EHPI 5.1 Percentage of complaints resolved in 14 days or less.	R	70.00%	51.85% (14)	↓		During the second quarter of this year 14 complaints (out of a total of 27 stage 1 and stage 2 complaints received) were dealt with within 14 days, equating to 51.85%. During this quarter, as is common with most Q2 periods, there were a lot of complaints regarding complex or detailed planning issues which took longer than 14 days (or 10 working days) to resolve. In most of these cases, the customer was kept informed as to how this was progressing. Heads of service receive weekly updates via the infreemation system to let them know what complaints in their areas are live.
EHPI 5.2a Percentage of complaints about the Council and its services that are upheld a) 1st stage.	R	25.00%	36.00% (9)	↑		Of the 25 stage 1 complaints received out of a total of 27, 9 were upheld. This makes a % of 36%. Of these 9, 3 were related to the Operations team, 2 of which were related to non bin collection, the other related to a contractors conduct. 3 were within Health and Housing, one of which was only partially upheld and was upheld on the grounds of the tone of the email rather than the content or decision. The other two related to historic paperwork and one which was raised with a contractor. The remaining 3 were from Strategic finance (2) and Planning & Building Control where procedural errors and a complex land management issue were the reasons for the outcome.
EHPI 10.2 Council tax collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	G	65.3%	65.6%	↑		Performance on target.
EHPI 10.4 NNDR (Business rates) collection, % of current year liability collected. (MAXIMISING CUMULATIVE INDICATOR)	G	63.5%	64.4%	↑		Performance exceeding target.

Key:

G	Performance is on target or exceeding target		Performance has improved compared to the previous period
A	Performance is 1-5% off target		Performance has stayed the same compared to the previous period
R	Performance is 6% or more off target		Performance has declined compared to the previous period

In total the dashboard will report on 42 performance indicators, of which 28 will be reported in the quarterly report and 13 will be reported annually and 1 biannually. Some performance indicators still need targets set, however in the past if no data exists the first year has been used to establish the baseline.

Code	Indicator / Action	Lead Service / Data Source	Monitoring Frequency	2015/16 Outturn	Future targets - Annual			Portfolio Holder
					2016/17	2017/18	2018/19	
Corporate Priority 1: Improve the health and wellbeing of our communities								
Outcome: Residents living active and healthy lives								
NEW - EHPI 140	Number of over 50s participating in 'Forever Active' programme.	Health and Housing	Six monthly (Calendar year) / Annual	New PI N/A	854	To be determined later		Health and Wellbeing
Outcome: Support for our vulnerable families and individuals								
EHPI 181	Time taken to process Housing Benefit new claims and change events.	Shared Revenues and Benefits	Monthly / Annual	9.73 days	10 days	10 days	10 days	Health and Wellbeing
EHPI 151	Number of households living in temporary accommodation.	Housing and Health	Quarterly / Annual	19	N/A - Trend only indicator			Health and Wellbeing
New - EHPI 150	Number of prevented homeless applications.	Housing and Health	Quarterly / Annual	229	N/A - Trend only indicator			Health and Wellbeing
EHPI 155	Number of affordable homes delivered (gross).	Housing and Health	Annual	147	125	125	125	Health and Wellbeing
NEW - EHPI 132	Percentage of full applications for Disabled Facilities Grant (DFG) approved within 7 weeks	Housing and Health	Monthly / Annual	100%	95%	95%	95%	Health and Wellbeing
NEW - EHPI 133	Pilot council tax intervention project (total appointments attended).	Shared Revenues and Benefits	Monthly / Annual	New PI N/A	??	??	??	Health and Wellbeing
Outcome: Communities engaged in local issues								
EHPI 3	Overall satisfaction with the authority.	Communications, Strategy and Policy	Biannual	69%	2015/16 Residents Survey results due to be presented to Scrutiny Committee in May 2016. New target to be set by June 2016.			Development Management and Council Support
New - EHPI 5.13a	Customer Satisfaction (GovMetric) - Face to Face.	Communications, Strategy and Policy	Monthly / Annual	83%	80%	80%	80%	Development Management and Council Support
New - EHPI 5.13b	Customer Satisfaction (GovMetric) - Telephone.	Communications, Strategy and Policy	Monthly / Annual	92%	90%	90%	90%	Development Management and Council Support
New - EHPI 5.13c	Customer Satisfaction (GovMetric) - Website.	Communications, Strategy and Policy	Monthly / Annual	35%	35%	35%	35%	Development Management and Council Support
NEW - EHPI 141	Participation in Team Herts volunteering	Health and Housing	Six monthly (financial year) / Annual	New PI N/A	200	200	200	Health and Wellbeing
NEW - EHPI 5.10	Percentage of services accessible via digital channels.	Communications, Strategy and Policy - via Channel Shift Project Team	Annual	New PI N/A	Targets to be set after first full year (2016/17)			Development Management and Council Support
NEW - EHPI 5.11	Percentage of broadband accessibility in the district.	Operations	Annual	New PI N/A	N/A - Trend only indicator			Economic Development
NEW - EHPI 5.12a	Social Media: Number of followers (twitter followers).	Communications, Strategy and Policy	Quarterly / Annual	6274	N/A - Trend only indicator			Leader
NEW - EHPI 5.12b	Social Media: Number of followers (facebook likes).	Communications, Strategy and Policy	Quarterly / Annual	408	N/A - Trend only indicator			Leader
Corporate Priority 2: Enhance the quality of people’s lives								
Outcome: Attractive places								
EHPI 2.4	Fly-tips: removal.	Operations	Quarterly / Annual	1.88 days	2 days	2 days	2 days	Environment and the Public Space
EHPI 195a	Improved street and environmental cleanliness: Litter.	Operations	Annual	3%	2%	2%	2%	Environment and the Public Space

Code	Indicator / Action	Lead Service / Data Source	Monitoring Frequency	2015/16 Outturn	Essential Reference Paper F Future targets - Annual			Portfolio Holder
					2016/17	2017/18	2018/19	
EHPI 195b	Improved street and environmental cleanliness: Detritus.	Operations	Annual	8%	7%	7%	7%	Environment and the Public Space
EHPI 64	Vacant dwellings returned to occupation or demolished.	Housing and Health	Annual	11	10	10	10	Environment and the Public Space
EHPI 191	Residual household waste per household.	Operations	Monthly / Annual	467 kg	475 kgs	470 kgs	470 kgs	Environment and the Public Space
EHPI 192	Percentage of household waste sent for reuse, recycling and composting.	Operations	Monthly / Annual	48.69%	50%	50%	50%	Environment and the Public Space
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste.	Operations	Monthly / Annual	22.47	30.00	30.00	30.00	Environment and the Public Space
Outcome: Future housing development meeting the needs of the district								
New - EHPI 149	Percentage of affordable housing delivered on affordable sites.	Housing and Health or Planning and Building Control	Annual	60% (estimate)	N/A - Trend only indicator			Health and Wellbeing
EHPI 157a	Processing of planning applications: major applications.	Planning and Building Control	Monthly / Annual	78.00%	60.00%	60.00%	60.00%	Development Management and Council Support

Code	Indicator / Action	Lead Service / Data Source	Monitoring Frequency	2015/16 Outturn	Future targets - Annual			Portfolio Holder
					2016/17	2017/18	2018/19	
EHPI 157b	Processing of planning applications: minor applications.	Planning and Building Control	Monthly / Annual	89.00%	80.00%	80.00%	80.00%	Development Management and Council Support
EHPI 157c	Processing of planning applications: other applications.	Planning and Building Control	Monthly / Annual	92.00%	90.00%	90.00%	90.00%	Development Management and Council Support
New - EHPI 205	Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.	Planning and Building Control	Monthly / Annual	New PI N/A	100%	100%	100%	Development Management and Council Support
EHPI 154	Net additional homes provided.	Planning and Building Control	Annual	TBA (December 2016)	455	737	748	Development Management and Council Support
EHPI 159	Supply of ready to develop housing sites.	Planning and Building Control	Annual	TBA (December 2016)	N/A - Trend only indicator			Development Management and Council Support
Corporate Priority 3: Enable a flourishing local economy								
Outcome: Support for our businesses and the local economy								
New - EHPI 11.3a	Business Counts: Local units in East Herts.	Operations	Annual	8,505	N/A - Trend only indicator			Economic Development
New - EHPI 11.3b	Business Counts: Enterprises in East Herts.	Operations	Annual	7,625	N/A - Trend only indicator			Economic Development
EHPI 8	Percentage of invoices paid on time.	Strategic Finance and Property	Monthly / Annual	98.23%	98.50%	98.50%	98.50%	Finance and Support Services
Outcome: Vibrant town centres								
New - EHPI 11.6	Town centre footfall (proxy measure based on Wi-Fi connections).	Communications, Strategy and Policy	Monthly / Annual	41,537 (Baseline)	N/A - Trend only indicator			Economic Development
New - EHPI 5.6	Total number of jobs in East Herts.	Operations	Annual	69000 (2015)	N/A - Trend only indicator			Economic Development
Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities								
No performance indicators measure this outcome however key actions contained in the Corporate Strategic Plan and Service Plans do.								
Supporting Corporate Priorities 1, 2 and 3								
Corporate Health								
Amended - EHPI 5.1	Percentage of complaints resolved in 14 days or less.	Communications, Strategy and Policy	Quarterly / Annual	77.63%	70.00%	70.00%	70.00%	Development Management and Council Support
Amended - EHPI 5.2a	Percentage of complaints about the Council and its services that are upheld a) 1st stage.	Communications, Strategy and Policy	Quarterly / Annual	24.60%	30.00%	30.00%	30.00%	Development Management and Council Support
EHPI 10.2	Council tax collection, % of current year liability collected.	Shared Revenues and Benefits	Monthly / Annual	98.4%	98.6%	98.8%	98.6%	Finance and Support Services
EHPI 10.4	NNDR (Business Rates) collection, % of current year liability collected.	Shared Revenues and Benefits	Monthly / Annual	97.8%	97.5%	98.0%	98.0%	Finance and Support Services

 New performance indicator

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EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 29 NOVEMBER 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.

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

1.0 Background

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

2.0 Report

- 2.1 The draft agenda for 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 (e.g. from central government).
- 2.2 Members are asked whether there is any additional topic they wish to put forward for inclusion on any future agenda.
- 2.3 Members are also asked whether they wish to extend an invitation to one or more of the Executive members to attend a particular meeting or for a specific agenda item.
- 2.4 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: Councillor M Allen, Chairman of Corporate Business Scrutiny Committee.
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives:	<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>
Consultation:	<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.</p> <p>Members of each scrutiny committee are consulted at every meeting as their work programme is a standing item on the agenda.</p>
Legal:	<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>
Financial:	<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>
Human Resource:	<p>None.</p>
Risk Management:	<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>
Health and wellbeing –	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect</p>

<p>issues and impacts:</p>	<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>
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Corporate Business Committee Work Programme DRAFT 2016/17

2016/17				
meeting	date	topic	Contact officer/lead	Next Exec
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 Report (Nov – Dec 2016)	Bring to JOINT (rather 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	<ul style="list-style-type: none"> <i>Members invited to suggest other potential additional items to be considered.</i> 		
		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
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	considered by the Executive (except items of urgent business). The relevant report to the Executive shall consider any report and recommendations on the item submitted by the Scrutiny Committee.
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