



*Alison Stuart
Head of Legal and
Democratic Services*

MEETING : PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY
COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 22 MAY 2018
TIME : 7.00 PM

MEMBERS OF THE COMMITTEE

Councillor M Pope (Chairman)

Councillors A Alder, P Ballam, P Boylan, S Cousins, K Crofton,
D Oldridge, T Page, L Radford, S Reed, P Ruffles, S Stainsby, T Stowe and
J Wyllie

Substitutes:

Conservative Group: Councillor D Andrews, R Henson, W Mortimer
and C Woodward

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

**The above Membership is subject to confirmation at Annual
Council on 16 May 2018**

**CONTACT OFFICER: LORRAINE
BLACKBURN**
Lorraine.blackburn@eastherts.gov.uk
01279 502172

DISCLOSABLE PECUNIARY INTERESTS

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

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

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

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AGENDA

1. Appointment of Vice Chairman

To appoint a Vice Chairman for the Civic Year 2018/19

2. Apologies

3. Minutes (Pages 7 - 20)

To approve as a correct record the Minutes of the meeting held on 13 March 2018

4. Chairman's Announcements

5. Declarations of Interest

To receive any Members' Declarations of Interest and Party Whip arrangements

6. Housing and Health Strategy Update (Pages 21 - 40)

7. Draft Annual Report 2017/18 (Pages 41 - 90)

8. Castle Weir Micro Hydro Scheme (Pages 91 - 106)

9. Performance Audit and Governance - Work Programme 2018/19 (Pages 107 - 128)

10. Urgent Items

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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MINUTES OF A MEETING OF THE
PERFORMANCE, AUDIT AND GOVERNANCE
SCRUTINY COMMITTEE HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON TUESDAY 13 MARCH 2018,
AT 7.00 PM

PRESENT: Councillor M Pope (Chairman)
Councillors A Alder, P Ballam, S Cousins,
K Crofton, D Oldridge, L Radford, S Reed,
P Ruffles, T Stowe and J Wyllie

ALSO PRESENT:

Councillors S Rutland-Barsby

OFFICERS IN ATTENDANCE:

Isabel Brittain	- Head of Strategic Finance and Property
Lorraine Blackburn	- Democratic Services Officer
Helen Standen	- Director
Ben Wood	- Head of Communications, Strategy and Policy

ALSO IN ATTENDANCE:

Alan Cooper	- SIAS
Debbie Hanson	- Ernst Young LLP
Pamela Hillie	- Ernst Young LLP
Nick Jennings	- Shared Anti-Fraud Service (SAFS)

389 CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed all to the meeting adding that this was the last meeting of the civic year.

390 APOLOGIES

Apologies for absence were submitted on behalf of Councillors P Boylan, R Henson, and J Kaye. It was noted that Councillor S Cousins was substituting for Councillor J Kaye.

391 MINUTES – 16 JANUARY 2018

RESOLVED – that the Minutes of the meeting held on 16 January 2018 be confirmed as a correct record and signed by the Chairman.

392 CORPORATE FINANCIAL HEALTHCHECK REPORT - QUARTER 3

The Head of Strategic Finance and Property and Head of Communications, Strategy and Policy submitted a monitoring report on finance and performance as at 31 December 2017.

The Head of Strategic Finance and Property stated that the budget overspend as at 31 December 2017, was £58k and this now stood at £55k. She added that the overspend had been considered by Leadership Team and that going forward, the future aim was to come in on budget. The Committee Chairman acknowledged that the overspend had been trending downwards.

Councillors K Crofton and J Wyllie referred to the underspend in relation to the Castle Weir micro hydro scheme and the apparent lack of progress in this project. The Head of Strategic Finance and Property explained the budgeting arrangements on this issue and undertook to ask the Head of Operations to provide an update. The Committee Chairman reminded Members that the Environment Agency had been slow to respond and had delayed progress.

Councillor S Cousins supported the Castle Weir micro hydro scheme, adding that it would bring great benefit financially, to the running costs of Hertford Theatre.

Councillor A Alder sought clarification regarding Decent Home Grants (Policy) and the Bell Street, Sawbridgeworth toilets and car park. The Head of Strategic Finance and Property agreed to ask appropriate Heads of Service to provide Members with an update.

In response to a query by Councillor D Oldridge, the Head of Strategic Finance and Property explained how claw backs in the budget were approached, e.g., by not filling vacant posts, reducing office consumables to prevent over-ordering.

Councillor K Crofton requested further information regarding a £13k reduction in income predicted in orders for clinical waste collections. The Head of Strategic Finance and Property undertook to ask the Head of Operations to respond to Members.

The Chairman referred to depressed rental incomes in respect of Charrington's House, Bishop's Stortford.

The Head of Strategic Finance and Property commented that there had been a number of new signings which would go some way to address the gap in the 2018/19 budget. The Head of Communications, Strategy and Policy provided an update in relation to “Launch Pad” and the internal changes to the ground floor layout of Charrington’s House in order to attract smaller businesses.

The Committee Chairman referred to the increased costs in Legal and Democratic Services and was advised that an interim member of staff had been appointed to fill a position at the beginning of the year, however, the post had now been permanently filled.

Members debated the issue of shortages and causes in recruiting sufficient planning staff. Members supported the suggestion that this be referred to the Interim Head of Human Resources and Organisational Development as a first step and the possibility of including this in the work programme for review.

The Committee Chairman referred to the overspend of £110k in relation to BATs shared service and the increased costs in respect of cyber security and additional software licenses. The Committee supported a suggestion that this be added to the work programme for further scrutiny.

In response to a query from Councillor A Alder about Aged Debtors, the Head of Strategic Finance and Property stated that one large invoice regarding the car park in Bishop’s Stortford remained outstanding. She agreed to write to Members with an update.

The Committee Chairman queried whether the “My Incubator” project offered value for money. The Head of Communications, Policy and Strategy provided an update on this, funding streams and proposed alternative accommodation.

The Committee Chairman queried the issue of the £240k housing benefit equalisation reserve and whether the volatility was likely to continue. The Head of Strategic Finance and Property explained the position in relation to housing subsidy claims and the impact on the budget.

In response to a query from the Committee Chairman regarding the £821k capital resources for future social housing schemes, the Head of Strategic Finance and Property explained that this sum was being set aside in reserves until a worthy scheme had been identified.

The Committee supported the recommendations as detailed.

RESOLVED – that (A) the Executive be advised that Members noted the projected revenue budget forecast overspend of now £55k in 2017/18 ;

(B) the capital budget forecasted underspend of £2.166m , be noted;

(C) the reported performance and actions for the period October 2017 to December 2017 be noted;

(D) the Head of Operations provide Members

with an update in relation to the Castle Weir Micro Hydro scheme including the issue of the budget underspend;

(E) the Head of Strategic Finance and Property provide Members with an update on the Decent Homes Grants (Policy);

(F) the Head of Operations provide Members with an update in relation to the Bell Street, Sawbridgeworth toilets and car park;

(G) the Head of Operations provide Members with an update in relation to a £13k reduction in predicted income in relation to clinical waste collections;

(H) the BATs shared service and the increased costs which have occurred in respect of cyber security and additional software licenses be added to the Work Programme for further scrutiny; and

(I) the Head of Strategic Finance and Property provide Members with an update in relation to Aged Debtors and the large invoice still outstanding in relation to the car park at Bishop's Stortford.

393 GENERAL DATA PROTECTION REGULATIONS (GDPR) – UPDATE

The Head of Legal and Democratic Services and Monitoring Officer submitted an update in relation to the forthcoming General Data Protection regulations

due to come into force on 25 May 2018. The Committee Chairman asked Members to write to the Head of Legal and Democratic Services and Monitoring Officer with any queries.

Councillor A Alder requested that a training session be arranged on how Members held and used personal data. This was supported.

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

(B) the Head of Legal and Democratic Services and Monitoring Officer, be advised of Members' support for training.

394 EXTERNAL AUDITOR - AUDIT PLANNING REPORT - YEAR
ENDING 31 MARCH 2018

The External Auditor submitted a report summarising the Audit Plan and the approach proposed by the External Auditors in carrying out their responsibilities.

The report explained the proposed audit approach in accordance with statute and professional requirements and in relation to the Committee's and service expectations. The Audit Plan provided a summary of the External Auditor's initial assessment of the key risks and the strategy to address those risks. The External Auditor commented that specialist advice was sought when needed and that their role was to ensure that value for money was achieved and to confirm that sound arrangements were in place.

The report was debated at length. Members sought and were provided with clarification on a number of

issues, including:

- the valuation of assets and the assumptions made;
- Old River Lane – valuation of asset;
- changed deadlines in relation to the finalisation of the accounts;
- time spent on site by the External Auditors and number of return visits made.
- value for money arrangements and value for money risks (including those in relation to the Old River Lane plans and the establishment of a property company, and those in relation to a long term leisure company; and
- materiality set at 2% of the Council's prior gross expenditure and why it had been set at this figure.

The External Auditor explained the various stages involved in an audit, what could be included and the proposed timeframes for a review. This included:

- Income and expenditure;
- Property, Plant and Equipment (PPE) additions;
- Exit packages;
- Grant information;
- Contracts;
- Leases; and
- Housing benefits.

It was noted that timescales would be the subject of discussion with the Head of Strategic Finance and Property.

Members supported the level of materiality (2%)

suggested by the External Auditor and noted the report.

The Committee Chairman on behalf of Members thanked the External Auditor for their report.

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

(B) the level of materiality set by the External Auditor at 2%, be supported.

395 SHARED ANTI- FRAUD SERVICE DRAFT PLAN 2018/19

The Shared Anti-Fraud Officer submitted a report setting out the proposed Anti-Fraud Plan for 2018/19 and reminded Members that the LGA Workbook on Fraud and Bribery Prevention had been made available at the last meeting.

The SAFs Officer provided a summary of the report, including a summary of some of the cases currently being investigated. He thanked Councillor A Alder who had been involved in organising training for local parish clerks.

The SAFs Officer referred Members to the Action Plan 2018/19 and what areas of activity would be reviewed. He stated that he hoped the service could achieve a £150k saving next year and summarised the campaigns to highlight and identity fraud and corruption.

The SAFs Officer stated that in his view, the best action to prevent fraud, was to publicise the successes of the service. He explained how monies saved through

successful prosecutions trickled back to the appropriate Councils. The use of social media to deliver an anti-fraud culture was discussed.

The Committee Chairman on behalf of Members thanked the SAFs for the report and the targets achieved.

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

(B) the SAFs Anti-Fraud Plan for 2018/19 be approved.

396 SHARED INTERNAL AUDIT SERVICE (SIAS) INTERNAL AUDIT PLAN 2018/19

The Shared Internal Audit Service (SIAS) submitted a report on the proposed Internal Audit Plan for 2018/19. The SIAS Officer provided a summary of the report and referred to proposals to reduce the service by 10% which he said, would not affect the level of service provided. The SIAS Officer outlined the scope of the 2018/19 proposed audit, and the anticipated length of audit days to complete each area of review. He confirmed that the internal audit would include the profile of aged debts and Section 106 spend arrangements.

Councillor K Crofton sought further information on the management challenges of Section 106 payments. The Committee supported the suggestion that this be included on its work programme for review.

The Committee noted the report and the suggestion that the management challenges of Section 106

payments be included on its work programme for review.

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

(B) the management challenges of Section 106 payments be included on the Committee's work programme for review.

397 SHARED INTERNAL AUDIT SERVICE - AUDIT PLAN: UPDATE

The Shared Internal Audit Service submitted a progress report on the 2017/18 audit plan. He provided an update of what additional audits had been added to the internal audit, including that of the General Data Protection Regulations (GDPR).

The Committee noted the Internal Audit Progress report and supported the amendments to the Audit Plan as at 23 February 2018. The Committee also noted the status of high priority recommendations.

RESOLVED – that (A) the Internal Audit Progress report be noted;

(B) the amendments to the Audit Plan as at 23 February 2018 be approved; and

(C) the status of high priority recommendations be noted.

398 RISK MANAGEMENT STRATEGY ANNUAL REVIEW

The Executive Member for Finance and Support Services submitted a report updating Members on

proposed changes to the Risk Management Strategy. The proposed tracked changes were detailed in the report.

Members referred to Appendix 1 – Categories of risk (agenda page 205) and suggested that the wording under “Risk” within “Examples” should be amended to read “New political arrangements” and that all other wording should be deleted within this heading. This was supported.

The Committee supported the proposed change and recommended the report as amended, to the Executive.

RESOLVED – that (A) the Executive be advised that the Committee supports the revised Risk Management Strategy, as now amended.

399 WORK PROGRAMME 2018/19

The Chairman of Performance, Audit and Governance Committee submitted a report on the Committee’s future work programme. The Democratic Services Officer provided an update to the report:

- Annual Leisure Performance report – to be pushed back;
- Delivery of Housing Health and Strategy – subject to confirmation by the Head of Housing and Health;
- Annual Finance Report 2017/18 – to be removed (from July meeting);
- Project Savings to be added to July meeting (Head of Strategic Finance and Property);

- Constitution Review : Update – to be removed as this will be reported directly to Council;
- Statement of Accounts 2017/18 – remove as these will be signed off in July.

The Committee was reminded of an earlier suggestion to include BATs shared service and the increased costs in respect of cyber security and additional software licenses, on the work programme. This was supported.

Members referred to the difficulties the Council faced in recruiting Planning Officers and asked that Members' concerns be forwarded to the Interim Head of Human Resources and Organisational Development.

The Committee was reminded of the earlier suggestion to include within the work programme a review of the management challenges of Section 106 payments. This was also supported.

The Committee received the work programme as detailed and supported the proposed changes now detailed.

RESOLVED – that (A) the Work Programme as now amended, be received; and

(B) Members' concerns regarding the difficulties the Council faced in recruiting Planning Officers be forwarded to the Interim Head of Human Resources and Organisational Development.

The meeting closed at 8.55 pm

Chairman
Date

EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY COMMITTEE –
22 MAY 2018

REPORT BY EXECUTIVE MEMBER FOR HEALTH AND

HOUSING AND HEALTH STRATEGY ACTION PLAN UPDATE 2018

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To report to members the progress made in 2017/18 in delivering the objectives stemming from the Housing and Health Strategy Action Plan 2016-2021 to enable comment and consideration of futures ways of achieving the objectives going forward.

<u>RECOMMENDATIONS FOR PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY COMMITTEE: That:</u>	
(A)	Members' note the progress made in 2017/18 in delivering the objectives stemming from the Housing and Health Strategy Action Plan 2016-2021.
(B)	Suggestions regarding ways to achieve the objectives in the Action Plan be forwarded to the Head of Housing and Health for consideration.

<u>RECOMMENDATIONS FOR PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY COMMITTEE: That:</u>	
(A)	Members' note the progress made in 2017/18 in delivering the objectives stemming from the Housing and Health Strategy Action Plan 2016-2021.
(B)	Suggestions regarding ways to achieve the objectives in the Action Plan be forwarded to the Head of Housing and Health for consideration.

1.0 Background

1.1 The Housing and Health Strategy 2016-2021 was published in 2016 and since then the council and its partners have been

working to deliver the associated Action Plan.

1.2 The Housing and Health Strategy 2016-2021 is a high level strategy and the action plan looks to aid the Strategic Objectives to:

- enable affordable housing delivery through partnership working and maximise suitably located and constructed development opportunities, whilst ensuring the best use of existing stock
- focus on meeting the housing needs of active and frail older persons
- work to meet the needs of vulnerable people in the housing market
- seek to support rural communities in meeting their local housing needs.

2.0 Delivery in 2017/18

2.1 This report highlights progress for each of the Strategic Objectives. Full details are contained in **Essential Reference Paper “B”**. Key achievements in 2017/18 are highlighted below.

2.2 First, with regard to *Strategic Objective 1: Enable affordable housing delivery through partnership working and maximise suitably located and constructed development opportunities, whilst ensuring the best use of existing stock*, the Housing and Planning teams have worked closely on ensuring that new affordable housing is delivered effectively in the District.

Achievements in 2017/18 include:

- Affordable Housing Policy included in the District Plan that clearly sets out the Council’s expectations of the quantity and type of affordable housing included in private developments
- Draft Supplementary Planning Guidance for Affordable

Housing going out for consultation.

- Delivering new affordable housing units – 162 delivered through Registered Providers in 2017/18.

2.3 *Strategic Objective 2: Focus on meeting the housing needs of active and frail older persons:*

- liaison with Hertfordshire County Council to consider older persons' needs; this work is on-going
- Policy on specialist housing for older and vulnerable people included in the District Plan.
- Policy on accessible and adaptable homes included in the District Plan
- Report on downsizing presented at East Herts Housing and Health Conference and Councillor Wellbeing Meeting. Action plan to address under-occupation developed from report.
- Additional age restricted new build dwellings delivered – four units in Gladstone Road, Ware and two units in South Street, Bishops Stortford

2.4 *Strategic Objective 3: Work to meet the needs of vulnerable people in the housing market:*

- The checklist of key housing hazards drawn up and provided to Hertfordshire Council for use by their professionals when visiting vulnerable residents.

2.5 *Strategic Objective 4: Seek to support rural communities in meeting their local housing needs:*

- Responses provided to requests for information in support of Neighbourhood Plans for Walkern, Braughing and Standon.

- Community Led Housing Project Report commissioned and delivered in partnership with Uttlesford, Epping Forest and Harlow.

3.0 Priorities for 2018/19

3.1 The priorities for 2018/19 to deliver the overall Strategic Objectives include:

- To continue to deliver a strong pipeline of Affordable Homes
- To work with partners such as Hertfordshire County Council and Registered Providers on meeting the needs of Older and Vulnerable People in the District
- To work with Health partners to co-ordinate projects which maximise health and housing opportunities
- To implement the Homelessness Reduction Act

3.2 These actions are included in the table in **Essential Reference Paper “B”**.

4.0 Implications/Consultations

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

4.2 Members to consider and comment on the progress made to date.

Background documents:

None

Contact Member: Cllr Eric Buckmaster, Executive Member for Health and Wellbeing.

eric.buckmaster@eastherts.gov.uk

Contact Officer: Jonathan Geall, Head of Housing and Heath.
Jonathan.Geall@eastherts.gov.uk

Report Author: Louise Harris, Housing Strategy and Development
Manager
Louise.Harris@eastherts.gov.uk

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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:	Internal Officer Consultation with housing, health and wellbeing and planning policy departments.
Legal:	N/A
Financial:	Resources to support actions in the latter years of the 2016-2020 Action Plan will be subject to future proposals to members
Human Resource:	None for the council arising directly from this report
Risk Management:	None for the council arising directly from this report. Individual elements of the Action Plan are subject to their own risk analysis where required
Health and wellbeing – issues and impacts:	This Action Plan is part of the Housing and Health Strategy which seeks to bring together work streams from across the sector to improve the quality of life for residents
Equality Impact Assessment required:	No

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East Herts Housing and Health Strategy 2016 – 21

Progress against Housing Strategy Objectives, Actions and Targets –May 2018

Actions Completed and Closed during 2017/18.

Objective 1

- To bid for Government grants which become available such as the Accelerated Housing Fund and the Community Housing Fund.

The Council bid for funding from DCLG in 2016/17. The Council has been successful with funding for the Community Housing Fund and was unsuccessful for the Accelerated Housing Fund.

- To commission and facilitate a stock modelling survey for private stock and provide key health data to the Joint Strategic Needs Assessment. An interim report is expected in April with additional information on EPCs to be provided at a later date once available.

Sept 17 - Final report now available. EPC data now being reviewed for JSNA. Health Impact Assessment received.

Objective 2

- To prepare a database of older persons scheme information for the provision in the District and have an information booklet.

July 2017 for the new East Herts website. Draft for website completed and will be online in October 2017.

Objective 3

-To review the referral and move-on processes with the young person's project at Rose Court and the YMCA to ensure it is working effectively by July 2016.

Sept 17 – Complete; East Herts YMCA purchased by B1 YMCA. New nominations agreement to be drafted.

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
	Strategic Objective 1		
1.1	Achieve the right mix, tenure and proportion of affordable housing on new developments based on need.	<p>a) To deliver the new affordable housing policy as set out in the Draft District Plan.</p> <p>The target for 2017/18 is 125 units of new affordable housing</p>	<p>The Affordable Housing Policy is ongoing throughout the Examination of the Draft District Plan</p> <p>Prepare and consult on Supplementary Planning Guidance for Affordable Housing. Draft document by spring 2018</p> <p>Apr 18 - 162 affordable housing units delivered 2017/18</p> <p>Draft SPD delivered to go out to consultation early 2018/19</p>

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
			The Affordable Housing Policy will be confirmed following the receipt of the Inspectors Report.
1.2	Maximise funding opportunities for the delivery of new affordable housing.	<p>a)To continue to work with Registered Provider partners to find opportunities to support affordable housing developments</p> <p>b)To bid for Government grants which become available.</p>	<p>The Council has worked in partnership with Network Homes and has provided grant funding for the Ridgeway Scheme, Hertford and Gladstone Road, Ware.</p> <p>The Council will continue to work with partners to fund affordable housing schemes by March 2018. The Council have been successful in receiving £7k funding through LGA Housing Advisor Programme. An advisor has been selected and is working with the Housing Team</p>

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
1.3	Raise standards in the private sector, particularly in Houses in Multiple Occupation (HMOs)	a)For the Council to work with HCC on the Eco Homes Project and to focus on poor thermal housing improvements.	Being developed, according to HCC/District project timetable Jan 18 – Herts Warmer Homes Scheme successfully launched Nov 2017 and will initially operate until Oct 18 Apr 18 – “EcoFlex” launched in March 2018, as an extension to Herts Warmer Homes. This allows EH to work with energy suppliers to help identify vulnerable households that could benefit from energy efficient improvements.
		b)To inspect and initiate action in at least 10 HMOs per year and is monitored in the Housing and Health Service Plan as SPI 2.16	March 2018. Sept 2017 – It is unlikely that the target will be met in 2017/18 Jan 2018 – 6 inspected 2017/18 Apr 18 -Target met for 2017/18

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
		c) To review the Housing Enforcement Policy in the light of the Deregulation Act restrictions on retaliatory eviction, by June 2017. Awaiting guidance from Government.	September 2017: Guidance still not available. Aim is to work with Herts & Beds authorities and to incorporate into Environmental Health enforcement policy Jan 2018 - Additional factors to incorporate into revised policy have been identified. New policy expected 1 st quarter 2018/19 Apr 18 -Delayed until second quarter 2018/19 due to limited resources
	Strategic Objective 2		
2.1	To work with the County Council and Registered Providers to identify opportunities within the district for flexi-care schemes.	a)The Draft District Plan contains policies on Older and Vulnerable People going forward. HCC is setting up Local	March 2018. Sept 17 - Local accommodation Board meeting regularly and are looking to pilot a joint approach.

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
		Accommodation Boards to look at provision in the District.	HCC reviewing Flexicare contracts across the county
2.2	To work with the Dementia Friendly Programme to mainstream the principles into East Herts accommodation.	a) To work with Registered Provider partners to implement the Dementia Friendly Programme in their organisations.	March 2018.
2.3	To undertake a strategic review with partners of all Older Persons accommodation in the District.	a) To support Planning Policy in looking at the implications of an older population in the District and the impact on type, tenure and location of housing requirements through the Local Plan process by Spring 2016.	Sept 17 – District Plan is at examination. Examination in public to commence 03/10/17. Plan includes a policy on specialist housing for older and vulnerable people RP stock asset strategies for older person accommodation are in place. Jan 2018 – District Plan final hearing session to be held on 30/01/18

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
			Apr 18 - District Plan EiP concluded in January, Main Modifications consultation undertaken between February and March. Consultation representations passed onto Inspector whose Final Report is anticipated towards the end of May. Adoption of Plan likely to be June/July.
2.4	To participate in the countywide review of housing adaptations to support independent living.	a) To continue to support Crossroads Care to develop and deliver the Dementia Friendly Homes project to 200 residents, and to evaluate the scheme.	August 2017: Continuing until HIA starts following which the aim is to incorporate this objective in the HIA service. Apr 18 – The HIA has made a decision not to move forward with integrating dementia friendly homes project into the service.
		b) To continue to participate in the countywide review of housing adaptations services, in accordance with	Sept 17 – HIA effective from 02/10/17 Jan 2018 – not approved cases transferred to HIA from 2/10/17.

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
		the project plan and timetable.	Approved cases are being managed. Still working with HCC to complete project. Apr 18 – HIA running and able to approve cases
	Strategic Objective 3		
3.1	To work with the Accommodation Boards to undertake a strategic review of Vulnerable Peoples Needs in the District.	a) HCC is setting up Local Accommodation Boards to look at provision in the District.	The Council has held a joint meeting with HCC to set up a Local Accommodation Board to look at the needs of Older and Vulnerable People in the District. Sept 17 – Local Accommodation Board in place and meeting for next 12 months booked. HCC have drawn up needs statements for individual client groups.
3.2	To ensure that our Temporary Accommodation offer is fit for	a) Undertake a review of temporary accommodation	December 2017 Sept 17 - Report to be provided to

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
	purpose.	provision in the District .	portfolio holder by end Sept 17 Jan 2018 - Review of current and future temporary accommodation requirements undertaken, report completed, and recommendations made and presented to Portfolio Holder November 2017. Apr 18 - Project underway
3.3	To seek to work with the County Council to develop effective partnerships for appropriately assessing and addressing housing impacts on wellbeing.	a) To publish a fees policy for relevant protected caravan sites by December 2016.	Due to other operational priorities this action has not been completed. It is hoped to complete this by December 2017, subject to key vacancies being filled. Jan 2018 – still in abeyance – staff vacancies not filled despite being advertised
		b) To provide a checklist of key housing hazards suitable for referrals by	Provided to HCC's Occupational Therapists, and Housing Quality Group. The next steps are to

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
		health and care professionals for housing assessment.	<p>incorporate the tasks into the HIA and monitor its implementation and impact.</p> <p>Jan 2018 – Checklist does not appear to be effect as no referrals have been received since its implementation. Herts and Beds Housing Group are considering expanding the use of the checklist to include other agencies.</p> <p>Apr 18- Ongoing</p> <p>An independent hoarding protocol in being developed with Fire and Rescue.</p> <p>Apr 18 - Ongoing</p>
	Strategic Objective 4		
4.1	To work with Parishes to identify local housing needs through Neighbourhood Plans and Parish Housing Needs	a) To engage with a Parish on carrying out at least one Parish Housing Needs Survey by December 2017.	September 2017 – One Rural Housing Needs Survey completed through the CDA for Herts.

	Objective	Key action to meet objective	Target deadline / ongoing work as at May 2018
	Surveys.		
4.2	To ensure that any potential Exception Sites are delivered in partnership with all interested stakeholders.	<p>a) To provide information as requested to aid with Neighbourhood Planning as an ongoing initiative.</p> <p>b) To work with Neighbouring Authorities in delivering the Community Housing Fund to explore opportunities for community led housing and self build in the District.</p>	<p>December 2017.</p> <p>Information provided for Standon, Much Hadham and Braughing</p> <p>The Council has been successful in securing funding from the Community Housing Fund and is working with Neighbouring Authorities to deliver a project focusing on community led housing and self build.</p> <p>Jan 2018 – Project report expected by March 2018</p> <p>Apr 18 - Project report received March 2018</p>

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE COMMITTEE –
22 MAY 2018

REPORT BY: PORTFOLIO HOLDER FOR FINANCE AND SUPPORT
SERVICES

DRAFT ANNUAL PLAN 2017/18

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To update Performance, Audit and Governance Committee on progress against corporate strategic plan priorities for the previous year.
- To recommend the draft plan to Executive for approval

<u>RECOMMENDATION FOR PERFORMANCE, AUDIT AND GOVERNANCE:</u>	
That:	
(A)	The progress against corporate strategic plan priorities over 2017/18 be noted and recommend the draft annual plan to the Executive for approval

1.1 Background

- 1.1 Each year East Herts Council sets out what it aims to achieve and how it will measure achievement as an organisation against its corporate priorities. For the 2017/18 year, all the actions, projects and indicators were agreed at a Joint Meeting of Scrutiny panels on 14 February, 2017.

1.2 The draft annual plan for 2017/18 shows progress against what was achieved with detailed comments from officers. **Essential Reference Paper “B”** contains updates on all the key actions and **Essential Reference Paper “C”** updates on all the key performance indicators. Given Performance, Audit and Governance Committee have not yet had a chance to consider performance data for the last quarter of 2017/18, this is also included in ERP C where relevant.

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 –

- Essential Reference Paper B – 2017/18 Actions
- Essential Reference Paper C – 2017/18 Performance indicators

Contact Member: Councillor Geoff Williamson
Portfolio Holder for Finance & Support Services
Geoff.williamson@eastherts.gov.uk

Contact Officer: Benjamin Wood, Head of Communications
Strategy and Policy
Tel: 01992 531699
Benjamin.wood@eastherts.gov.uk

Report Author: Nathan Bookbinder Policy Officer
Tel: 01279 502144
nathan.bookbinder@eastherts.gov.uk

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives:	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:	No consultation applicable
Legal:	There are no legal implications
Financial:	There are no financial implications
Equalities:	None
Human Resource:	There are no HR Implications
Risk Management:	There are no risk management issues raised as part of the report
Health and wellbeing – issues and impacts:	There are no health and wellbeing issues raised as part of the report

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2017/18 ACTIONS TO DELIVER THE CORPORATE STRATEGIC PLAN

CORPORATE PRIORITY: Improve the Health and Wellbeing of our Communities					
Outcome: Residents living active and healthy lives					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.1	Set up a shared service Home Improvement Agency (HIA)	Commence HIA in shadow form Complete TUPE arrangements if/where applicable Commence full shared service EHPI 132 – Percentage of full applications for Disabled Facilities Grant (DFG) approved within 7 weeks	April 2017 September 2017 September 2017	Head of Housing and Health	The shared service launched in October 2017. It is delivered through Hertfordshire County Council on behalf of Broxbourne, East Herts, North Herts, Watford and Stevenage
KA.2	Register of East Herts land drainage assets	Complete the register of assets Identify essential works arising from the review and complete works in line with allocated resources	April 2017 March 2018	Service Manager – Environmental Health	The Asset register has been produced and work started on identified higher-priority improvement works. The works will now form part of the team's ongoing maintenance and inspection programme.
KA.3	Align various grant programmes with Health and Wellbeing priorities	Review all East Herts grant programmes' eligibility criteria and priorities Amend grant programmes in line with Health and Wellbeing priorities	June 2017 August 2017 (<i>or sooner if necessary to meet bidding timescales</i>)	Service Manager – Community Wellbeing and Partnerships	New grants policy approved at full Council on 18th July 2017 and went live on the website on 19th July 2017.
KA.4	With partner agencies, review and monitor the Air Quality Action Plan	Member approval of revised Air Quality Action Plan Submit annual monitoring report to DEFRA Deliver key actions for 2017/18 in the Action Plan	June 2017 September 2017 March 2018	Service Manager – Environmental Health	New air quality action plan has been produced and launched on 15th June 2017. The 38 point plan includes support for national Clean Air Day, with an awareness campaign asking drivers to turn off their engines whilst stationary, especially near schools. Promoting the use of electric vehicles is also a high priority, with extra car charging points and an electric car share scheme planned. Continued support for car-sharing schemes and walk-to-school weeks are included, together with working with other organisations to improve transport options and encouraging more people to leave their cars at home.
KA.5	Maximise impact of Prevent Agenda	Ensure publically owned venues do not provide a platform for extremists and/or forced gender segregation and are not used to discriminate extremist views by distribute safer bookings leaflet to council owned venues. Contribute to Prevent training of personnel of partner agencies	April 2017 March 2018	Service Manager – Community Wellbeing and Partnerships	PREVENT training continues to be provided regularly to partner agencies and to staff of East Herts. Updates of relevant information are shared with partner agencies

KA.6	Raise awareness of Safety Advisory Group	Engage with Parish and Town Councils in regards to the safety Advisory Group process and how it works.	June 2017		Complete. Engaged with Town and Parish councils and informed them of new notification process
KA.7	Assess the feasibility of a social prescribing project in East Herts	Outcome of feasibility study with recommendations reported to members	June 2017	Service Manager – Community Wellbeing and Partnerships	Feasibility study was completed and Members agreed the project should be pursued. It went live in October 2017 and will run for 18 months (until April 2019) at which point an update will be taken to the Health and Wellbeing Board.
KA.8	Produce a leisure strategy to determine future direction and planning for the council's two Leisure Centres and three joint use swimming pools.	Milestones:		Leisure Services Development Manager	<p>The Leisure Task and Finish group reported a number of recommendations for investment and the future direction of the leisure centres to Overview and Scrutiny in June 2017, followed by Executive approval and Council. A £30million investment was approved covering the refurbishment of Ward Freman and Hartham and a new build Grange Paddocks leisure centre. The draft physical activity strategy was also approved at the same time and agreed that this would be built in to the new Health and Wellbeing strategy. Also, due to the 20month procurement process members agreed a contract extension with our current incumbent for 12months which means the new contract will now start in January 2020.</p> <p>The direction of travel for Fanshawe and Leventhorpe pool and gyms were explored further in the October 2017 Council where it was agreed the Council will commit to acting as a facilitator with the schools to maintain delivery and ensure that the two pools were included in the procurement process for up to a period of 5yrs as long as the schools could continue to pay their 40% contribution to operational management of the sites.</p> <p>Work has been undertaken for the leisure procurement including the development of a pre-app submission for Hartham and Grange Paddocks, a development of a leisure spec, technical and facilities spec and contract documentation. The procurement is due to go live in mid May 2018.</p>
		Member Task and Finish Group report Outline proposals to Executive	February 2017		
		Sports and Physical Activity Strategy approved	June 2017		
		Approved Strategy on future direction of our two centres and joint use pools	July 2017		
		Contract procurement	July 2017		
		New contract starts	January 2019		
KA.9	Ensure cost-effective maintenance of facilities	Review business critical maintenance/ capital works at leisure centres	March 2018	Leisure Services Development Manager	In light of the major investment approved for 3 sites, all business critical maintenance items have been reviewed. Those items that are critical for to maintain business will have a business plan produced to seek funding for these. A number of items in terms of maintenance are not critical and the centres can service without short term investment.

	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
	Service Outcome O2: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives				
KA.10	Invest in our parks and open spaces to encourage health and fitness including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground.	Deliver management plan for Hertford Castle Grounds in partnership with the Town Council.	March 2017	Parks and Open Space Manager	<p>The draft management plan for Hertford Castle Gardens was produced in 2017, it has been shared with key consultees however due to the ongoing discussions with Hertford Town Council regarding the future of the open space, and work in this area has been postponed until an outcome of discussions has been agreed.</p> <p>A new play area and footpath improvements at Grange Paddocks was completed in June 2017.</p> <p>Preparation work have taken place for the Hertford and Beyond project, this includes installing a new foot path in November 2017.</p> <p>In light of the major investment at Hartham leisure centre improvement works to Hartham common entrance and play have been put on hold to ensure there are synergies between the play area and leisure centre development. This work will be carried forward into 2019.</p> <p>Exploratory works and a draft project initiation plan have been developed to scope out the work required at Pishiobury Park; the application for funding will be made in 18/19.</p> <p>Works at Bishops Park was completed in November 2017.</p> <p>Ground work has taken place in terms of access points, gates and footpaths at Presdales Rec Ground however signage and interpretation boards will be completed in June 2018.</p>
		New play area and footpath improvements at Grange Paddocks.	March 2017		
		Continue process to deliver connected links between open spaces.	March 2017		
		Improve Hartham Common by: a) Commissioning initial stages of a project to improve Hartham Common entrance area	TBC		
		b) Delivering a new destination play area at Hartham Common	March 2018		
		Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth.	March 2018		
		Deliver car park, footpath improvements & health/play facilities at Bishops Park.	March 2018		
		Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.	March 2018		
KA.11	Deliver successful Heritage Lottery Fund (HLF) Stage 1 bid for Waytemore Castle, Bishop's Stortford.	<p>Attract external funding c. £1.2m+ to develop the site to destination status. Provide improve facilities for the local community of Bishop's Stortford in partnership with the Town Council. Improve the attractiveness of the town as a place to visit.</p> <p>Milestones:</p> <p>Conservation Plan will be produced in draft for the mid-stage review in March. A report by the archaeologists and the condition survey of Waytemore Castle will be produced in January. A round of</p>		Parks and Open Space Manager	<p>All main consultant appointments are now complete. Successful public engagement has allowed us to gather information relating to visitor satisfaction. We will carry out further surveys on specific items as the project progresses.</p> <p>The Activity Plan is being drafted and will include an events plan and items on health walks, the friends group and taster events.</p> <p>Base ecology surveys have been carried out.</p> <p>To date we have held small trial events in preparation for a community Archaeological Day, a Heritage Day (14 July), Biodiversity Day and Health & Wellbeing Day.</p>

		<p>investigative archaeology surveys will be carried out in February.</p> <p>The Management & Maintenance Plan will be produced in draft by the mid-stage review.</p> <p>The Business Plan is being produced by Bowles Green. The production of this was delayed due to internal issues within the firm, but is now due to be completed in draft by early January.</p>			<p>Taster health walks are now regularly programmed in, with six new walk leaders trained.</p> <p>Friends Group meetings are being held every two months, with a core of around half a dozen interested groups. The stakeholder group will be merged into the friends group before the end of the development phase.</p> <p>Designs have been produced for the building and river crossing.</p> <p>Initial draft lighting designs have been completed and are under discussion with stakeholder group before modifications are agreed and costs determined.</p> <p>General buy-in has been achieved regarding the relocation of the tennis courts. We are working in partnership with a local club and school to apply for funding from the Lawn Tennis Association to secure the optimum quality finish.</p> <p>Pre-application documents are currently being reviewed by Planning and the environment agency.</p> <p>The next steps including exploring funding opportunities in terms of the relocation of the tennis courts and submitting the full planning application for August 2018.</p>	
		<p>Development Phase.</p> <p>Implementation Phase</p>	<p>2017 – 2018</p> <p>2019 – 2020</p>		<p>These phases are dependent on the outcome of the planning application.</p>	
KA.12	Re-tendering of Grounds Maintenance Contract	<p>Project plan</p> <p>Procurement timetable</p> <p>Contract Start</p>	<p>April 2017</p> <p>Dec 2019</p>	Parks and Open Spaces Manager	<p>T&F committee report to O&S Committee in Feb 2018, it was requested to extend the period to consider in more detail issues raised at O&S including the removing the grounds maintenance aspects of county land.</p> <p>It is anticipated that the pre procurement preparation will take place in Summer 2018 with and advert out to OJEU in late 2018. The contract is envisaged to be awarded in early 2019 with a start date of Jan 2020.</p>	
KA.13	Hertford Theatre – Develop business models for expansion	Approved direction of travel via Executive	September 2017	Theatre Director	Outline Business Case now received from consultants. A report will be taken to Overview and Scrutiny in June 2018 seeking views on the option to invest and expand the current offer in the theatre whilst reducing the deficit to the Council.	

CORPORATE PRIORITY: IMPROVE THE HEALTH AND WELLBEING OF OUR COMMUNITIES					
Outcome: Support for our vulnerable families and individuals					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.14	Review of temporary accommodation	Complete review of current provision (commenced in 2016/17) Gain member approval for actions Seek resources through the Medium Term Financial Plan as appropriate Revise procedures and policies regarding the allocation of suitable temporary accommodation EHPI 151 – Number of homeless households living in temporary accommodation	April 2017 June 2017 September 2017 March 2018	Service Manager – Housing Services	Report completed, recommendations made and presented to Portfolio holder. Agreed no action required at this time as temporary accommodation availability is sufficient and appropriate to meet demand. However demand may increase with the introduction of the Homelessness Reduction Act 2017 from April 2018 which places additional prevention and homeless duties on all local authorities. The impact will be monitored closely by the Housing Service.
KA.15	Process new housing benefit claims and changes in circumstances within 10 working days	EHPI 181 – Time taken to process Housing Benefit new claims and change events achieved.	March 2018	Head of Revenues and Benefits	Achieved: result 7.63 days.
KA.16	Work with partners to provide support to customers in difficulty.	Customers appropriately signposted to support agencies and partners.	31 March 2018	Head of Revenues and Benefits	On-going working with advice and support services
KA.17	Utilise discretionary Housing Payments to alleviate transitional difficulties.	Customers assisted with additional short term awards to transition between changes in circumstances.	31 March 2018	Head of Revenues and Benefits	On-going business process supporting vulnerable people through transition in entitlement
KA.18	Work with partners to assist customers through the transition into universal credit.	Customers assisted and signposted appropriately when transitioned into universal credit.	31 March 2018	Head of Revenues and Benefits	On-going business processes in place but low take-up, expected increase from October 2018 when universal credit 'full service' goes live in this area
Outcome: Communities engaged in local issues					
KA.19	Work with local community groups to develop community energy schemes in East Herts.	Number of community groups delivering local energy projects. Actual measure of energy generated (kWhrs) and reinvestment (£). Milestones: Develop a scheme of renewable energy in relation to the Council's estate and act as a source of publicity, information and advice on community energy schemes through appropriate media	31 March 2018	Environmental Strategy and Development Manager	Project continuing to progress with Local Energy East, draft constraints analysis expected from the Tri-LEP group in late April.
KA.20	Implement the climate change action plan	Actions reflecting work wider than Council assets - TBC.	March 2018	Environmental Strategy and Development Manager	Report of the work and outcomes from the Climate Change Task and Finish Group was taken to Overview Scrutiny Committee on 17 April 2018. Range of recommendations agreed including that a draft strategy be prepared for presentation to the

					September 2018 meeting of the Overview Scrutiny Committee in order to permit the Task and Finish Group to continue to meet over the summer to examine additional items including investment opportunities.
KA.21	Establish Local Nature Reserve Status for Pishiobury Park		March 2018	Environmental Strategy and Development Manager	Not achieved- excessive resource required relative to outcome
KA.22	Co-ordination and promotion of the arts and cultural offer in East Herts.	Local network to be established/attended by East Herts Arts and Cultural team* promoting the range of arts and cultural activities which promote health, social and the economic well-being of East Herts Residents. Identify and plug potential gaps in provision to increase engagement in arts and cultural activities. *Dependant on resource discussions.	March 2018	Theatre Director	A mapping exercise of the cultural offer across East Herts has been completed. This will inform any future development work (Project and Capital) and potentially provides the starting point for an EHC cultural strategy and discussions regarding the future of the Theatre expansion work.
KA.23	Support ward councillors in rural areas to facilitate installation of super-fast broadband and continue marking options available to maintain interest.	EHPI 5.11 – % of superfast broadband in the district to homes and businesses (measured as over 30 Mb/s). Support residents in Hertford Heath with accessing rural broadband.	May 2017	Policy Officer	It is reasonable to say that as a district council we have been unable to meaningfully progress this agenda. Ensuring residents and businesses in the most rural parts of the district have access to good broadband remains a challenge, as does ensuring developers install broadband on new developments. Councillors have been liaising with residents to bring this to the attention of MPs and also central government in terms of national broadband roll out programmes. Thanks to the joint lobbying of Cllr Graham MacAndrew and Sir Oliver Heald MP, the Connected Counties Programme and BT have been more forthcoming about the project cycle and are updating us more regularly on issues. We are awaiting further information on areas in the district that will be targeted as part of future phases
KA.24	Work with the Ware Society to take on full ownership of the Grotto.	Successful asset transfer.	March 2018	Head Comms, Strategy & Policy	After lengthy discussions the Ware Society declined to take on ownership. However a Charitable Incorporate Organisations (CIO) is being set up to own and manage the Grotto with trustees nominated from the Ware Society and East Herts Council. The Council's Executive approved a plan to do this in February 2018. Subject to the CIO being set up and the business plan being robust, freehold ownership of the Grotto will be transferred on 30 th September 2018.
KA.25	Implement new website for the council.	Customer satisfaction with the website.	May 2017	Head Comms, Strategy & Policy	New website launched on time in May 2017. The new site has been well received by members of the public and is generally more user friendly than the previous

					version (eg. It is now mobile responsive). Our SOCITM rating has increased following the launch. The original website was 1* rated (out of 4) for some time. In the last 3 tests (across accessibility for finding out information on parking, waste and councillors) we scored 2*, 3* and 3* respectively. We could only achieve a maximum of 2* for parking as we do not administer blue badges
KA.26	Supporting deployment and implementation of self-service tools in all services as part of the digital East Herts programme.	Focused and prioritised creation and deployment of self service solutions based on best practice.	March 2018	Improvement and Insight Manager	Significant progress has been made in developing and implementing self-service tools across the Organisation. The launch of the new website included a greatly increased number of e-forms to enable greater self-service. The procurement for the intranet is currently underway which, when delivered, will enable greater self-service for staff. A suite of self service options has been delivered in Revenue and Benefits, including checking Council Tax, Housing Benefit and Landlord information and correspondence, e-billing, change of address and arrangements with good initial take up. Other self-service options are being delivered across the organisation, for example, Land Charges are implementing software to allow customers to self-serve personal searches and Operations have launched 'Fix my Street' to enable customers to report issues in their area.
KA.27	Provision of efficient, easy to use payment facilities avoiding the need to queue or assisted service.	Procure replacement kiosks for payment in our Customer Service Centres. Explore potential of remote service kiosks to enable customers to access services without travelling to our major towns.	March 2018	Customer Service Manager	Unfortunately this action has not been progressed due to lack of resources. It is on the action list for 2018/19
KA.28	Develop a new Target Operating Model (TOM) for the Council that will deliver an improved digital offer for our customers. Undertake process reviews to ensure that our digital offer is efficient, effective and responsive	Increased digital access for our customers, process reviews of our key services to ensure that services are delivered to most effective digital standards and embracing new technology to shape our customer service offer % of services accessible via digital channels Satisfaction with council services.	June 2016-June 2018	Director	Target operating model launched and communicated with significant staff engagement. Digital East Herts agenda has been developed to underpin the work around self-service and web improvements. There are also £500k of savings attached to the programme which are on track to be delivered by 2019/20.
KA.30	Provision of efficient, easy to use telephony facilities to access services and for staff to have the tools required to support efficient working.	Delivery of the Telephony Improvement Project Phase 2.	March 2018	Customer Services Manager	This action was essentially about upgrading parts of the Council's MITEL telephony software system and moving away from 3 rd party contracts which made it difficult to resolve issues when telephony systems have failed. All telephony software has been moved to a new data centre and we have changed our SIP provider. The project is complete from a technical perspective and the reliability of the software has vastly improved.

					However we intend to make further improvements to the telephony software in 2018/19
KA.31	Provision of efficient, effective face to face services ensuring customers can access the services they need as quickly as possible when visiting our offices.	Re-configuration of physical Customer Service Centres to support assisted digital self-service and encourage channel shift. Proposals for technology and physical environment.	March 2018	Customer Services Manager	<p>This project is partially complete. Reception centres in Hertford and Bishop's Stortford now have scanning hardware which allows customers (supported by staff) to upload relevant documents needed for applications and assessments. In addition the Citizen's Advice Service are now located in Wallfields as part of a 'one public sector' approach. Other minor changes have included using private booths to enable customers to have confidential conversations when required. However both receptions need more significant changes to ensure the customer journey and experience is more user friendly. This will be considered in Wallfields as part of the accommodation review and in Charrington's as part of the Old River Lane Development.</p> <p>Generally our face to face contact is rated very highly by customers (usually around 90% of customer are satisfied). In April of this year East Herts had the 3rd highest satisfaction rating for face to face contacts across the whole local government sector.</p>
KA.32	Review of licensing policies and procedures	Agree timetable for completing review of all licensing policies and procedures Complete review and gain member approval where required	May 2017 December 2017	Service Manager – Licensing and Enforcement	Completed the review work requested and has created draft policies and procedures. Some quick wins have been implemented but others are being delayed whilst waiting for updates to the website. Chris will be doing an additional week in January to complete the Licensing Act 2003 position statement.
KA.33	Support the administrative processes to deliver lawful decision making.	Compliance with statutory requirements. Failure to do so could lead to judicial review of decisions with the potential for significant unplanned costs and reputational damage.	Ongoing	Head of Democratic and Legal Services	With the introduction of GDPR, there is an increased and continued need for awareness of statutory policies and procedures and legislative changes and for Legal to disseminate this information to Members and Officers. With a change in the Constitution and permanent team members will ensure continued resilience for the organisation
KA.34	Delivery of County Council Elections, any by-elections and Referendums	Elections held without challenge and in accordance with Electoral Commission performance standards.	Ongoing	Head of Democratic and Legal Services	On-going business process. Increased resilience has been provided with more experienced officers and robust and focused training.
KA.35	Embracing the council's digital programme-	Use of Electoral Management System to send letters, forms etc. via e-mail (where permitted by law/guidance) to reduce costs	Ongoing	Head of Democratic and Legal Services	On-going business process. Consideration is being given to providing tablets to canvassers and use app technology to enable greater efficiency

KA.36	Publication of Register of Electors.	Individual electoral registration processes comply with statutory requirements. Failure to do so could lead to election petitions and non-compliance with Electoral Commission performance standards that would both have a significant impact on the Authority's reputation.	December each year but updated monthly and three times prior to each election	Head of Democratic and Legal Services	Published on December 1st 2017. Canvas returns were up on the previous year
KA.37	Increased income generation within service areas	Provides assistance towards the savings objectives	May 2018	Head of Legal and Democratic Services	Elections have undertaken work for North Herts Council and legal services have been providing assistance to other Councils on an income generation basis and undertaking more s106 matters in-house
KA.38	Support the Digital East Herts programme by increasing the range of online services available in ModGov	More paperless Member/Officer participation at meetings	Ongoing	Head of Legal and Democratic Services	Drop in sessions have been arranged and are on-going. Service Managers to provide mentor engagement with Members to facilitate the transition to paperless.
KA.39	Provision of advice and guidance on the standards regime for local councillors within East Hertfordshire.	Local councillor adherence to Code of Conduct provisions. Failure to deliver guidance and training would reflect negatively on the Authority and could lead to an increase in substantiated complaints of code breaches.	Ongoing	Head of Legal and Democratic and Services	Work is on-going to ensure that more legal officers are trained to deal with standards matters to provide resilience.

CORPORATE PRIORITY: Enhance the Quality of People's Lives					
Outcome: Attractive places					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.40	Implement the Council Environmental Crime Strategy and associated Public Space Protection Orders (PSOPs).	<p>Raised awareness of effects of environmental crime; its impact on the environment and penalties for offenders.</p> <p>Milestones:</p> <p>Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.</p> <p>Review fixed penalty notices pilot</p>	<p>March 2017</p> <p>February 2016 – March 2017</p> <p>August 2017</p>	Environmental Inspection Team Manager	<p>Strategy Implemented. Ongoing PR regarding fly tipping took place in 2017. Countywide campaign on Fly tipping led by Wastaware planned for Spring 2018. Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.</p> <p>The Review of the fixed penalty notices for litter pilot took place in August 2017 and it was agreed that the Council would not continue this service via a contractor and ensure officers adopted this role post service restructure.</p>
KA.41	Develop a Shared Service for Waste and Street Cleansing with North Herts District Council.	<p>Efficiency savings delivered.</p> <p>Milestones:</p> <p>Contract award.</p> <p>Contract commences.</p>	<p>April 2017</p> <p>June/July 2017</p> <p>May 2018</p>	Head of Operations	<p>The new Waste shared service client team was developed in Feb 2018 with some appointments yet to be made to complete the team.</p> <p>The contract award approval took place in October 2017 and the new contract has gone live (8th May 2018).</p> <p>The £200k saving has been achieved through the procurement process and will be further tested mid year and at the end of the financial year.</p>
KA.42	Increase domestic recycling volumes	Communication strategy and targeted project planning	Aug 2017	Waste Services Manager	<p>Not Achieved % of household waste sent for reuse, recycling and composting fell marginally from 51.77% to 49.06%</p> <p>Work will take place via the new waste shared service to increase awareness of recycling.</p>
KA.43	Provision of a proactive service, delivering advice and guidance to customers on heritage and urban design issues	Completion of 35 or more conservation area assessment reports, review of Heritage at Risk Register, production of heritage guidance information and provision of an urban design advice service	Ongoing – throughout year with completion by end Mar 18	Head of Planning and Building Control and Conservation and Urban Design Officer	Not achieved in total. With regard to Conservation Area Assessments, 31 have been completed as at the date of this report. A further 7 will be completed by July 2018, leaving 4 to complete. These are programmed to be completed by end of the 2018 calendar year. The change to completion dates is due to the availability of additional resources that have been utilised to undertake this work.

					<p>Heritage at Risk register, this work is complete with a review undertaken in the 2017/18 year.</p> <p>Heritage guidance. This action is complete, being undertaken in association with the relaunch of the Councils website in 2017.</p> <p>Urban design advice has been provided throughout the year.</p>
KA.44	Appropriate control in relation to unauthorised development in the district.	<p>Ensure delivery in relation to Planning Enforcement performance measures</p> <p>Customer service expectations met by achieving targets :</p> <ul style="list-style-type: none"> • EHPI 205 – Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date' • EHPI 206 – Percentage of site visits undertaken in relation to all other cases within 15 workings days of 'start date' • EHPI 207– Percentage of decisions made, within five weeks of 'start date', whether it is expedient to either undertake or not undertake formal action or it is determined that it is not possible to make a decision 	Ongoing – throughout year	Development Manager and Principal Planning Enforcement Officer	<p>Action achieved in relation to EHPI 205 with 100% of all sites being undertaken in relation to urgent cases in the 2 day timescale.</p> <p>In relation to all other cases (EHPI 206) has fallen from 100% in 2016/17 to 87% in 2017/18. This is below the target of 90%.</p> <p>Systems do not allow the extraction of data in relation to EHPI 207.</p> <p>Action, including prioritisation of casework, is being undertaken to ensure that targets are being achieved in relation to site visits. With regard to expediency decision timescale, action is being taken to either extract this data from our recording system, or to consider other performance measures, such as the closure of cases within six months.</p>

CORPORATE PRIORITY: ENHANCE THE QUALITY OF PEOPLE'S LIVES					
Outcome: Future developments best meets the needs of the district and its residents					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.45	Ensure that an appropriate policy framework is in place to enable residential and commercial development and to support key infrastructure decisions.	<p>Progress to examination and adoption of District Plan (DP).</p> <p>Target for EHPI 159 – Supply of ready to develop housing sites achieved.</p> <p>Target for EHPI 154 – Net additional homes provided.</p>	Examination by end June 2017 and adoption by end Dec 17	Planning Policy Manager	<p>Progress has been made in relation to the District Plan with examination sessions concluded in early Jan. Main Modifications have been agreed with Inspector and consultation period concluded on 29 Mar 2018. Examiners Report expected May 18.</p> <p>Adoption will not take place therefore until the 2018/19 year as a result of the examination timetable imposed by the planning inspectorate.</p> <p>With regard to land supply, the publication of the Councils Authority Monitoring Report in Feb 2018, confirmed that over 5 years supply of land now available. Action achieved.</p> <p>Net additional homes data is provided by HCC following monitoring and count information. This data is not yet available for the 2017/18 year.</p>
KA.46	Requirement to manage and proactively respond to key development proposals to enable acceptable development to be delivered.	<p>Key development proposals include:</p> <ul style="list-style-type: none"> - Goods yard, BS - Old River Lane, BS - Hertford Town Centre - Birchall Garden Suburb, East of WGC - Gilston - East of Stevenage <p>Management of development proposals in relation to these and other key sites in agreement with landowner and promoter parties.</p> <p>Target for EHPI 157a – Processing of planning applications: Major applications.</p> <p>Target for EHPI 155 – Number of affordable homes</p>	Ongoing	Development Manager	<p>Action has been undertaken in relation to development sites coming forward during the last year. Master Planning activity has commenced on a number of sites with Member Steering groups established. Timescales are being agreed between the Council and developer parties through the use of Planning Performance Agreements.</p> <p>Development on other key sites is being managed through the development management process. Performance in relation to EHPI 157a has been above target for the 2017/18 year.</p> <p>In relation to the BS Goods yard site, this has been subject to master planning following refusal of earlier application. Masterplan endorsed by Executive: 31 Oct 2017 and the Council resolved to support a revised planning application at DMC of 27 Mar 2018.</p>
KA.47	Identify ways to encourage downsizing in all tenures	<p>Identify potential to encourage downsizing</p> <p>Seek resources through the Medium Term Financial Plan as appropriate</p> <p>Agree actions to encourage downsizing</p> <p>EHPI 148 – Number of applicants on the housing register broken down by demand for property sizes</p>	<p>June 2017</p> <p>September 2017</p> <p>September 2017</p>	Service Manager – Housing Services	<p>Review of numbers of tenants under –occupying and Registered Provider initiatives completed in 2017/18. Discussed with Portfolio Holder. Actions have been developed and will be monitored through the Housing Strategy Action Plan. The Housing Service is working with Network Homes to develop a new build offer to supplement existing incentive policies to encourage</p>

					current tenants to downsize. One small new build scheme completed in Ware and a further scheme to be completed in June 2018 to be offered as a priority to existing older tenants wishing to down size that are on the Housing Register. EHPI 148 shows 2,026 applicants on the housing register down from 2, 118
KA.48	Undertake feasibility work on setting up a company to build new homes	Subject to member approval, Company to commence acquisition of properties Determine feasibility of housing development by a Company Subject to there being a feasible business case, seek member approval for development	April 2017 September 2017 November 2017	Head of –Housing and Health	Company incorporated on 2 February 2018. Three properties are now in the process of conveyance with another subject to works before transfer. It is anticipated that the first properties will transfer to the company in May 2018
KA.49	Support and maximise the provision of additional affordable housing in association with developers and registered providers	Review options for maximising affordable housing delivery in light of the Housing and Planning Act 2016, new products, the Housing Company and the like Revise the Affordable Housing Supplementary Planning Document in line with the District Plan timetable EHPI 155 – Number of affordable homes delivered EHPI 149a and 149b – wording to be added once confirmed	June 2017 March 2018	–Service Manager – Housing Services	The Housing Team are implementing the Affordable Housing Policy to maximise delivery. Total of 162 affordable homes delivered in 2017/18 against a target of 116 for 17/18. A report on Community Led Housing will be ready to publish in June 2018 and is a joint report with Harlow, Epping and Uttlesford..
KA.50	Work with owners to return long-term empty properties back into use	Promote and publicise our approaches to bringing long-term empty properties back into use so as to increase returns EHPI 64 – Number of long-term private sector vacant dwellings that are returned into occupation or demolished	June 2017	Service Manager – Housing Services	Action To Be Deleted/Suspended. Funding for this action removed via member decision at Full Council Thurs 01 st March 2018. EHPI 64: 9 dwelling returned onto occupation or demolished 2017/18
KA.51	Sustainable Drainage Systems (SuDS)	Review the approach to assessing developers' SuDS proposals	June 2017	Service Manager – Environmental Health	Merged with KA. 2
KA.52	To provide legal support in relation to the publications and adoption of the District Plan	Adoption of the District Plan 2031	2017	Head of Legal and Democratic Services	Due to strategic growth in the District, Legal recognise the need for internal resilience to deliver these objectives. The team is updating service provision to focus on the specialisms that require project focused support, eg contracts and procurement, regeneration support. Service has led on community Governance Reviews undertaking bespoke training, committee and Council attendance and liaising with relevant services.
KA.53	To provide legal support development proposals for key sites in the district and deliver corresponding legal agreements	Key sites are developed in line with the District Plan	Ongoing but will vary with each site	Head of Legal and Democratic Services	Due to strategic growth in the District, Legal recognise the need for internal resilience to deliver these objectives. The team is updating service provision to focus on the specialisms that require project focused

					support, eg contracts and procurement, regeneration with the objective to increase officers and decrease external reliance for legal support.
KA.54	Providing legal support to the council to enable empty properties are brought back into use	Decrease of empty properties in the district	Ongoing but will vary with each site	Head of Legal and Democratic Services	The team has provided support in relation to this initiative and worked with colleagues in the formulation of Millstream to further the Council's objectives. This work is on-going.

CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY					
Outcome: Support for our businesses and the local economy					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.55	Review the Environmental Health 'offer' to local businesses	Review opportunities and produce options paper	September 2017	Service Manager – Environmental Health	Review on-going and included in 2018/19 service plans
KA.56	Conduct cross-boundary licensing enforcement activity	Carry out at least one licensing enforcement exercise with neighbouring districts	September 2017	Service Manager – Licensing and Enforcement	Completed in January with Broxbourne Taxis. Next year's aim is to get Hertfordshire wide suitability policy.
KA.57	Strengthen networks with local businesses.	Number of businesses on East Herts Council local directory (new measure).	March 2018	Economic Development Manager	Business Engagement Manager and new Economic Development Officer (shared with North Herts) actively engaged with business infrastructure organisations. In partnership with Burrows Communications we are producing an online database of all businesses in the area and marketing brochure to help with inward investment. Latest business demography data from ONS suggests the number of new businesses created in 2016 in East Herts (latest data due to a year lag) increased threefold with 3055 new businesses registered in the year (compared to 1030 in 2015). This is against a total amount of 11,875 for the whole county and way above districts such as St. Albans (1360) who typically have the most start ups in the county. On closer inspection it looks like many of these businesses are part of the gig economy (eg. Deliveroo/ uber/ ebay traders) registering an address in East Herts despite trading elsewhere nationally or internationally. We will continue to monitor economic trends

KA.58	Review business start-up provision.	Number of businesses supported through WENTA contract	July 2017	Economic Development Manager	The Launchpad facility opened 12 September in Bishop's Stortford to support start up and pre-start business growth. The Council no longer directly supports the WENTA run facility in Ware. The Launchpad has been successful thus far (see performance indicator section) and as a 12 month pilot will be the subject of a discussion at Performance, Audit and Governance Committee meeting in September. Recommendations will be made at that point on whether to continue with the facility.
KA.59	Liaise with LEP Growth Hub to ensure East Herts businesses benefit.	Number of East Herts registered businesses supported by the Growth Hub programme.	March 2019	Economic Development Manager	Conversations with Growth Hub have taken place to ensure that Launchpad actively refers businesses to further support (<i>awaiting further data on number of businesses in East Herts that have used the growth hub</i>)
KA.60	Ensure successful delivery of the Rural Development Programme.	Number of businesses supported by the RDP.	March 2019	Head of Communications, Strategy and Policy	22 grants have been approved as part of the programme with 7 of those going to businesses in East Herts. All of the 1.8m euros have been allocated and the challenge now is to ensure the awarded monies are spent before the UK leaves the EU in March 2019. The Eastern Plateau is among the top regions in the country for ensuring full allocation of the funds and as a consequence an additional £200,000 has been allocated to the area from other regions that have not managed to spend all of their allocation. We have a further pipeline of projects waiting for support and this additional money will be allocated through the local area group by summer 2018
KA.61	Support Visit Herts with delivery of a destination management programme.	(1) Spend in the district relating to day trips and overnight stays (2) Number of jobs in the district related to the visitor economy	March 2018	Economic Development Officer	SLA funding of £5k agreed for a further 2 years (until end 2019). VH have won the contract to deliver destination management services in the county from the LEP and that contract runs until 2020 (with a possible 2 year extension to 2022). Cllr Gary Jones is a Board Member on Visit Herts, representing District Council interests. The next Visit Herts Board meeting takes place on 10th September at the Henry Moore Foundation They are currently in the process of updating their business plan and intend to make 2020 the Hertfordshire Year of Culture. In addition Visit Herts are working on an East of England Touring Route designed to attract more German visitors to the county. The project seeks to create a new 300mile touring route between London and Northumberland that combines well-known visitor destinations with those that are off-the beaten track. New itineraries will be developed that

					<p>bring together attractions, accommodation options, places to eat and activities to create a route that is culturally rich and quintessentially English. Hertford has been earmarked as one of the potential towns on this route although the project remains on-going.</p> <p>Data from the value and volume study indicates East Herts generates the most revenue from tourism of all districts in the county. The latest data is from 2016 so is somewhat out of date however VH are considering running this data exercise again.</p> <p>The Big Weekend initiative this year featured 59 attractions, 8 of which were from East Herts:</p> <ul style="list-style-type: none"> • Foxholes Farm • Hanbury Manor Hotel • Historic Hertford • Lussmanns Fish & Grill Restaurants • The View Bar & Kitchen • Ventura Wildlife Park • Much Hadham Forge Museum • Henry Moore Studios and Gardens
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CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY					
Outcome: Vibrant town centres					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.62	Support delivery of a Business Improvement District in Bishop's Stortford.	1. Feasibility testing stage 2. Development phase (contingent to feasibility phase approval) 3. Campaign phase	Jul- Dec 2017 Jan-Jul 2017 Aug- Oct 2017	Economic Development Manager	After a slow start significant progress has been made thanks to the Council's Business Engagement Manager. A steering group has been formed (composed of business reps from the town centre) and a business plan for the BID company drafted. The ballot will open in June for one month and close July 13 th . We will know by July 14 th whether businesses have voted in favour of setting up a BID.
KA.63	Implementation of the Planning framework for Bishop's Stortford Town Centre, focusing on Old River Lane and key and joining town centre sites and develop a master plan for Old River Lane.	Completed Framework for BS town centre Completion of master planning for the Old River Lane site	March 2017 December 2017	Chief Executive	Framework for BS town centre was approved by council in July 2017. The concept masterplan for Old River Lane was developed during 2017, and formed the basis for the land use decision taken by council in December 2017.

KA.64	Implementation of Hertford Urban Design Study	Progress in relation to initial significant scheme identified in the Study – public realm in Maidenhead Street/ The Wash/ Bull Plain	March 2018	Head of Planning and Building Control	Progress has been achieved in relation to this scheme with design proposals agreed and consultation undertaken. A contractor has been procured and it is now anticipated that works on site will commence in July 2018.
KA.65	Delivery of a cost effective on-street and off-street enforcement function that fulfils the objectives of the Traffic Management Act 2004 - e.g. in keeping the highway safe and clear for all users - at the lowest possible cost to the taxpayer.	Engagement of consultants to support the Council in the preparation of a Specification and manage arrangements for the re-tendering of the parking enforcement contract. Confirmation of new Agency Agreements from partner councils. Task and Finish/Scrutiny Committee input into development of new Specification Compilation of Specification and all other tender documents. Issue ITT	March 2017 April 2017 September 2017 February 2018 April 2018	Parking Manager	Engagement of consultants to support the Council in the preparation of a Specification and manage arrangements for the re-tendering of the parking enforcement contract March 17. Confirmation of new Agency Agreements from partner councils April 2017 . Task and Finish/Scrutiny Committee input into development of new Specification September 2017 Compilation of Specification and all other tender documents February 2018. Issue ITT April 2018
KA.66	Optimisation of on-street parking for all user groups within existing Resident Permit Zones.	Detailed survey of 12 existing Resident Permit Zones to identify opportunities to minimise on-street restrictions for the benefit of all motorists. Any opportunities to extend use of underutilised parking space in controlled zones presented to members.	September 2017	Parking Manager	Scheme is live and permits are actively being sold. To all intents and purposes this Action can be regarded as fully met.
KA.67	Implementation of grassed verge and footway parking restrictions	Successful promotion of Experimental Traffic Regulation Order to create maximum two restricted areas per ward. Implementation of ban.	September 2017 January 2018	Parking Manager	Members decided not to take the scheme forward.


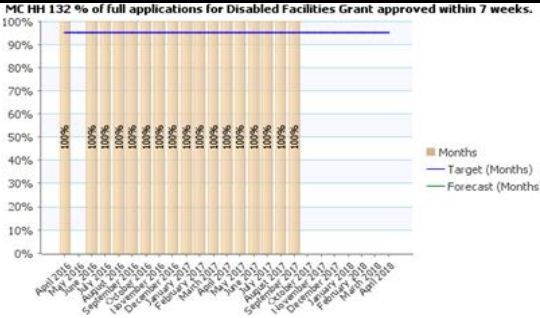
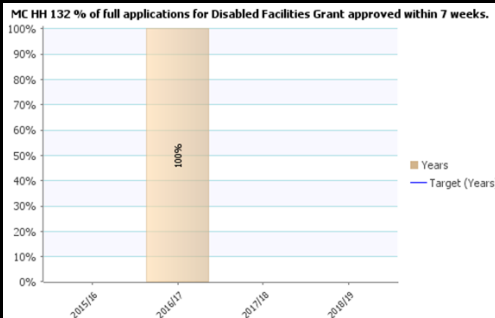
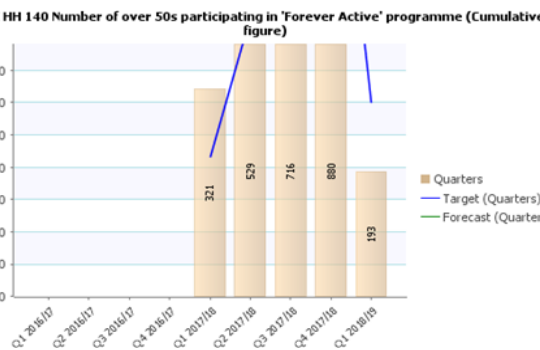
CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY					
Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.68	Support a Task and Finish Group to review options for sustainable transport in the district.	Recommendations to Environment Scrutiny Committee Actions agreed at Scrutiny and Exec to be implemented	7 th March 2017	Head of Communications, Strategy and Policy	<p>The group made recommendations in March 2017 and since then a sustainable transport officer has been seconded from the County Council (funded 50% East Herts and 50% County).</p> <p>That officer (Stephen Lloyd Jones) is working on section 106 contributions for transport initiatives on new developments and green travel planning for staff (which includes proposals for staff car park charging).</p> <p>In addition the Council actively responded to the County Council's LTP4/ 2050 Transport Vision process which is expected to be published shortly. We hope to ensure Bishop's Stortford is recognised as a sustainable travel town in the county.</p>
KA.69	Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.	Review opportunities for developing community transport to further the council's Health and Wellbeing objectives	September 2017	Service Manager – Community Wellbeing and Partnerships/ Head of Communications, Strategy and Policy	As per the above the new sustainable transport officer has been strengthening our input into section 106 contributions earmarked for transport. For example East Herts are now actively involved in the HCC Highways Officer Steering Group which is used by County to inform decisions around transport investment. It is anticipated that this will result in further interventions during the 18/19 year.
KA.70	Review CCTV	Review the need for replacement/upgrade of existing cameras Review coverage Seek resources through the Medium Term Financial Plan as appropriate Review client and governance arrangements regarding the shared CCTV service	June 2017 June 2017 September 2017 December 2017	Service Manager – Community Wellbeing and Partnerships	<p>Review moving forward. HCC providing crime stats in relation to major town locations across district</p> <p>Review of governance of shared CCTV shared services is in process which is assessing all aspects of agreement. The review of coverage and replacement, movement or upgrade of any existing cameras is underway following information relating to crime and ASB has been provided by HCC. Each camera is being reviewed to ensure compliance with legislation and that they are fit for purpose and addressing a social need.</p>

2017/18 Internal Actions (ie. not directly related to delivery of Corporate Plan Priorities but essential to the running of the business)

	Action	Measure/Key milestone	Deadline	Lead Officer	
KA.79	Maximise yield through a spread of financial instruments, maturity dates and counterparties whilst considering the risk of each investment in accordance with the Investment Strategy.	Interest income performance against budget monitored through Healthcheck reports and full year performance reported annually.	Treasury Management Outturn report: September 2017	Principal Accountant	All transactions were carried out within the Treasury Management Strategy and provided maximum yield.
KA.80	Monitor the council's investment in the Capital programme to ensure that resources are delivering the assets required to deliver services/benefit to local taxpayers.	The progress in delivering each capital scheme, financial and timeframe, will be reported through the quarterly performance reports.	Quarterly Performance report approved by Leadership team, Scrutiny and Executive each quarter	Finance Officer	Income streams monitored on a quarterly basis and reported through the monthly Healthcheck report.
KA.88	Review of Shared Audit Service.	Adequate & effective audit arrangements in place.	March 2018	Head of Strategic Finance and Property	Continuous review undertaken at Performance, Audit and Governance Committee.
KA.89	Review of Shared Anti-Fraud Service.	Adequate and effective anti-fraud arrangements in place.	March 2018	Head of Strategic Finance and Property	Continuous review undertaken at Performance, Audit and Governance Committee.
KA.97	Property asset holdings are constantly reviewed to ensure that assets are fit for purpose and utilised to their full potential.	Undertake negotiations for the acquisition, disposal, and leasing of property to secure best value and maximise returns.	Ad-hoc	Assets and Estates Manager	<p>The property portfolio has been re-valued as at 31 December 2017 and external audit's queries so far have been addressed. The Asset Management Group has been reconvened with 2 meetings to date with an opportunity to provide update Members.</p> <p>There is regular reviewing in conjunction with operational departments and now extending to the Property Company to ensure all opportunities are fully explored and there is feedback relating to projects.</p> <p>The Locality Review for Hertford and Ware concluded that the department is already aware of potential in the portfolio and will be extending this summer to include the Bishop's Stortford area.</p> <p>Continual liaison with the Herts Property Forum and ACES and colleagues in other public sector organisations ensure that management practices are up to date and external contacts are maintained.</p> <p>There is general on-going review of the estate through inspections, the IDOX electronic database and regular meetings</p>


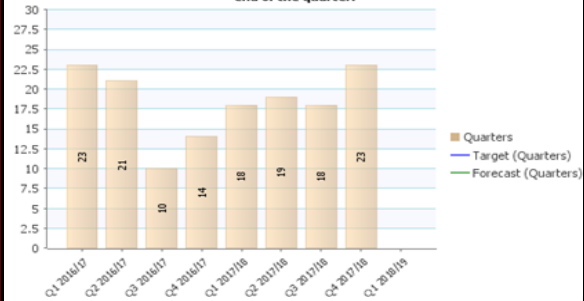
KA.104	Deliver the milestones for 2017/18 set out in the four year ICT Strategy.	EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy	March 2018	Head of Business & Technology Services	Cancelled- The Partnership Board have prioritised the formulation of a single shared IT Strategy for East Herts and Stevenage. Actions from the old Strategy have effectively been superseded by delivery of the IT Improvement Plan in the interim.
KA.109	Review and deploy new communication technologies and methods.	Support member and officer working group on new ways of communicating. NEW EHPI 5.12a – Social Media: Number of followers (twitter followers). NEW EHPI 5.12b – Social Media: Number of followers (facebook likes) Number of Social media impressions Number of gov.delivery users	March 2018	Communications and Digital Media Manager	In 2017 the council launched an Instagram account which has been steadily growing in the number of followers. Alongside this a renewed focus on use of social media for comms campaigns has seen incremental increases in our digital footprint (especially across twitter and Facebook). The Communications and Digital Media team have also experimenting with email marketing content to see what subscribers are most interested in. 'Click through' rates for traditional press releases tend to be quite poor. However events, specifically events and activities for children tend to have a better response rate with users spending longer on the website as a result. This will inform a new approach to email marketing in 2018.
KA.141	Maximisation of in-year council tax collection.	Target for EHPI10.2 – Council tax collection, % of current year liability collected achieved.	March 2018	Head of Revenues and Benefits	EHPI10.2: 98.3%. Slight decrease on 2016/17 (98.4%) possibly due to reduced staff levels and bank holiday weekend reducing cash values posted to accounts in year.
KA.149	Maximisation of in-year Business Rates collection.	Target for EHPI10.4 – NNDR (business rates) collection, % of current year liability collected achieved.	March 2018	Head of Revenues and Benefits	EHPI 10.4: 98.4%. Increase on 1016/17 (97.76%)
KA.155	Provision of timely and accurate information to relevant parties in relation to the Business Rates values and appeals.	Officers provided with appropriate information to support their areas of work.	March 2018	Head of Revenues and Benefits	Target achieved
KA.156	Respond to customers desire to access services 24/7 using e technology.	Increase in self-service options for customers.	March 2018	Head of Revenues and Benefits	New online services provided and further modules to follow in 2017/18.


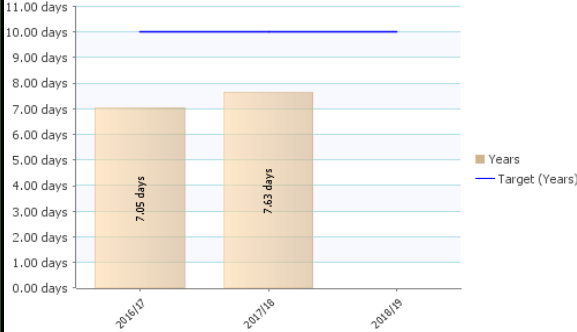
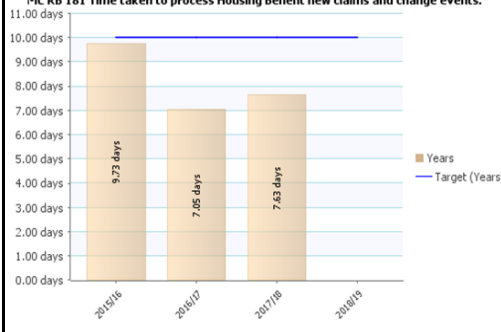

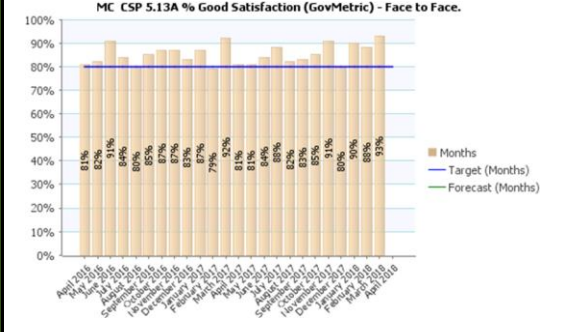
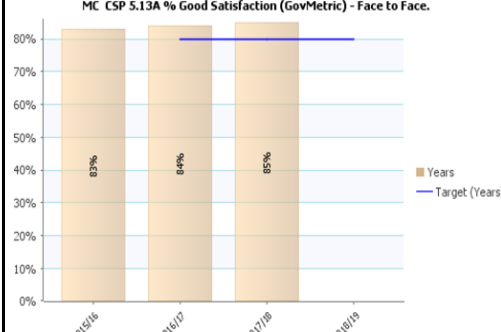
Essential Reference Paper "C"

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
Priority 1 - Improve the Health & Wellbeing of Communities (11 indicators)						
Service Area Health and Housing						
MC HH 132 % of full applications for Disabled Facilities Grant approved within 7 weeks.	N/A	95%				As housing grants are now undertaken by the new Hertfordshire Home Improvement Agency, East Herts has limited influence on the results and has to source this directly from them. Due to this, we will no longer collect indicator for this indicator and will be discontinued.
QC HH 140 Number of over 50s participating in 'Forever Active' programme (Cumulative figure)	193 - Q1 Calendar Year (880)	300 (854)	N/A		First Full year of collection	<p>193 new participants between Jan and March 2018. Data from 1 class is still outstanding so figures likely to increase.</p> <p>The quarterly figures are lower than figures we were achieving last year but are still healthy; most of the sessions reported at least 1 new participant.</p> <p>This means we only need 42 new attendees to meet the overall Sport England project target of 2562 since inception.</p>


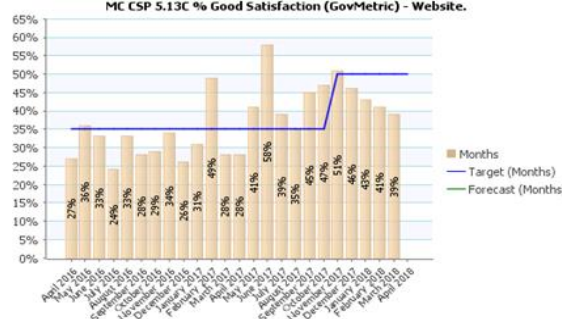
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes															
QC HH 141 East Herts residents & East Herts Council employees registered with Team Herts Volunteering scheme	200	200	N/A	<p>QC HH 141 East Herts residents & East Herts Council employees registered with Team Herts Volunteering scheme</p> <table><thead><tr><th>Quarters</th><th>Target (Quarters)</th><th>Forecast (Quarters)</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>25</td><td>200</td></tr><tr><td>Q2 2017/18</td><td>75</td><td>200</td></tr><tr><td>Q3 2017/18</td><td>171</td><td>200</td></tr><tr><td>Q4 2017/18</td><td>200</td><td>200</td></tr></tbody></table>	Quarters	Target (Quarters)	Forecast (Quarters)	Q1 2017/18	25	200	Q2 2017/18	75	200	Q3 2017/18	171	200	Q4 2017/18	200	200	First Full year of collection	<p>There was a further 25 sign ups during Q4 which meant we hit our 200 target exactly. In terms of going forward, this volunteering will be discontinued as it does not provide an accurate assessment of how many people volunteer across the District.</p> <p>Registering with TeamHerts is often associated with ongoing volunteering whereas the majority of volunteering that both residents and Staff do would be ad hoc volunteering. Additionally, there is questionable appetite for a resident to register through TeamHerts to their chosen volunteering when they often go to the place they want to volunteer straight away.</p> <p>Volunteering continues to be of great interest to East Herts and we will look at developing an alternative measure that offer more meaning</p>
Quarters	Target (Quarters)	Forecast (Quarters)																			
Q1 2017/18	25	200																			
Q2 2017/18	75	200																			
Q3 2017/18	171	200																			
Q4 2017/18	200	200																			


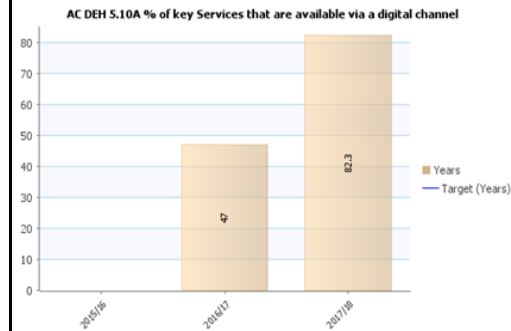
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																										
QC HH 150 Number of homeless prevention cases across the year	263	200	N/A	<p>QC HH 150 Number of homeless prevention cases across the year</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>61</td></tr><tr><td>Q2 2016/17</td><td>50</td></tr><tr><td>Q3 2016/17</td><td>96</td></tr><tr><td>Q4 2016/17</td><td>84</td></tr><tr><td>Q1 2017/18</td><td>65</td></tr><tr><td>Q2 2017/18</td><td>115</td></tr><tr><td>Q3 2017/18</td><td>196</td></tr><tr><td>Q4 2017/18</td><td>263</td></tr><tr><td>Q1 2018/19</td><td>263</td></tr></tbody></table>	Quarters	Value	Q1 2016/17	61	Q2 2016/17	50	Q3 2016/17	96	Q4 2016/17	84	Q1 2017/18	65	Q2 2017/18	115	Q3 2017/18	196	Q4 2017/18	263	Q1 2018/19	263	<p>QC HH 150 Number of homeless prevention cases across the year</p> <table><thead><tr><th>Years</th><th>Value</th></tr></thead><tbody><tr><td>2016/17</td><td>229</td></tr><tr><td>2017/18</td><td>263</td></tr></tbody></table>	Years	Value	2016/17	229	2017/18	263	In 2017/18 the council prevented a total of 263 households becoming homeless. This was by a variety of housing options: by the provision of housing advice to relieve homelessness or securing alternative accommodation through an offer of accommodation following an application to the council's housing register, or following a referral to supported accommodation or actively assisting applicants secure accommodation through the private sector with the council's rent deposit offer.
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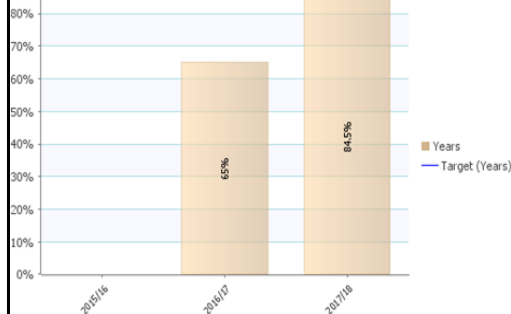

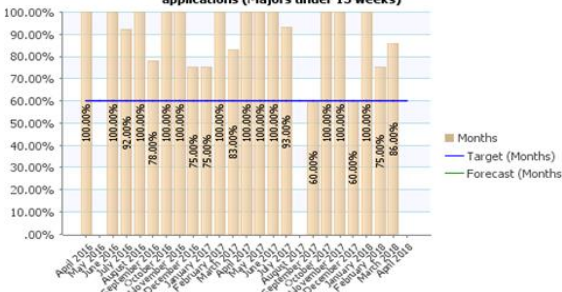
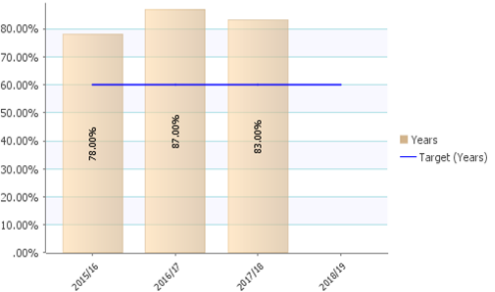
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																														
QC HH 151 Number of homeless households living in temporary accommodation at the end of the quarter.	23	trend only		<p>QC HH 151 Number of homeless households living in temporary accommodation at the end of the quarter.</p>  <table><thead><tr><th>Quarters</th><th>Target (Quarters)</th><th>Forecast (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>23</td><td></td></tr><tr><td>Q2 2016/17</td><td>21</td><td></td></tr><tr><td>Q3 2016/17</td><td>10</td><td></td></tr><tr><td>Q4 2016/17</td><td>14</td><td></td></tr><tr><td>Q1 2017/18</td><td>18</td><td></td></tr><tr><td>Q2 2017/18</td><td>19</td><td></td></tr><tr><td>Q3 2017/18</td><td>18</td><td></td></tr><tr><td>Q4 2017/18</td><td>23</td><td></td></tr><tr><td>Q1 2018/19</td><td>23</td><td></td></tr></tbody></table>	Quarters	Target (Quarters)	Forecast (Quarters)	Q1 2016/17	23		Q2 2016/17	21		Q3 2016/17	10		Q4 2016/17	14		Q1 2017/18	18		Q2 2017/18	19		Q3 2017/18	18		Q4 2017/18	23		Q1 2018/19	23		N/A	<p>At the end of March 2018 the council had 24 households in temporary accommodation . The council owned temporary accommodation hostel had 10 out of 12 flats occupied. Eight households were in B&B as they were unsuitable for the hostel. Four households were in temporary supported accommodation and one was in longer term private leased self contained accommodation. This remains a low number in temporary accommodation despite an increase from 16/17 of the number of households the council has accepted for a full housing duty following a homeless application. The increase in B&B households is partly due to suitability of the household for our hostel accommodation and also because a number of hostel residents were successful on new build properties that subsequently had a significant delay to their hand over date. This had an impact on the availability of temporary accommodation at the hostel for new residents.</p>
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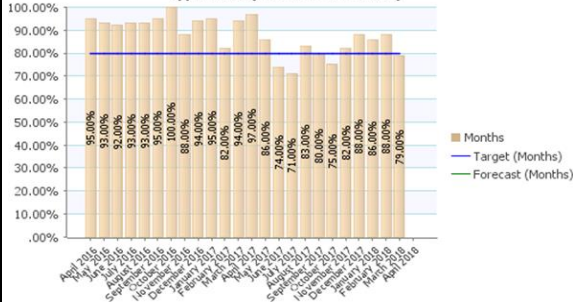
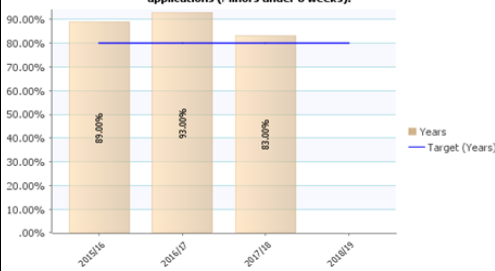

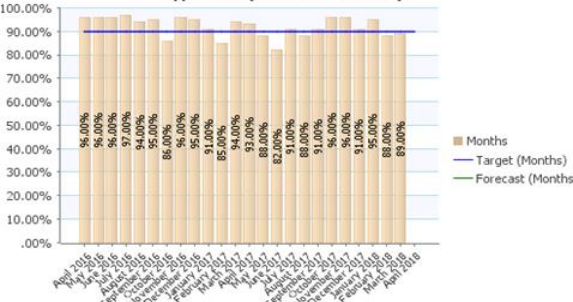
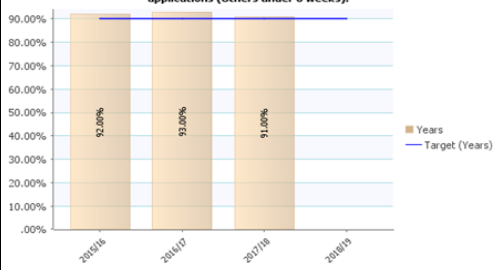
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																																												
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MC RB 181 Time taken to process Housing Benefit new claims and change events.	7.63	10.00 days		<p>MC RB 181 Time taken to process Housing Benefit new claims and change events.</p>  <table><thead><tr><th>Year</th><th>Time taken (days)</th></tr></thead><tbody><tr><td>2016/17</td><td>7.05</td></tr><tr><td>2017/18</td><td>7.63</td></tr></tbody></table>	Year	Time taken (days)	2016/17	7.05	2017/18	7.63	<p>MC RB 181 Time taken to process Housing Benefit new claims and change events.</p>  <table><thead><tr><th>Year</th><th>Time taken (days)</th></tr></thead><tbody><tr><td>2016/16</td><td>9.73</td></tr><tr><td>2016/17</td><td>7.05</td></tr><tr><td>2017/18</td><td>7.63</td></tr></tbody></table>	Year	Time taken (days)	2016/16	9.73	2016/17	7.05	2017/18	7.63	By the end of the year, time taken to process housing benefit had dropped dramatically																																														
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MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.	93% (85%)	80%		<p>MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.</p>  <table><thead><tr><th>Month</th><th>% Good Satisfaction</th></tr></thead><tbody><tr><td>April 2016</td><td>81%</td></tr><tr><td>May 2016</td><td>82%</td></tr><tr><td>June 2016</td><td>91%</td></tr><tr><td>July 2016</td><td>84%</td></tr><tr><td>August 2016</td><td>86%</td></tr><tr><td>September 2016</td><td>87%</td></tr><tr><td>October 2016</td><td>87%</td></tr><tr><td>November 2016</td><td>87%</td></tr><tr><td>December 2016</td><td>83%</td></tr><tr><td>January 2017</td><td>87%</td></tr><tr><td>February 2017</td><td>87%</td></tr><tr><td>March 2017</td><td>82%</td></tr><tr><td>April 2017</td><td>82%</td></tr><tr><td>May 2017</td><td>81%</td></tr><tr><td>June 2017</td><td>84%</td></tr><tr><td>July 2017</td><td>86%</td></tr><tr><td>August 2017</td><td>82%</td></tr><tr><td>September 2017</td><td>83%</td></tr><tr><td>October 2017</td><td>85%</td></tr><tr><td>November 2017</td><td>91%</td></tr><tr><td>December 2017</td><td>86%</td></tr><tr><td>January 2018</td><td>88%</td></tr><tr><td>February 2018</td><td>90%</td></tr><tr><td>March 2018</td><td>88%</td></tr><tr><td>April 2018</td><td>93%</td></tr></tbody></table>	Month	% Good Satisfaction	April 2016	81%	May 2016	82%	June 2016	91%	July 2016	84%	August 2016	86%	September 2016	87%	October 2016	87%	November 2016	87%	December 2016	83%	January 2017	87%	February 2017	87%	March 2017	82%	April 2017	82%	May 2017	81%	June 2017	84%	July 2017	86%	August 2017	82%	September 2017	83%	October 2017	85%	November 2017	91%	December 2017	86%	January 2018	88%	February 2018	90%	March 2018	88%	April 2018	93%	<p>MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.</p>  <table><thead><tr><th>Year</th><th>% Good Satisfaction</th></tr></thead><tbody><tr><td>2016/16</td><td>83%</td></tr><tr><td>2016/17</td><td>84%</td></tr><tr><td>2017/18</td><td>85%</td></tr></tbody></table>	Year	% Good Satisfaction	2016/16	83%	2016/17	84%	2017/18	85%	Generally customers provide very positive feedback for face to face interactions with scores consistently around 90% satisfaction. Customers tend to rate phone and web interactions less positively. We know that many of our residents prefer the social interaction that occurs during face to face visits and our customer services staff receive complimentary feedback on a regular basis
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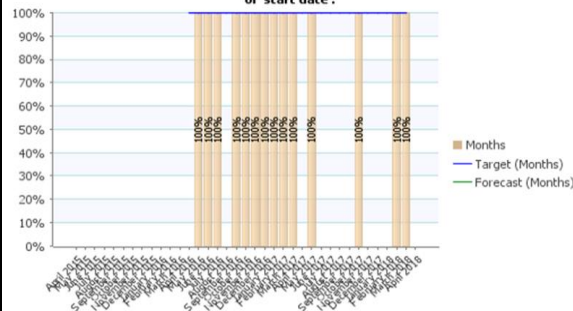
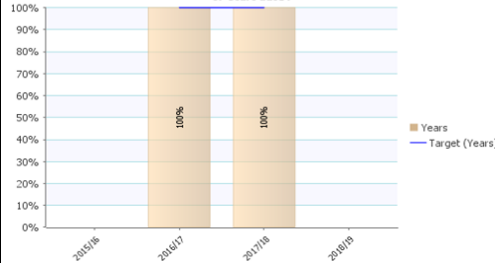
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC CSP 5.13B % Good Satisfaction (GovMetric) - Telephone.	N/A (71%)	90%	N/A	<p>MC CSP 5.13B % Good Satisfaction (GovMetric) - Telephone.</p>	<p>MC CSP 5.13B % Good Satisfaction (GovMetric) - Telephone.</p>	<p>Providing feedback via the phone requires customers to stay on the line and input information via their key pads, hence we don't get many customers taking part (in some months we receive no customer feedback). We are looking at options to improve this. We have also launched from May 2018 an email gov metric feedback system to gather more information as we know that email and phones are the preferred contact methods for our customers"</p>

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																																				
MC CSP 5.13C % Good Satisfaction (GovMetric) - Website.	39%	50%		<p>MC CSP 5.13C % Good Satisfaction (GovMetric) - Website.</p>  <table><thead><tr><th>Month</th><th>Value (%)</th></tr></thead><tbody><tr><td>April 2016</td><td>27%</td></tr><tr><td>May 2016</td><td>36%</td></tr><tr><td>June 2016</td><td>33%</td></tr><tr><td>July 2016</td><td>33%</td></tr><tr><td>August 2016</td><td>33%</td></tr><tr><td>September 2016</td><td>33%</td></tr><tr><td>October 2016</td><td>33%</td></tr><tr><td>November 2016</td><td>33%</td></tr><tr><td>December 2016</td><td>33%</td></tr><tr><td>January 2017</td><td>33%</td></tr><tr><td>February 2017</td><td>31%</td></tr><tr><td>March 2017</td><td>49%</td></tr><tr><td>April 2017</td><td>28%</td></tr><tr><td>May 2017</td><td>28%</td></tr><tr><td>June 2017</td><td>41%</td></tr><tr><td>July 2017</td><td>58%</td></tr><tr><td>August 2017</td><td>39%</td></tr><tr><td>September 2017</td><td>35%</td></tr><tr><td>October 2017</td><td>45%</td></tr><tr><td>November 2017</td><td>47%</td></tr><tr><td>December 2017</td><td>51%</td></tr><tr><td>January 2018</td><td>48%</td></tr><tr><td>February 2018</td><td>45%</td></tr><tr><td>March 2018</td><td>41%</td></tr><tr><td>April 2018</td><td>39%</td></tr></tbody></table>	Month	Value (%)	April 2016	27%	May 2016	36%	June 2016	33%	July 2016	33%	August 2016	33%	September 2016	33%	October 2016	33%	November 2016	33%	December 2016	33%	January 2017	33%	February 2017	31%	March 2017	49%	April 2017	28%	May 2017	28%	June 2017	41%	July 2017	58%	August 2017	39%	September 2017	35%	October 2017	45%	November 2017	47%	December 2017	51%	January 2018	48%	February 2018	45%	March 2018	41%	April 2018	39%	N/A	<p>There is no annual figure as the new website was launched in May 2017 so we don't have a full 12 month's worth of results. After the launch feedback initially improved significantly however since then customer satisfaction has been below target. However when comments are looked at in detail much of the feedback relates to specific service areas or outcomes as oppose to the website itself (eg. Customers not happy that PCNs have been upheld). Where feedback related to the website is provided this is acted on where possible (eg. Links not working/ not enough information available). There is also consistent feedback on some services which customers cannot complete on-line such as tree preservation order applications. We will be looking at developing the website further in 2018/19 to ensure more on-line services are available</p>
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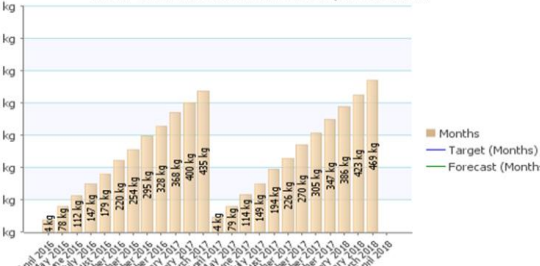
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes								
AC DEH 5.10A % of key Services that are available via a digital channel	82.30%	trend only		N/A	 <p>AC DEH 5.10A % of key Services that are available via a digital channel</p> <table><thead><tr><th>Year</th><th>Value (%)</th></tr></thead><tbody><tr><td>2016/16</td><td>47</td></tr><tr><td>2016/17</td><td>47</td></tr><tr><td>2017/18</td><td>82.3</td></tr></tbody></table>	Year	Value (%)	2016/16	47	2016/17	47	2017/18	82.3	<p>Using the same methodology of 114 key services originally identified in SOCTIM, there are now 73 services available to do digitally. After reviewing of the 114 services, it was found that 26 of these key services have since been made not applicable to East Herts Council.</p> <p>The majority of these have been caused by Building Control who have since branched out as a separate private company. The other not applicable services refer to things like consultations which at the time were available but not digital but are now no longer live.</p> <p>Using this new breakdown, 73 of 88 key services the Council provides are available via a digital channel. There have been a further 4 forms that have been identified as easy wins for transferring to digital channels.</p>
Year	Value (%)													
2016/16	47													
2016/17	47													
2017/18	82.3													


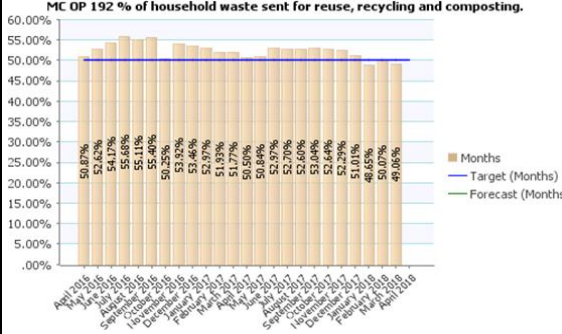
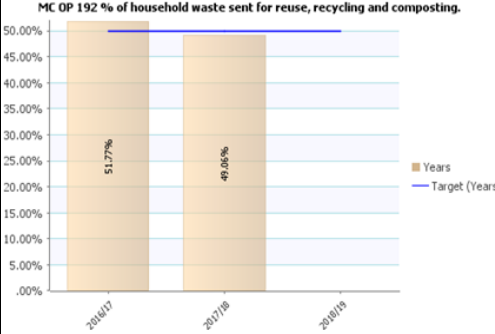

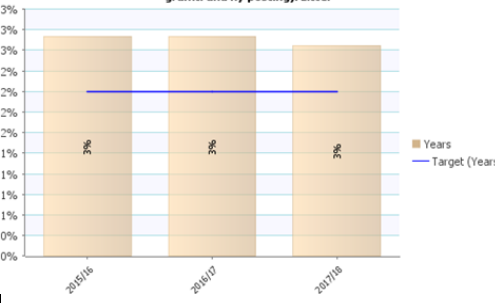
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
AC CSP 5.11 % of broadband accessibility in the district.	84.50%	trend only		N/A	<p>AC CSP 5.11 % of broadband accessibility in the district.</p> 	Current estimates based on Connected Counties roll out phases suggest that at least 51,694 properties of 61,128 have broadband, equating to 84.5%. The connected counties program in 2017 aimed to achieve around 93% of the District connected to broadband by June 2019.
Priority 2 - Enhance Quality of People's Lives (17 indicators)						
Service Area Planning and Building Control						
MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)	86 (83%)	60.0%		<p>MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)</p> 	<p>MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)</p> 	6 out of 7 for March. The monthly and annual figure continues to sit above set targets though there has been a slight drop in the previous year


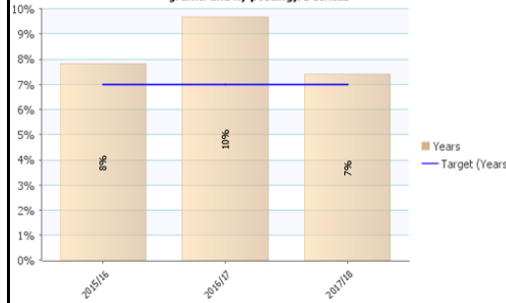
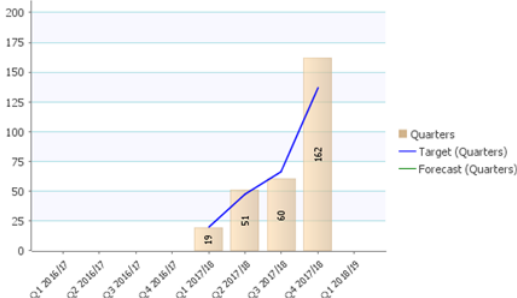
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).	(79%) 83%	80.0%		<p>MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).</p> 	<p>MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).</p> 	30 out of 38 for the month, marginally missing the 80% target set. The annual figure continues to sit above set targets though there has been a slight drop in the previous year
MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).	89% (91%)	90.0%		<p>MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).</p> 	<p>MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).</p> 	112 out of 126 marginally missing the 90% target set. The annual figure continues to sit above set targets though there has been a slight drop in the previous year

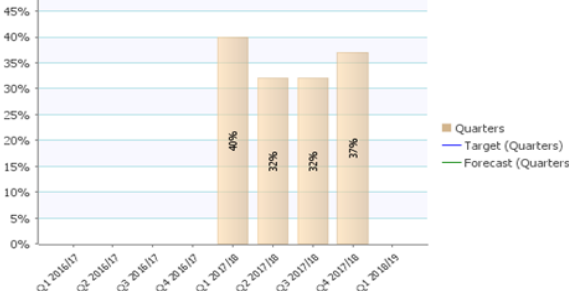
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.	100%	100%		<p>MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.</p> 	<p>MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.</p> 	
AC PB 159 Supply of ready to develop housing sites. Annual Figures not available at this time	N/A	trend only	N/A	N/A	N/A	Prior to the publication of the Councils Authority monitoring Report in Feb 2018, the Council was not in the position to be able to demonstrate sufficient supply of ready to develop housing sites. This indicator will be removed for the 2018/19 period in exchange for a more insightful indicator which will be developed.

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
LATEST FIGURES 2016/17 AC PB 154 Net additional homes provided	619 (16/17)	455		N/A		New homes in 2016-17 exceeds the target set in 2016/17. This target has been increased for the 2017/18 period
Service Area Operations						
QC OP 2.4 Fly-tips: Time taken for removal.	2.27 (1.96)	2.00 days				Quarter 4 fly tipping removal times were 2.27 days. This is higher than the target of 2 days. Mainly due to a number of larger fly tips which took time to remove. There has recently been a fresh campaign to stop fly tipping (S.C.R.A.P) and to encourage residents to report any fly tipping they see and be more aware where there waste is going.


PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC OP 2.2 Waste: missed collections per 100,000 collections of household.	30.31% (30.31%)	30		<p>MC OP 2.2 Waste: missed collections per 100,000 collections of household.</p> 	<p>MC OP 2.2 Waste: missed collections per 100,000 collections of household.</p> 	The end of the year has seen Veolia's missed collections improve however the remain slightly above target. The average of the year was just slightly up on the target which we see as a vast improvement based on the high missed collections at the front end of the year. The figure is coincidentally the same as the month of March figure
MC OP 191 Residual household waste per household.	468kg	trend only	N/A	<p>MC OP 191 Residual household waste per household.</p> 	<p>MC OP 191 Residual household waste per household.</p> 	Residual waste collected per household has maintained its rise on 2016/17 and ended being 34kgs greater. But does still remain within the 475kgs per household target.

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC OP 192 % of household waste sent for reuse, recycling and composting.	49.06%	50%		<p>MC OP 192 % of household waste sent for reuse, recycling and composting.</p> 	<p>MC OP 192 % of household waste sent for reuse, recycling and composting.</p> 	The provisional recycling rate for 17/18 is 49.06%. There is some confirmations to make with county on some of the figures but it is not anticipated at this stage we will make it to 50%. The main reason factor behind this is the amount of garden waste which looks to be down on the quarter. Garden waste for Jan - Mar 2016/17 2251 tonnes vs 2017/18 1978.40 tonnes
AC OP 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	2.56%	2.00%		N/A	<p>AC OP 195A Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter</p> 	The actual figure is 2.56% which is above target of 2% (or lower) but improved slightly on previous year of 2.67%. Litter on main roads remains an issue but officers have been working with contractor to try and improve this where accessible.

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																				
AC OP 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	7.41%	7%		N/A	<p>AC OP 195B Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus</p>  <table><caption>Detritus Levels (AC OP 195B)</caption><thead><tr><th>Year</th><th>Value (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>8%</td></tr><tr><td>2016/17</td><td>10%</td></tr><tr><td>2017/18</td><td>7%</td></tr><tr><td>Target (Years)</td><td>7%</td></tr></tbody></table>	Year	Value (%)	2015/16	8%	2016/17	10%	2017/18	7%	Target (Years)	7%	Target marginally missed the 7% target, achieving 7.41%. This figure achieved is the best figure in 3 years. The biggest challenge to achieving target is the detritus on rural roads, of which East Herts has a great deal of and the subsequent challenges of accessing many rural roads.										
Year	Value (%)																									
2015/16	8%																									
2016/17	10%																									
2017/18	7%																									
Target (Years)	7%																									
Service Area: Health & Housing.																										
QC HH 155 Number of affordable homes delivered (gross)	162	137	N/A	<p>QC HH 155 Number of affordable homes delivered (gross)</p>  <table><caption>Affordable Homes Delivered (QC HH 155)</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>0</td></tr><tr><td>Q2 2016/17</td><td>0</td></tr><tr><td>Q3 2016/17</td><td>0</td></tr><tr><td>Q4 2016/17</td><td>0</td></tr><tr><td>Q1 2017/18</td><td>19</td></tr><tr><td>Q2 2017/18</td><td>51</td></tr><tr><td>Q3 2017/18</td><td>60</td></tr><tr><td>Q4 2017/18</td><td>162</td></tr><tr><td>Target (Quarters)</td><td>137</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	0	Q2 2016/17	0	Q3 2016/17	0	Q4 2016/17	0	Q1 2017/18	19	Q2 2017/18	51	Q3 2017/18	60	Q4 2017/18	162	Target (Quarters)	137	N/A	A total of 162 new affordable homes were delivered in 2017/18. This is significantly above the 2017/18 target of 137 new affordable homes. The primary source of new affordable homes for 2017/18 is through Section 106 agreements between the council, developers and housing associations.
Quarter	Value																									
Q1 2016/17	0																									
Q2 2016/17	0																									
Q3 2016/17	0																									
Q4 2016/17	0																									
Q1 2017/18	19																									
Q2 2017/18	51																									
Q3 2017/18	60																									
Q4 2017/18	162																									
Target (Quarters)	137																									

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes										
QC HH 149C % of Affordable homes delivered on section 106 developments in Towns	37%	trend only		<p>QC HH 149C % of Affordable homes delivered on section 106 developments in Towns</p>  <table><caption>QC HH 149C % of Affordable homes delivered on section 106 developments in Towns</caption><thead><tr><th>Quarter</th><th>Value (%)</th></tr></thead><tbody><tr><td>Q1 2017/18</td><td>40%</td></tr><tr><td>Q2 2017/18</td><td>32%</td></tr><tr><td>Q3 2017/18</td><td>32%</td></tr><tr><td>Q4 2017/18</td><td>37%</td></tr></tbody></table>	Quarter	Value (%)	Q1 2017/18	40%	Q2 2017/18	32%	Q3 2017/18	32%	Q4 2017/18	37%	N/A	New affordable homes from seven Section 106 schemes were handed over 17/18. The cumulative percentage of affordable homes achieved was 37% against a policy target of 40% of those schemes that are eligible for affordable homes.
Quarter	Value (%)															
Q1 2017/18	40%															
Q2 2017/18	32%															
Q3 2017/18	32%															
Q4 2017/18	37%															
QC HH 149D % of Affordable homes delivered on section 106 developments in villages	N/A	trend only	N/A	<p>QC HH 149D % of Affordable homes delivered on section 106 developments in villages</p> 	N/A	No village affordable homes were handed over or due to be handed over in this quarter.										
HC HH 148 Number of applicants on the housing register	2,047	trend only		<p>HC HH 148 Number of applicants on the housing register</p>  <table><caption>HC HH 148 Number of applicants on the housing register</caption><thead><tr><th>Half Years</th><th>Value</th></tr></thead><tbody><tr><td>H1 2017/18</td><td>2,048</td></tr><tr><td>H2 2017/18</td><td>2,047</td></tr></tbody></table>	Half Years	Value	H1 2017/18	2,048	H2 2017/18	2,047	N/A	There are currently 2,047 households on the Housing Register. This is broken down by property size needed as follows: 1 bed need - 1,090; 2 bed need - 622; 3 bed need - 275; 4+ bed need - 60.				
Half Years	Value															
H1 2017/18	2,048															
H2 2017/18	2,047															

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes												
QC HH 64 Number of private sector vacant dwellings that are returned into occupation or demolished (Cumulative over year)	N/A	15	N/A	<p>QC HH 64 Number of private sector vacant dwellings that are returned into occupation or demolished (Cumulative over year)</p> <table><thead><tr><th>Quarters</th><th>Target (Quarters)</th><th>Forecast (Quarters)</th></tr></thead><tbody><tr><td>Q2 2017/18</td><td>9</td><td></td></tr><tr><td>Q3 2017/18</td><td>9</td><td></td></tr><tr><td>Q1 2018/19</td><td>15</td><td></td></tr></tbody></table>	Quarters	Target (Quarters)	Forecast (Quarters)	Q2 2017/18	9		Q3 2017/18	9		Q1 2018/19	15		First Full year of collection	The Council will continue to tackle empty homes but will work through Council Tax route going forward as opposed to a dedicated officer for it. As such, there was no progress in the original methodology in private homes returned to occupation or demolished.
Quarters	Target (Quarters)	Forecast (Quarters)																
Q2 2017/18	9																	
Q3 2017/18	9																	
Q1 2018/19	15																	
Priority 3 - Enable a flourishing Economy (1 Indicator) + 3 indicators from 2018/19 Indicators																		
Service Area: Communications Strategy & Policy (2018/19 - 6 months of data)																		
AC CSP 13.1 Total number of businesses using the Launchpad facility (target: 30) October Annually	48	30	N/A	<p>AC CSP 13.1 Total number of businesses using the Launchpad facility (target: 30) October Annually</p> <table><thead><tr><th>Years</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2017/18</td><td>30</td></tr></tbody></table>	Years	Target (Years)	2017/18	30	N/A	For the first 6 months of the year, 48 businesses used the Launchpad facility. This has already achieved more than our original target								
Years	Target (Years)																	
2017/18	30																	


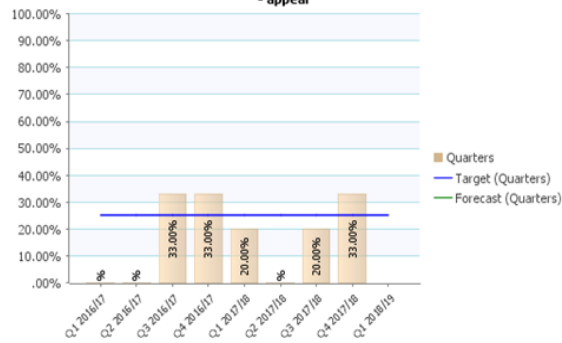
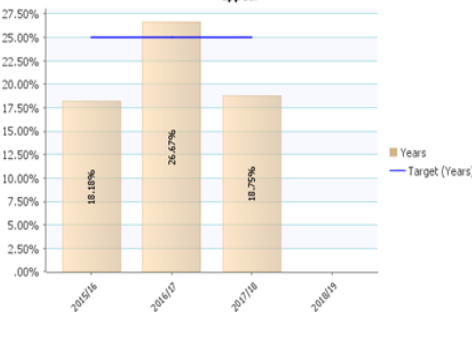
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes								
AC CSP 13.2 Number of businesses using the Launchpad facility for more than 3 months (October Annually)	14	20	N/A	<p>AC CSP 13.2 Number of businesses using the Launchpad facility for more than 3 months (October Annually)</p>  <table><caption>AC CSP 13.2 Number of businesses using the Launchpad facility for more than 3 months (October Annually)</caption><tr><th>Year</th><th>Value</th></tr><tr><td>2016/16</td><td>14</td></tr><tr><td>2016/17</td><td>14</td></tr><tr><td>2017/18</td><td>14</td></tr></table>	Year	Value	2016/16	14	2016/17	14	2017/18	14	N/A	<p>The 3 month period is significant as it is the point at which businesses/ individuals using the Launchpad move from having free space to paid for space (albeit this is nominal at £150 p/m). The conversion rate from businesses signing up to the Launchpad to those that stay beyond the free period will tell us much about the success rate for business start ups in the area. 14 out of 48 suggests a conversation rate of just under 30% however half of those 48 were not at the 3 month period at the end of March so it is too early to make any conclusions. The Launchpad is a 12 month pilot and will be reviewed in September 2018.</p>
Year	Value													
2016/16	14													
2016/17	14													
2017/18	14													


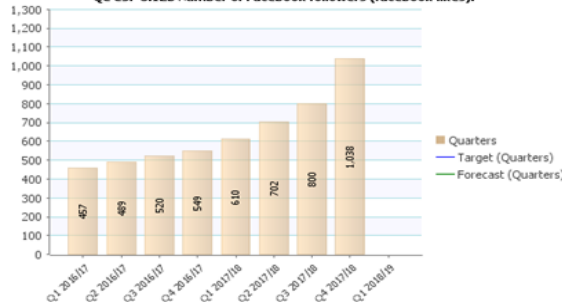

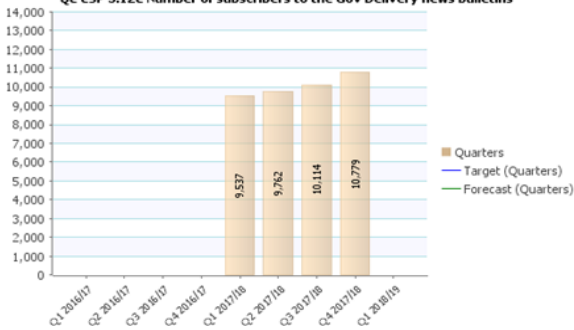
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																				
AC CSP 13.3 Total income from businesses using the Launchpad facility (October Annually)	£3,155	£20,000		<p>AC CSP 13.3 Total income from businesses using the Launchpad facility (October Annually)</p> <table border="1"><thead><tr><th>Year</th><th>Income (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>2015/16</td><td>~£1,000</td><td>£20,000</td></tr><tr><td>2016/17</td><td>~£1,000</td><td>£20,000</td></tr><tr><td>2017/18</td><td>£3,155</td><td>£20,000</td></tr></tbody></table>	Year	Income (£)	Target (£)	2015/16	~£1,000	£20,000	2016/17	~£1,000	£20,000	2017/18	£3,155	£20,000	N/A	An annual income figure of £20,000 requires something equivalent to 11 businesses/ individuals using the facility on a paid for basis for one year. It is too early to know if this income figure will be achieved however it should be noted that this facility is designed to support business growth and not generate a commercial return. However any income received helps cover the costs of running the facility																								
Year	Income (£)	Target (£)																																								
2015/16	~£1,000	£20,000																																								
2016/17	~£1,000	£20,000																																								
2017/18	£3,155	£20,000																																								
Service Area: Health & Housing.																																										
QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law	96%	85%	↑	<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p> <table border="1"><thead><tr><th>Quarter</th><th>Compliance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>93%</td><td>85%</td></tr><tr><td>Q2 2016/17</td><td>94%</td><td>85%</td></tr><tr><td>Q3 2016/17</td><td>94%</td><td>85%</td></tr><tr><td>Q4 2016/17</td><td>95%</td><td>85%</td></tr><tr><td>Q1 2017/18</td><td>94%</td><td>85%</td></tr><tr><td>Q2 2017/18</td><td>94%</td><td>85%</td></tr><tr><td>Q3 2017/18</td><td>95%</td><td>85%</td></tr><tr><td>Q4 2017/18</td><td>96%</td><td>85%</td></tr></tbody></table>	Quarter	Compliance (%)	Target (%)	Q1 2016/17	93%	85%	Q2 2016/17	94%	85%	Q3 2016/17	94%	85%	Q4 2016/17	95%	85%	Q1 2017/18	94%	85%	Q2 2017/18	94%	85%	Q3 2017/18	95%	85%	Q4 2017/18	96%	85%	<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p> <table border="1"><thead><tr><th>Year</th><th>Compliance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2016/16</td><td>93%</td><td>85%</td></tr><tr><td>2018/18</td><td>96%</td><td>85%</td></tr></tbody></table>	Year	Compliance (%)	Target (%)	2016/16	93%	85%	2018/18	96%	85%	March 2018 - Target exceeded. 96% of registered food businesses in East Herts are broadly compliant with food law; this represents 969 businesses.
Quarter	Compliance (%)	Target (%)																																								
Q1 2016/17	93%	85%																																								
Q2 2016/17	94%	85%																																								
Q3 2016/17	94%	85%																																								
Q4 2016/17	95%	85%																																								
Q1 2017/18	94%	85%																																								
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Q4 2017/18	96%	85%																																								
Year	Compliance (%)	Target (%)																																								
2016/16	93%	85%																																								
2018/18	96%	85%																																								
Supporting all priorities (12 indicators)																																										

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																																																																							
MC RB 10.2 Council tax collection, % of current year liability collected.	98.30%	98.6%	N/A	<p>MC RB 10.2 Council tax collection, % of current year liability collected.</p> <table><tr><th>Year</th><th>Collection %</th><th>Target %</th></tr><tr><td>2016/17</td><td>98.4%</td><td>98.6%</td></tr><tr><td>2017/18</td><td>98.2%</td><td>98.6%</td></tr></table>	Year	Collection %	Target %	2016/17	98.4%	98.6%	2017/18	98.2%	98.6%	N/A	Slightly off target for end of the year. No cash posted for long bank holiday weekend and new finance system may have had an impact on people's ability to make payments before the end of 17/18																																																																														
Year	Collection %	Target %																																																																																											
2016/17	98.4%	98.6%																																																																																											
2017/18	98.2%	98.6%																																																																																											
MC RB 10.4 NNDR (Business rates) collection, % of current year liability collected.	98.4	97.5%	N/A	<p>MC RB 10.4 NNDR (Business rates) collection, % of current year liability collected.</p> <table><tr><th>Month</th><th>Collection %</th><th>Target %</th></tr><tr><td>April 2016</td><td>9.4%</td><td>9.4%</td></tr><tr><td>May 2016</td><td>20.0%</td><td>20.0%</td></tr><tr><td>June 2016</td><td>30.4%</td><td>30.4%</td></tr><tr><td>July 2016</td><td>38.4%</td><td>38.4%</td></tr><tr><td>August 2016</td><td>47.5%</td><td>47.5%</td></tr><tr><td>September 2016</td><td>55.6%</td><td>55.6%</td></tr><tr><td>October 2016</td><td>64.4%</td><td>64.4%</td></tr><tr><td>November 2016</td><td>75.5%</td><td>75.5%</td></tr><tr><td>December 2016</td><td>83.8%</td><td>83.8%</td></tr><tr><td>January 2017</td><td>95.1%</td><td>95.1%</td></tr><tr><td>February 2017</td><td>97.6%</td><td>97.6%</td></tr><tr><td>March 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>April 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>May 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>June 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>July 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>August 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>September 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>October 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>November 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>December 2017</td><td>98.4%</td><td>98.4%</td></tr><tr><td>January 2018</td><td>98.4%</td><td>98.4%</td></tr><tr><td>February 2018</td><td>98.4%</td><td>98.4%</td></tr><tr><td>March 2018</td><td>98.4%</td><td>98.4%</td></tr><tr><td>April 2018</td><td>98.4%</td><td>98.4%</td></tr></table>	Month	Collection %	Target %	April 2016	9.4%	9.4%	May 2016	20.0%	20.0%	June 2016	30.4%	30.4%	July 2016	38.4%	38.4%	August 2016	47.5%	47.5%	September 2016	55.6%	55.6%	October 2016	64.4%	64.4%	November 2016	75.5%	75.5%	December 2016	83.8%	83.8%	January 2017	95.1%	95.1%	February 2017	97.6%	97.6%	March 2017	98.4%	98.4%	April 2017	98.4%	98.4%	May 2017	98.4%	98.4%	June 2017	98.4%	98.4%	July 2017	98.4%	98.4%	August 2017	98.4%	98.4%	September 2017	98.4%	98.4%	October 2017	98.4%	98.4%	November 2017	98.4%	98.4%	December 2017	98.4%	98.4%	January 2018	98.4%	98.4%	February 2018	98.4%	98.4%	March 2018	98.4%	98.4%	April 2018	98.4%	98.4%	N/A	Target was reached and exceeded, showing an improvement on the previous year									
Month	Collection %	Target %																																																																																											
April 2016	9.4%	9.4%																																																																																											
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Service Area HR																																																																																													
MC HR 12C Total number of sickness absence days per FTE staff in post	0.24 days (6.13 days)	0.54 days (6.5 days)		<p>MC HR 12C Total number of sickness absence days per FTE staff in post</p> <table><tr><th>Month</th><th>Sickness Absence Days</th><th>Target Days</th></tr><tr><td>April 2016</td><td>0.50 days</td><td>0.54 days</td></tr><tr><td>May 2016</td><td>0.61 days</td><td>0.54 days</td></tr><tr><td>June 2016</td><td>0.51 days</td><td>0.54 days</td></tr><tr><td>July 2016</td><td>0.44 days</td><td>0.54 days</td></tr><tr><td>August 2016</td><td>0.38 days</td><td>0.54 days</td></tr><tr><td>September 2016</td><td>0.30 days</td><td>0.54 days</td></tr><tr><td>October 2016</td><td>0.25 days</td><td>0.54 days</td></tr><tr><td>November 2016</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>December 2016</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>January 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>February 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>March 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>April 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>May 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>June 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>July 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>August 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>September 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>October 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>November 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>December 2017</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>January 2018</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>February 2018</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>March 2018</td><td>0.24 days</td><td>0.54 days</td></tr><tr><td>April 2018</td><td>0.24 days</td><td>0.54 days</td></tr></table>	Month	Sickness Absence Days	Target Days	April 2016	0.50 days	0.54 days	May 2016	0.61 days	0.54 days	June 2016	0.51 days	0.54 days	July 2016	0.44 days	0.54 days	August 2016	0.38 days	0.54 days	September 2016	0.30 days	0.54 days	October 2016	0.25 days	0.54 days	November 2016	0.24 days	0.54 days	December 2016	0.24 days	0.54 days	January 2017	0.24 days	0.54 days	February 2017	0.24 days	0.54 days	March 2017	0.24 days	0.54 days	April 2017	0.24 days	0.54 days	May 2017	0.24 days	0.54 days	June 2017	0.24 days	0.54 days	July 2017	0.24 days	0.54 days	August 2017	0.24 days	0.54 days	September 2017	0.24 days	0.54 days	October 2017	0.24 days	0.54 days	November 2017	0.24 days	0.54 days	December 2017	0.24 days	0.54 days	January 2018	0.24 days	0.54 days	February 2018	0.24 days	0.54 days	March 2018	0.24 days	0.54 days	April 2018	0.24 days	0.54 days	<p>MC HR 12C Total number of sickness absence days per FTE staff in post</p> <table><tr><th>Year</th><th>Sickness Absence Days</th><th>Target Days</th></tr><tr><td>2016/17</td><td>6.13 days</td><td>6.5 days</td></tr><tr><td>2017/18</td><td>6.13 days</td><td>6.5 days</td></tr></table>	Year	Sickness Absence Days	Target Days	2016/17	6.13 days	6.5 days	2017/18	6.13 days	6.5 days	Total absence for the year so far = 6.13 (end of year target = 6.5). This was within target but is up on the previous year. Though recent trends show this is an improving picture
Month	Sickness Absence Days	Target Days																																																																																											
April 2016	0.50 days	0.54 days																																																																																											
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PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
Service Area - Strategic Finance & Property						
MC SFP 8 % of invoices paid on time (within 30 days of receiving).	98.57%	98.5% (98.38%)	↑	<p>MC SFP 8 % of invoices paid on time.</p>	<p>MC SFP 8 % of invoices paid on time.</p>	Target was met in March. The Annual figure was marginally missed by 0.12%. Going forward, it has been decided that we will use Payment Terms and only pay the invoice when it becomes due rather than ASAP. Thus there is little value in monitoring in its current wording
Service Area Legal & Democratic Services						
MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less	99.15% (93%)	90%	↑	<p>MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less</p>	<p>MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less</p>	There were 118 cases closed in March with one overdue, giving a response rate of 99.15. The figure kept improving as the year went on which meant the annual target was comfortably met.
Service Area Communications, Strategy and Policy						

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
QC CSP 5.1 % of complaints resolved in 14 days (10 working days) or less.	74% (68.5%)	70.00%	↑	<p>QC CSP 5.1 % of complaints resolved in 14 days (10 working days) or less.</p>	<p>QC CSP 5.1 % of complaints resolved in 14 days (10 working days) or less.</p>	The total number of complaints received over the year was 105 and the majority of these were in the planning department. Although relatively small in number, our performance around complaints is a concern and we are in the process of radically changing our approach to how they are handled. An updated policy will be proposed to Council in 2018/19
QC CSP 5.2A % of complaints about the Council and its services that are upheld: 1st stage	16.7 (22.5%)	30.00%	↓	<p>QC CSP 5.2A % of complaints about the Council and its services that are upheld: 1st stage</p>	<p>QC CSP 5.2A % of complaints about the Council and its services that are upheld: 1st stage</p>	4 of 24 complaints were upheld at stage 1 during this quarter meaning our target of 30% or below was met comfortably. The annual figure was also comfortably met.

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
QC CSP 5.2B % of complaints about the Council and its services that are upheld: 2nd stage - appeal	33% (18.75%)	25.00%		<p>QC CSP 5.2B % of complaints about the Council and its services that are upheld: 2nd stage - appeal</p> 	<p>QC CSP 5.2B % of complaints about the Council and its services that are upheld: 2nd stage - appeal</p> 	<p>1 of 3 complaints were upheld during this quarter. This complaint was only partially upheld on the basis that we accepted fault for an element of the complaint but could not agree of total fault. This means we failed to meet our target of 25% or below during this quarter but the low level of stage two complaints mean any upheld complaints dramatically impact the % figures. It may be more significant to say that only three stage two complaints were made which is very low and suggests we are dealing with the initial stage one complaint appropriately. Across the year, our targetd were comfortably met and were much lower than 2016/17.</p>
QC CSP 5.12A Number of Twitter followers	8,708	trend only		<p>QC CSP 5.12A Number of Twitter followers</p> 	N/A	Steady increase in Twitter followers

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																				
QC CSP 5.12B Number of Facebook followers (Facebook likes).	1,038	trend only		<p>QC CSP 5.12B Number of Facebook followers (facebook likes).</p>  <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1 2016/17</td><td>467</td></tr><tr><td>Q2 2016/17</td><td>489</td></tr><tr><td>Q3 2016/17</td><td>520</td></tr><tr><td>Q4 2016/17</td><td>549</td></tr><tr><td>Q1 2017/18</td><td>610</td></tr><tr><td>Q2 2017/18</td><td>702</td></tr><tr><td>Q3 2017/18</td><td>800</td></tr><tr><td>Q4 2017/18</td><td>1,038</td></tr><tr><td>Q1 2018/19</td><td></td></tr></table>	Quarter	Value	Q1 2016/17	467	Q2 2016/17	489	Q3 2016/17	520	Q4 2016/17	549	Q1 2017/18	610	Q2 2017/18	702	Q3 2017/18	800	Q4 2017/18	1,038	Q1 2018/19		N/A	A dramatic increase in Facebook followers during Q4 with over 200 new followers
Quarter	Value																									
Q1 2016/17	467																									
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Q3 2016/17	520																									
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Q4 2017/18	1,038																									
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QC CSP 5.12C Number of subscribers to the Gov Delivery news bulletins	10,779	trend only		<p>QC CSP 5.12C Number of subscribers to the Gov Delivery news bulletins</p>  <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1 2016/17</td><td></td></tr><tr><td>Q2 2016/17</td><td></td></tr><tr><td>Q3 2016/17</td><td></td></tr><tr><td>Q4 2016/17</td><td></td></tr><tr><td>Q1 2017/18</td><td>9,537</td></tr><tr><td>Q2 2017/18</td><td>9,762</td></tr><tr><td>Q3 2017/18</td><td>10,114</td></tr><tr><td>Q4 2017/18</td><td>10,779</td></tr><tr><td>Q1 2018/19</td><td></td></tr></table>	Quarter	Value	Q1 2016/17		Q2 2016/17		Q3 2016/17		Q4 2016/17		Q1 2017/18	9,537	Q2 2017/18	9,762	Q3 2017/18	10,114	Q4 2017/18	10,779	Q1 2018/19		N/A	Continues to grow steadily
Quarter	Value																									
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PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
QC CSP 5.12D Press favourability score	29	trend only		<p>QC CSP 5.12D Press favourability score</p> 	N/A	Press favourability is slightly down on the previous quarter.

KEY

PI Status

Performance is 6% or more off target	
Performance is less than 6% or more off target	
Performance is on target or exceeding target	
No target to set performance against	Trend Only
Monthly/Q4/Annual data unavailable	

Movement since last period

Value is higher than previous period & this is positive movement	
Value is higher than previous period but this is negative movement	
Value is lower than previous period but this is positive movement	
Value is lower than previous period & this is negative movement	
Value is the same as previous period	
N/A -Cumulative so will always be above previous period	n/a

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY COMMITTEE –
22 MAY 2018

REPORT BY THE EXECUTIVE MEMBER FOR ENVIRONMENT AND
PUBLIC SPACE

HERTFORD HYDRO – REVISED COSTINGS AND BUSINESS CASE

WARD(S) AFFECTED: HERTFORD CASTLE

Purpose/Summary of Report

- The project to construct a micro hydro power scheme at Castle Weir, Hertford, has been in the capital programme for some time, with a number of difficulties experienced in progressing the scheme to completion. Given the time period that has now passed it is suggested that it is appropriate to revisit the scheme, to reconfirm the business case and costings, given the likely effects of inflation. This report sets out the current business case and updates costs based on inflation.

RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY

That:

(A)	the Committee consider the revised business case and pass any comments to the Head of Housing and Health;
(B)	the Committee consider the proposed revised timetable and pass any comments to the Head of Housing and Health, and;
(C)	the impact of the proposals on the Council's carbon reduction and sustainability targets be considered and that any comments are passed to the Head of Housing and Health.

1.0 Background

- 1.1 The project to construct a micro hydro scheme adjacent to Castle Weir, Hertford was first approved by the Executive at its meeting on 1 December 2010 and reconsidered in 2012 to take account of additional local planning requirements and to include a more powerful 15kW hydro system. A sum of £211,000 was agreed of which £200,980 remains within the capital programme.
- 1.2 The scheme was seen as attractive based not only on the business case (payback was originally calculated at 7.4 years) with guaranteed government feed-in tariff payments receivable over a 20 year period but also for its associated educational, environmental and carbon reduction benefits. The project has to date generated community interest and public support. In terms of educational benefits it is believed that it will provide a valuable case study for local schools, since hydro power remains relatively unusual. As part of the scheme interpretation boards and real time energy meters both inside the theatre and externally adjacent to the hydro site are planned as part of the works.
- 1.3 A detailed planning application was submitted in 2012, which remains on hold following difficulty in obtaining consent from the Environment Agency (EA). It is not unusual for hydro schemes to take some years to progress through the EA consent process. However, such consent issues were latterly exacerbated by the council's decision to automate the weir gates in the adjacent river channel, causing the EA to link the two projects, to the detriment of progressing the hydro project.
- 1.4 Officers believe that now is an opportune moment to reactivate the scheme and if possible progress it through to completion. This is for a number of reasons.
First the necessary operational protocols for the weir gates have been confirmed, meaning that it is possible to undertake

the required combined flood modelling work. Secondly, the EA in collaboration with the Countryside Management Service is developing a project to develop fish and eel passes at several sites on the River Lea in East Herts, including at the proposed site for the hydro. As part of the plan for the hydro detailed designs for the creation of an eel pass have been included within the scheme and it is believed that this can be incorporated within the new EA project and thus potentially allow joint collaboration in terms of the flood modelling which the EA will also be required to undertake as part of its own project proposals at the Castle Weir site. Thirdly, next year sees the termination of the Government feed-in tariff payment scheme, which pays a given sum for each unit of energy generated by renewable energy schemes. Whilst the hydro business case potentially would remain viable even without tariff payments, clearly their availability ensures it is more attractive. Finally, the priorities emerging from the work of the Climate Change Task and Finish Group confirm the importance of the Council achieving its carbon reduction goals and climate leadership role. The Hertford Hydro scheme is an important example of both and will help assist in achieving the proposed national target of a 30% reduction in carbon emissions by local authorities from their own estate (proposed in the Government's Clean Growth Strategy, 2018).

2.0 Capital Implications

- 2.1 It is expected that the Hertford micro hydro scheme will generate in excess of 85,000kW of electricity per year in normal conditions. This will be used to supply energy to Hertford Theatre, and will meet around 40% of the energy use of the building.
- 2.2 The business plan for the project has been updated to take account of:
- the cost of the turbine updated by inflation, pending an updated quote from the manufacturer;
 - EA, planning and other fees;

- an allowance for flood modelling (at the upper end of estimates so as to be prudent. However, it is possible that the joint Countryside Management Service/EA fish and eel pass project mentioned in section 1.4 could mean that this full modelling allowance may not be required;
- a contingency budget.

This gives a total revised estimated capital cost of £252,359. This is excess of the £200,980 currently held in the council's capital programme for the hydro scheme. Thus, the council could be required to identify an additional £51,400 to proceed if full modelling costs are required. Should this be the case further formal approval will be sought if necessary.

- 2.3 A revised project plan for the hydro scheme is shown in **Essential Reference Paper "B"**. This takes into account the EA eel/fish pass project which is currently underway. In essence it is anticipated that the fastest project timeframe could be:

May-August 2018- EA Fish/eel feasibility+ EA flood modelling

October 2018 – Project start

End October 2018 – formal submission to EA

Start December 2018 – Planning application submitted

End December 2018 – EA licences obtained

Start February 2019 – Planning consent achieved

Procurement to run in parallel with planning

February 2019 – Works commence

May 2019 – Project complete and hydro commissioned

3.0 Revenue Implications

- 3.1 Since the original project inception, various revenue costs and income figures have changed:

- unit costs for electricity used at the Theatre have increased. This means the efficiencies of using electricity generated by the hydro would have a positive impact on the council's energy costs;
- the export tariff (a sum receivable for 75% of all electricity produced by the hydro) has risen. This has a positive impact on the business plan;
- the basic feed-in tariff (a sum receivable for each unit of energy generated by the turbine) has fallen considerably. This has a negative impact;
- energy use at the Theatre is also currently less than in the past (a 3 year average of 217,000kWhrs).

3.2 Both the feed in-tariff (7.77p kWhr) and export tariff (5.03p kWhr) payable to the Council by the Government for hydro power generation would be guaranteed for 20 years and index linked by RPI each year. Note these tariff sums are expected to rise this month in line with inflation, but all the figures quoted in this report utilise the tariff payments shown above.

3.3 As well as payments for electricity generated, indicated above, approximately 40% of the theatre's average power demand should be met by the hydro. It is estimated this will result in savings of approximately £9,409 per annum at current energy prices. It is worth noting that whilst savings of 40% have been assumed at night, due to the low energy demand at that time it is likely that in reality 100% of power requirements can be met by the hydro. This would result in further savings of approximately £1,325 per year, although this sum has been excluded from the calculations to aid comparison with the original business case.

3.4 From these sums it is possible to calculate that the total annual energy savings derived from the hydro scheme are £19,221 (excl VAT) giving a simple payback figure of 12 years based on a capital sum of £231,359 or 13.1 years based on £252,359 should the full commitment for flood modelling be

required.

- 3.5 The annual saving of £19,221 represents over 80% of the average annual electricity costs of £23,500 for Hertford Theatre.
- 3.6 As noted above RPI index linked tariff payments are receivable by the Council for 20 years from the date that the hydro is fully commissioned. Taking this into account, together with annual maintenance costs of £800 and assuming inflation at 2%, over the full 20 year period a **total net income of £447,565** would be generated. This equates to a **surplus of £216,206** over the initial capital cost. (Note: these figures exclude £21,000 for flood modelling.) This represents an internal rate of return on the council's use of its capital of 6.8% for the first twenty years. **Essential Reference Paper "C"** details the full 20 year business plan.

As the hydro turbine is mechanically relatively simple, typical life expectancy of similar turbines are reckoned to be in the region of 50+ years. Clearly after Year 20 no tariff payments will be received, however, the turbine would be expected to continue to generate electricity thereby partly offsetting energy costs for Hertford Theatre into the future.

4.0 Summary

- 4.1 The educational and environmental benefits, along with community interest in the Hertford Hydro scheme remain important. Financially the project is also viable. Based on the estimated capital cost up-rated for inflation of £231,359, the potential efficiencies in current electricity expenditure, coupled with the income deriving from the hydro scheme, mean that payback of the capital should be achieved in around 11.3 years. After year 12, the minimal maintenance costs mean the council would achieve a net income of between £22,900 and £26,800 a year from efficiency savings and additional income.

- 4.2 The 20 year business plan sees income net of repayment of

capital over the full period of £216,206.

- 4.3 Note, should the upper estimated cost (£21,000) for full flood modelling ultimately be required this would mean that pay-back is achieved in 13 years. Approval for these additional costs, beyond that originally agreed within the capital programme, will be sought once known.

5.0 Implications/Consultations

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

Background Papers:

Minutes of the meeting of the Executive on 1 December 2010 and 10 January 2012.

Contact Member: Cllr Graham McAndrew – Executive Member for Environment and Public Space
graham.mcandrew@eastherts.gov.uk

Contact Officer: Jonathan Geall – Head of Housing and Health
Contact Tel No - 01992 531594
jonathan.geall@eastherts.gov.uk

Report Author: David Thorogood – Environmental Strategy Coordinator
david.thorogood@eastherts.gov.uk

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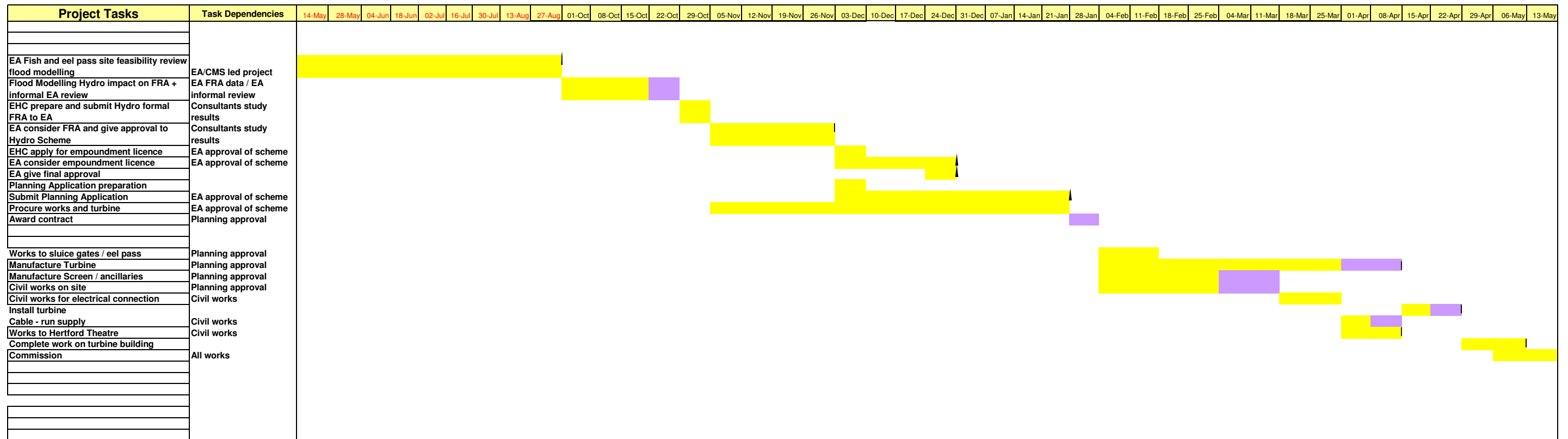
ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives:	Priority 2 – Enhance the quality of people's lives
Consultation:	<i>Public consultation workshops were held during the preparation of the original plans for the Hertford Hydro Scheme and showed at the time a very high level of public interest and agreement with the proposals.</i>
Legal:	<i>There are no anticipated legal implications arising from this report.</i>
Financial:	<i>Report has been reviewed by finance and is satisfactory, but it is noted that main issue relating to progress potentially remains the agreement of the Environment Agency</i>
Human Resource:	<i>The progression of the Hertford Hydro project will require a level of officer time and project management in order to ensure satisfactory delivery of the scheme.</i>
Risk Management:	<i>There are no risk management implications arising from this report.</i>
Health and wellbeing – issues and impacts:	<i>There are no direct health and wellbeing issues relating to this report.</i>
Equality Impact Assessment required:	<i>No EQIA required.</i>

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**Essential Reference Paper "B":
Hertford Hydro Scheme - Revised
Project Plan 2018**








Abbreviations

EHC - East Herts Council
EA - Environment Agency
FRA - Flood Risk Assessment

Assumptions:

All timescales are estimates
Timescales used for EA approval are reasonable estimates, but are outside the Council's control
Timescales for Planning application approval is assumed as 8 weeks with no

Key	
	Work completed
	Work not started
	Work overdue
	Slack
	Milestone markers

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Essential Reference Paper "C"

Hertford Hydro -20 Year F (note: excludes £21,000 for flood modelling)

Projected Cash Flows

Years	0	1	2	3	4
<u>Operating Income</u>					
Feed in Tariff		6,605	6,737	6,871	7,009
Export Tariff		3,207	3,271	3,336	3,403
Electricity Savings (Day)		8,527	8,698	8,872	9,049
Electricity Savings (Night)		882	900	918	936
Total Income		19,220	19,605	19,997	20,397
<u>Operating Expenses</u>					
Maintenance		800	816	832	849
Total Expenses	231,359	800	816	832	849
Net Operating Income	(231,359)	18,420	18,789	19,165	19,548
Opening Cash	0	(231,359)	(212,939)	(194,150)	(174,985)
Annual Profit/(Loss)	(231,359)	18,420	18,789	19,165	19,548
Closing Cash	(231,359)	(212,939)	(194,150)	(174,985)	(155,438)

Payback period 11.31 years

Internal rate of return 6.8%

5	6	7	8	9	10	11	12
7,149	7,292	7,438	7,586	7,738	7,893	8,051	8,212
3,471	3,540	3,611	3,683	3,757	3,832	3,909	3,987
9,230	9,415	9,603	9,795	9,991	10,191	10,395	10,603
955	974	993	1,013	1,033	1,054	1,075	1,097
20,805	21,221	21,645	22,078	22,520	22,970	23,429	23,898
866	883	901	919	937	956	975	995
866	883	901	919	937	956	975	995
19,939	20,338	20,744	21,159	21,582	22,014	22,454	22,903
(155,438)	(135,499)	(115,161)	(94,417)	(73,258)	(51,676)	(29,662)	(7,207)
19,939	20,338	20,744	21,159	21,582	22,014	22,454	22,903
(135,499)	(115,161)	(94,417)	(73,258)	(51,676)	(29,662)	(7,207)	15,696

13	14	15	16	17	18	19	20
8,376	8,544	8,714	8,889	9,067	9,248	9,433	9,622
4,067	4,148	4,231	4,316	4,402	4,490	4,580	4,671
10,815	11,031	11,251	11,476	11,706	11,940	12,179	12,423
1,119	1,141	1,164	1,187	1,211	1,235	1,260	1,285
24,376	24,864	25,361	25,868	26,385	26,913	27,451	28,000
1,015	1,035	1,056	1,077	1,098	1,120	1,143	1,165
1,015	1,035	1,056	1,077	1,098	1,120	1,143	1,165
23,361	23,829	24,305	24,791	25,287	25,793	26,309	26,835
15,696	39,057	62,886	87,191	111,983	137,270	163,063	189,372
23,361	23,829	24,305	24,791	25,287	25,793	26,309	26,835
39,057	62,886	87,191	111,983	137,270	163,063	189,372	216,206

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EAST HERTS COUNCIL

PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY
COMMITTEE: 22 MAY 2018

REPORT BY CHAIRMAN OF PERFORMANCE, AUDIT AND GOVERNANCE
SCRUTINY COMMITTEE

SCRUTINY WORK PROGRAMME

WARD(S) AFFECTED: *none*

Purpose/Summary of Report

- To review and determine Performance, Audit & Governance (PAG) Committee's future work programme

<u>RECOMMENDATION FOR DECISION:</u>	
That:	
(A)	that the work programme shown in this report be agreed

1.0 Background

1.1 Items previously required, identified or suggested for the Performance, Audit and Governance work programme are set out in **Essential Reference Paper "B"**.

1.2 Scrutiny committees have the power of influence and are entitled to review and scrutinise the decisions and functions of the Council and the Executive. The Committee serves as a 'critical friend' and can make recommendations to the Executive.

2.0 Report

- 2.1 The draft agenda for 2018/19 meetings of the PAG Scrutiny Committee is shown in **Essential Reference Paper “B”**. The timing of some items shown may be subject to change depending on availability of essential data.
- 2.2 Members are asked whether there are any additional topics they wish to put forward for inclusion on any future agenda. Suggestions can be made at the meeting and by completing the form attached as **Essential Reference Paper “C”** and submitting to the Scrutiny Officer. The Committee will be invited to contribute suggestions and select new topics for consideration at a work programme planning workshop to be held in May/June 2018 (date to be confirmed.) When a topic has been proposed and selected by the Committee, the Scrutiny Officer will liaise with the lead officer (in consultation with the Scrutiny Chairman) to establish the best way to address the subject and scope the scrutiny.
- 2.3 Members are 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. It is proposed that the Executive Member for Finance and Support Services be invited to give a presentation on the portfolio and answer questions at the joint scrutiny committee meeting in January 2019, when the Council’s budget is considered.
- 2.4 Members are asked whether there is any training relevant to scrutiny or to the function/remit of PAG as a committee which they would like to request. This could be completed as a separate session open to all scrutiny members or as an item on a future PAG 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: Cllr Mark Pope, PAG Scrutiny Committee
Chairman
mark.pope@eastherts.gov.uk

Contact Officer: Alison Stuart, Head of Legal and Democratic
Services
alison.stuart@eastherts.gov.uk

Report Author: Fiona Corcoran, Scrutiny Officer
fiona.corcoran@eastherts.gov.uk

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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. 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>
Equalities:	<p>None</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 – issues and impacts:	<p>The broad remit of scrutiny is to review topics which are of concern to the public, many of which have an indirect impact on the general wellbeing of residents of East Herts.</p>

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Performance, Audit & Governance Scrutiny (PAG) Committee Work Programme 2018/19 – DRAFT

[NB: This is a working document and will regularly be subject to amendment]

Meeting Date	Topic	Lead Officer	Notes
22 May 2018 Report deadline: 9 May 2018 (midday)	Annual Report for 2017/18	Nathan Bookbinder, Information and Insight Analyst and Noel Wallis, Information and Insight Analyst are the authors and Ben Wood, Head of Communications, Strategy and Policy is the accountable officer.	(summary of achievements in the 2017/18 year against corporate plan and service plan objectives).
	Asset Management	Jess Khanom, Head of Operations and Isabel Brittain, Head of Strategic Finance (Ian Sharratt, Deborah Quinney)	Deferred from March

	Castle Weir Micro Hydro Scheme	David Thorogood, Environmental Strategy and Development Manager	
	Delivery of Housing and Health Strategy – Year 2 Review	Jonathan Geall, Housing Development and Strategy Manager	Report author: Louise Harris Confirmed Eric Buckmaster to attend as portfolio holder

Meeting Date	Topic	Lead Officer	Notes
24 July 2018 Deadline: 11 July 2018 (midday)	Outturn (full year 2017/18)	Isabel Brittain, Head of Strategic Finance	
	Audit Results Report	Ernst and Young	Report will be ‘to follow’ due to reporting timeframes
	Project Savings	Isabel Brittain, Head of Strategic Finance	
	Draft Statement of Accounts 17-18	Isabel Brittain, Head of Strategic Finance	

	Shared Internal Audit Service – update on Annual Assurance	Andy Cooper, HCC	
	Shared Internal Audit Service – update on Audit Plan	Andy Cooper, HCC	
	ACTION PLAN and Draft 2017/18 Annual Governance Statement and Update on Implementation of 2017/2018 Annual Governance Statement	Isabel Brittain, Head of Strategic Finance	
	Risk Management Annual Report	Isabel Brittain, Head of Strategic Finance Graham Mully, Risk and Insurance Business Advisor	Postponed from May meeting
	Work Programme	Fiona Corcoran, Scrutiny Officer	

Meeting Date	Topic	Lead Officer	Notes
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4 September 2018 Deadline 22 Aug	Annual Leisure Performance Report 2017	Jess Khanom, Head of Operations	<p>Agreed at May 2017 meeting. To go to this meeting or May/June 2018</p> <p>[NB: Last year Leisure Contract Year 8 report: Members asked that a fine breakdown of satisfaction data to show very/fairly etc. be included]</p> <p>Moved from May as new officer not yet in position.</p> <p>AND invite Eric Buckmaster as portfolio holder</p>
	Q1 Financial Health Check Report(April – June 2018), incl	Isabel Brittain, Head of Strategic Finance	<i>Performance section: Ben Wood, Head of</i>

	section on performance and risk management commentary		<i>Communications, Strategy and Policy</i> <i>Risk Management:</i> <i>Graham Mully</i>
	Treasury Management Strategy Review 17/18 Outturn	Isabel Brittain, Head of Strategic Finance	
	Annual Audit Letter/Report and response to Audit Letter	Isabel Brittain, Head of Strategic Finance Natalie Clark, Ernst & Young	Natalie Clark EY to be provided with report deadlines to enable compliance with deadlines
	SIAS Shared Internal Audit Plan Update	Alan Cooper HCC	<i>possibly combine these reports into 1 item</i>
	Annual SIAS- Board Report 2016-17	Alan Cooper HCC	
	Work Programme	Fiona Corcoran Scrutiny officer	

Meeting Date	Topic	Lead Officer	Notes
20 November 2018 Deadline: 7 November 2018 (midday)	Training – Anti Fraud investigations 15 mins	Darren Bowler and Hayley Frazer, Shared Anti-Fraud Service (SAFS, HCC)	Refresher training dependent on the number of new members on the Committee.
	<i>Progress on Anti-Fraud Plan 2018/2019 & SAFS/EHC Anti-Fraud Report 2017/2018</i>	Nick Jennings, SAFS, HCC	<i>Progress - Anti-Fraud Plan 2018/2019 & SAFS/EHC Anti-Fraud Report 2017/2018.</i>
	Asset Management Update	Isabel Brittain	To be confirmed: which meeting should hear this update Update of the AMG discussions and decisions
	Q2 Financial Health Check Report(July – Sept 2018), incl section on performance And to include Corporate strategic plan progress to include risk management commentary	Isabel Britain, Head of Strategic Finance, Alison Street, Finance Business Partner Ben Wood, Head of Comms, Strategy and Policy for performance	To include: <ul style="list-style-type: none"> • section on performance • Corporate strategic plan progress

		and corporate strategic plan progress	
	Treasury Management - Mid-year Review 2017-18	Isabel Brittain, Head of Strategic Finance	
	Update on the Implementation of the Annual Governance Statement 2018/19 – Action Plan	Isabel Brittain, Head of Strategic Finance	
	Work Programme	Fiona Corcoran, Scrutiny Officer	

Meeting Date	Topic	Lead Officer	Notes
22 January 2019 Deadline: 9 January 2019 NB: THIS IS A JOINT SCRUTINY COMMITTEE MEETING (Both OS and PAG Members)	Update from Portfolio Holder for Finance & Support Services	Cllr Geoff Williamson + Isabel Brittain, Head of Strategic Finance	<i>to link in with budget report and as joint scrutiny meeting gives opportunity for OS members to have Q&A on this portfolio</i>
	Budget report & Medium Term Financial Plan	Isabel Brittain, Head of Strategic Finance	

to attend to scrutinise Budget and service plans)	2019/20 Corporate Service Plans	Ben Wood, Head of Comms, Strategy and Policy Nathan Bookbinder, Policy Officer	<u>All heads of service to be present</u>
	Annual Audit Letter and External Audit Grants Certification Summary	Natalie Clark, EY	Natalie Clark EY to be provided with report deadlines to enable compliance with deadlines
	Shared Internal Audit Service (SIAS) Update on Audit Plan	Alan Cooper SIAC, HCC	
	Treasury Management Strategy 2018-19	Isabel Brittain, Head of Strategic Finance and External Auditor from Ernst & Young	
	Work Programme	Fiona Corcoran, Scrutiny Officer	

Meeting Date	Topic	Lead Officer	Notes
12 March 2019 Deadline 26th February 2018	Q3 Financial Health Check Report(Oct – Dec 2019), incl section on performance And risk management	Isabel Brittain, Head of Strategic Finance	Including Performance section Ben Wood, Head of Communications Policy and Strategy Risk management: Graham Mully
	External Auditor 2018-19 Audit Plan	External Auditor from Ernst & Young	Email Natalie Clark EY with report deadline
	Shared Anti-Fraud Service with draft plan for 2019/20 for approval	Nick Jennings HCC	<i>SAFS/EHC Anti-Fraud Plan 2019/2020</i>
	Shared Internal Audit Plan (SIAS) 2019/20	Alan Cooper SAIC, HCC	<i>Propose to combine into 1 report</i>
	SIAS Audit Plan Update	As above	
	Annual Review of Risk Management Strategy	Isabel Brittain, Head of Strategic Finance/Graham Mully,	Annual Update

		Risk and Insurance Business Advisor	
	Annual Leisure Performance Report 2018	Jess Khanom	To go to this meeting or May/June 2019
	Scrutiny Work Programme	Fiona Corcoran, Scrutiny Officer	

Other items/notes:

- Financial Healthcheck Reports** (Isabel Brittain, Head of Strategic Finance)
 Finance will continue to provide quarterly finance health checks for 2018-19.
 The dates for the quarterly finance healthchecks to go to PAG are as following:
 Quarter 1 (April – June 2018) PAG – 4/09/2018
 Quarter 2 (July – September 2017) PAG – 20/11/2018
 Quarter3 (October – December 2017) PAG – 12/03/2018
 Outturn (full year 2018/19) PAG – will go to PAG in July 2019
- Complaints lodged with the monitoring officer** (Alison Stuart, Head of Democratic and Legal Support Services) - This will be as and when there are updates to report.
- Constitution Review Update** (Alison Stuart, Head of Democratic and Legal Support Services) Item removed from work programme as it will go to full council on 16th May 2018.

- **Shared Anti-Fraud Service (SAFS):**

November reports: *Progress - Anti-Fraud Plan 2018/2019 & SAFS/EHC Anti-Fraud Report 2017/2018.*

March report: *SAFS/EHC Anti-Fraud Plan 2019/2020*

- **Shared Internal Audit Service (SIAS):**

24 July 2018: Shared Internal Audit Service – update on Annual Assurance; Shared Internal Audit Service – update on Audit Plan

4 September 2018: SIAS Shared Internal Audit Plan Update; Annual SIAS- Board Report 2017-18

22 Jan 2019: Shared Internal Audit Service (SIAS) Update on Audit Plan

12 March 2019: Shared Internal Audit Plan (SIAS) 2019/20; SIAS Audit Plan Update

- **Risk Monitoring:**

24 July 2018: Risk Management Monitoring Report (January - March 2018)

4 September 2018: Risk Management Monitoring Report (April – June 2018)

20 November 2018: Risk Management Monitoring Report (July to Sept 2018)

12 March 2019: Risk Management Monitoring Report (Oct to Dec 2019)

- **Review of the introduction of ‘pay-on-exit’ parking software:**

Officers will provide a briefing note for the Committee on this subject in May/June 2018

Items to be scoped/added:

- Staff recruitment/retention (including Planning)
- IT resilience (including Cyber security, BATs shared service and additional costs of license software)

Officers have confirmed that most aspects of this will be covered by a report to Overview and Scrutiny Committee on 19th June 2018 on the subject of Shared Services.

- Section 106 - review of the management of S106 payments

PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY – Deadlines for Papers

DATE OF MEETING	REPORT DEADLINE (midday)
24 July 2018	11 July 2018
4 September 2018	22 August 2018
20 November 2018	7 November 2018
22 January 2019	9 January 2019
12 March 2019	26 February 2019

ESSENTIAL REFERENCE PAPER "C"

Scrutiny Proposal form

Name of proposer:

What would you like to suggest for investigation / review by scrutiny?

Why would you like this to be reviewed? (Include the main issues / concerns to be considered)

Please continue on a separate sheet if necessary

What would be the likely benefits and outcomes of carrying out this investigation / review?

Estimated resource implications on staff and councillors (e.g. research group, one-off report, dedicated meeting etc) to achieve the likely outcome. The outcome must be proportionate to the cost of carrying out the review.	
Suggested witnesses, documentation and consultation required	
Will this investigation / review contribute to one or more of the Council's Strategic Priorities? If so, which (please tick)?	
Improve the health and wellbeing of our communities	
Enhance the quality of people's lives	
Enable a flourishing local economy	
Will this investigation / review meet one of the criteria below? If so, which (please tick)?	
Public Interest: The issue has been identified as a concern by local people	
Impact (Value): The issue will make a significant difference to the social, economic and environmental wellbeing of residents, and has the potential for outcomes that could lead to real improvements	
Relevance: The issue is relevant and does not duplicate existing work	

being undertaken elsewhere	
Partnership working or external scrutiny: The issue involves moving towards collective action and community leadership	

Would you like to be involved in the investigation / review?	
Yes	No
Date of request:	Signed:

Please return this form to the: Scrutiny Officer, East Herts Council, Wallfields, Pegs Lane, Hertford, SG13 8EQ Email: fiona.corcoran@eastherts.gov.uk

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