



MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 8 MARCH 2016
TIME : 7.00 PM

MEMBERS OF THE EXECUTIVE

Councillor Linda Haysey	- Leader
Councillor Eric Buckmaster	- Executive Member for Health and Wellbeing
Councillor Tony Jackson	- Ambassador and Executive Member for Shared Services
Councillor Gary Jones	- Deputy Leader and Executive Member for Economic Development
Councillor Graham McAndrew	- Executive Member for Environment and the Public Space
Councillor Suzanne Rutland-Barsby	- Executive Member for Development Management and Council Support
Councillor Geoffrey Williamson	- Executive Member for Finance and Support Services

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DISCLOSABLE PECUNIARY INTERESTS

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

4. It is a criminal offence to:

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

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

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AGENDA

1. Apologies

To receive apologies for absence.

2. Leader's Announcements

3. Minutes

To approve as a correct record the Minutes of the meeting held on 2 February 2016 (previously circulated).

4. Declarations of Interest

To receive any Member(s) declaration(s) of interest.

5. Housing and Health Strategy 2016-2021 (Pages 7 - 58)

6. Economic Development Vision and Action Plan (Pages 59 - 98)

7. 2016/17 Service Plans and 2016/17 Corporate Performance Indicator Set and Targets (Pages 99 - 114)

8. Buntingford and Sawbridgeworth Car Parks - Continued Subsidy (Pages 115 - 118)

9. District Planning Executive Panel: Minutes - 25 February 2016

Report to follow

To consider recommendations on the matters below:

(A) Hertford Town Centre Urban Design Strategy February 2016

(B) Bishop's Stortford North S106 Sports Investment Strategy, December 2015

(C) Strategic Land Availability Assessment

(D) Duty to Co-operate Update Report

10. Urgent Business

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

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EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2016

REPORT BY EXECUTIVE MEMBER FOR HEALTH AND WELLBEING

THE DRAFT HOUSING AND HEALTH STRATEGY 2016-2021

WARD(S) AFFECTED: All

Purpose/Summary of Report

- To report to Members the consultation feedback and amendments to the draft Housing and Health Strategy 2016-2021 for their comments prior to adoption at Council.

<u>RECOMMENDATION FOR COUNCIL:</u> that	
(A)	the Housing and Health Strategy 2016-21, as now submitted, be adopted as a key document.

1.0 Background

- 1.1 The current Housing Strategy concludes in 2016 and therefore a review was undertaken of the Strategy and a revised document was agreed for public consultation by the Scrutiny Committee. This document is new Housing and Health Strategy 2016-2021.
- 1.2 The Housing and Health Strategy 2016-21 is not a statutory document but it is a strategy which sets out the current position, issues and tasks for the Council in delivering a sustainable housing offer to residents.
- 1.3 The Housing and Health Strategy 2016-21 covers all aspects of Housing and was subject to public consultation period of 12 weeks closing on Friday 12 February 2016.
- 1.4 Prior to consultation the document went before Community Scrutiny for comment and discussion, was made public on the website for consultation.

- 1.5 Furthermore, a Stakeholder seminar was held to highlight the document and key Housing and Health issues on Friday 8th January with Mark Prisk MP as the keynote speaker.
- 1.6 The next stage for the Strategy is to come before Executive to report the consultation responses and any amendments to the Strategy prior to going to Council for endorsement.
- 2.0 Report
- 2.1 The Housing and Health Strategy 2016-21 has been prepared as a light touch document as there are many changes taking place in the housing sector at this time which may need to be inserted as they go through ministerial processes.
- 2.2 The Housing and Health Strategy 2016-21 contains a Vision, Objectives, Strategic Objectives, Short-term tasks and timescales.
- 2.3 The Vision is set out below:
 - 2.31 'To work in partnership to plan for, make best use of and facilitate housing supply and to support and sustain residents in appropriate housing'
- 2.4 There are 4 key objectives that the Strategy seeks to deliver as set out below:
 - 2.41 Objective 1: Enable affordable housing delivery through partnership working and maximising suitably located and constructed development opportunities, whilst ensuring the best use of the existing stock.
 - 2.42 Objective 2: Focus on meeting the housing needs of active and frail older persons.
 - 2.43 Objective 3: Work to meet the needs of vulnerable people in the housing market
 - 2.44 Objective 4: Seek to support rural communities in meeting their local housing needs.
- 2.5 Objective 1. This explores the housing market in East Herts and uses some of the information provided by the District Wide Housing Needs Survey. The focus is on continuing to provide an availability of good quality affordable homes across all tenures.

- 2.6 Objective 2. This highlights a sector of the community who are growing and have specific housing requirements. Older people and older frail people are seeking smaller units with support as and when required. There is a need through the Strategy to focus on this sector and what can be achieved by the Council with partners in delivering an attractive downsizing offer.
- 2.7 Objective 3. There are vulnerable people in the East Herts area who need support through finding a home, sustaining a tenancy and accessing any support services they require. They are not a large group but they are need of support and signposting in sustaining a home. There are many excellent projects and service providing this support in the District.
- 2.8 Objective 4. East Herts has a large rural hinterland and is the largest rural area in Hertfordshire. Residents want to stay in their local area but often cannot find across the tenures a suitable property which results in out migration. East Herts Council supports the Neighbourhood Planning Process and this looks in some detail at housing requirements. Parish Housing Needs Surveys are also an option which can be used to provide local information and evidence.
- 2.9 The next steps for the Housing and Health Strategy 2016-2021 is set out below:

12 February – end of public consultation period
8 March – Housing and Health Strategy to Executive
18 May- Housing and Health Strategy to Council.

- 3.0 Consultation Response and Amendments
- 3.1 The document received limited responses but those that did respond provided useful comments on areas which they felt should be strengthened in the Strategy.
- 3.2 Comments from organisations were received from the Homes and Communities Agency, the Citizens Advice Bureau, Health and Community Services of Hertfordshire County Council and the Public Health Department of Hertfordshire County Council.
- 3.3 Comments were also received from a small number of residents and a Parish Council representative and are greatly appreciated.
- 3.4 The consultation responses and the response of East Herts

Council and any changes made to the Strategy are outlined in **Essential Reference Paper 'C'**.

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'**.

5.0 Conclusion

5.1 Members provide any comments and amendments and agree that the Housing and Health Strategy 2016-21 can go forward to Full Council for adoption.

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/Objectives:	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	The Strategy has been subject to a 12 week public consultation period.
Legal:	None for the Council
Financial:	None for the Council
Human Resource:	None for the Council
Risk Management:	None
Health and wellbeing – issues and impacts:	This Strategy is a Housing and Health Strategy and looks at the impact of housing on health and well being issues.

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ESSENTIAL REFERENCE PAPER 'B'

East Herts Housing and Health Strategy
2016- 2021

Foreword

Councillor Eric Buckmaster, Executive Member for Health, Housing and Community Support

I am pleased to introduce this new Housing and Health Strategy for East Herts which provides the strategic direction for housing services. It outlines the key priorities for the Council moving forward.

The Housing agenda is an area of highly challenging work in a climate of growing housing needs through changing demographics, affordability issues and difficult personal situations for residents who require support. The Council recognises all these issues and works with partners across the District to provide suitable housing options for residents to have a home.

This Strategy deals with the topics under the Housing agenda of homelessness, the private sector, empty homes, new affordable housing, managing the allocation of properties and providing support and accommodation for those vulnerable groups of older persons or with physical and mental health issues.

This Strategy although not a statutory requirement is a key document for the Council to set out its position in a transparent and open manner and I see it as a key Strategy to deliver district wide.

The new title of the strategy reflects the major and integral role that housing plays in promoting health and wellbeing.

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Introduction

This document is not a statutory requirement but is an important public document which allows East Herts to set out its position and direction of travel on key housing issues.

The Housing Strategy is a strategic document which has underneath it daughter documents including details on specialist aspects of housing. These documents are:

- The Homelessness Review and Strategy 2013-2018
- The Tenancy Strategy
- The Empty Homes Strategy 2016-2020
- The Fuel Poverty Strategy 2016
- The Housing Register and Allocations Policy
- It also sits alongside and supports other key strategies such as the East Herts Council's Health & Wellbeing Strategy.

The Housing Strategy is a key document which covers all aspects of housing including the Vision, Strategy and Objectives to be taken forward by East Herts Council.

Review of National Policy

Name	Key Information
Care Act 2014	This imposes a duty on County Councils to ensure well being, including suitability of living accommodation, and a duty on the District Council to co-operate.
Housing and Health Memorandum of Understanding	In December 2014 a national Housing and Health Memorandum of Understanding to support joint action on improving health through the home was agreed between the Local Government Association, Public Health England, Chartered Institute of Environmental Health and others, to work together with the basic principle that 'everyone should have a home in which to start well, live well, and age well'. It recognises that key features of a home include that it should be warm, affordable to heat, free

	<p>from hazards, and is accessible, with support available if needed.</p> <p>It acknowledges that the right home environment can improve health and wellbeing and prevent ill-health, enable people to manage their health and care needs, and allow people to remain in their home as long as they want to. Housing can contribute to delayed/reduced care interventions, timely discharge and reduced hospital re-admission, and rapid recovery.</p>
Deregulation Act 2015	<p>From October 2015 there are new restrictions on the circumstances in which a private landlord can seek possession of their rental property.</p> <p>A notice seeking possession (known as a section 21 notice) cannot be given in relation to an Assured Shorthold Tenancy within six months of the date of service of an Improvement Notice.</p> <p>This is intended to reduce incidences or fear of retaliatory eviction if the tenant makes a complaint about housing conditions. It may lead to an increase in the number of requests to the Council's Environmental Health Service to investigate housing complaints, and may increase pressure for a prompt housing assessment and prompt enforcement action.</p>
Housing and Planning Bill 2015	<p>This Bill is passing through the stages of Parliament and may be subject to change but at the time of publication included: Starter Homes and a duty to promote the supply, Self Build, Rogue Landlords and Letting Agents, Right to Buy on a Voluntary Basis and High Income Social Tenants on a Mandatory Rent.</p>
Welfare and Work Bill 2015	<p>Welfare Reforms have restricted the amount of Housing Benefit that can be payable to private sector tenants have implemented a new rate for those under 35. Social tenants of working age have seen the implementation of the 'under occupying' reforms and the Council is awaiting the introduction of Universal Credit in the District in. These reforms have increased advice sought by residents and a limitation on stock which is available to them.</p>

Code for Sustainable Homes	This is being phased out as the drive to Energy Efficiency is covered by improved Building Regulations.
Green Deal and Renewable Heat Incentive	Green Deal has ended, and Renewable Heat Incentive is under review, with doubt over its future.
National Planning Policy Framework (NPPF) (March 2012)	The NPPF sets out the Government's planning policies for England and how these are expected to be applied. At the heart of the NPPF is a presumption in favour of sustainable development. The NPPF requires that every effort should be made objectively to identify and then meet the housing needs of an area.
Planning policy for travellers sites (August 2015)	This guidance, to be read in conjunction with the NPPF, sets the planning policy context for the provision of accommodation for Gypsies and Travellers and Travelling Showpeople both through local plans and through the planning application process.

Review of Local Policy Position

Name	Key Information
District Plan	East Herts is progressing with its District Plan which will set the framework for guiding development in East Herts until 2031. The document will identify locations for new housing and set out the Council's policies on Affordable Housing, , Housing for Older and Vulnerable People, and Gypsies and Travellers and Travelling People.
Strategic Housing Market Assessment (SHMA) 2015	The Strategic Housing Market Assessment (SHMA) has two objectives: to identify the functional Housing Market Area (HMA) and to establish the Objectively Assessed Need (OAN) for housing (both market and affordable). The SHMA addresses the needs for all types of housing, including private rented sector, people wishing to build

	their own home, family housing, housing for older people and households with specific needs. It also considers they key drivers and relationships within the housing market..
Housing Needs Survey (2015)	East Herts has carried out a Housing Needs Survey to provide supporting evidence for this Strategy and help to identify the key trends, needs and aspirations of the local community in progressing affordable housing in the District.
Gypsies and Travellers and Travelling Showpeople Accommodation Needs Assessment (2014)	The Assessment was carried out to provide evidence of need to underpin the numbers of Gypsies and Travellers and Travelling Showpeople pitch and plot allocations, respectively, in the emerging District Plan to 2031.
Gypsies and Travellers and Travelling Showpeople Accommodation Needs Assessment Update (2015)	The update to the previous Assessment is currently being carried out to provide evidence of need to underpin the numbers of Gypsies and Travellers and Travelling Showpeople pitch and plot allocations, respectively, in the emerging District Plan to 2031 in light of the changes in the Planning policy for traveller sites revision, August 2015 and to align the evidence base with the publication of the SHMA.
Gypsies and Travellers and Travelling Showpeople Identification of Potential Sites Study (2014)	This study was undertaken to seek to identify potential locations to meet the accommodation needs of Gypsies and Travellers and Travelling Showpeople in the emerging District Plan to 2031 that are identified in the Accommodation Needs Assessment.
Health and Well Being – Housing Health Cost Calculator (HHCC)	<p>Housing is one of the major wider determinants of health and wellbeing, and the Council has invested significant resources in the Health and Wellbeing of East Herts residents, summarised in the Council's Health and Wellbeing Strategy 2013-18.</p> <p>The impacts that housing can have on health and wellbeing are recognised by the Housing Act 2004, particularly through the Housing Health and Safety Rating</p>

	<p>System (HHSRS), by which housing of all tenures is assessed for the likelihood and severity of harm arising from a range of hazards, such as excess cold, falls, dampness, and fire.</p> <p>Options ranging from advice and assistance through to enforcement are available to the Council to tackle housing hazards. The Council has a duty to take action to remedy significant (Category 1) hazards, and a power to tackle less significant (Category 2) hazards.</p> <p>The Council, along with other District Councils in Hertfordshire, is inputting data about its interventions to tackle housing hazards under the HHSRS, onto Housing Health Cost Calculator software produced by the Building Research Establishment, to estimate the savings to the NHS and society of our work to remedy housing hazards and thus reduce likelihood of harm.</p>
Joint Strategic Needs Assessment (JSNA)	<p>The Herts JSNA summarises health data from which decisions about local health priorities and funding are made, so it is important that data on the housing impacts on the health of our residents is included.¹</p> <p>The above HHCC data will be collated by the participating district councils in Herts to inform the Herts Joint Strategic Needs Assessment (JSNA) of the impacts of housing on health, and the value of the councils' housing interventions. A Health Impact Assessment planned as part of a stock modelling project will further inform the JSNA.</p>
Smoke and Carbon Monoxide Alarm (England) Regs 2015	<p>From October 2015, the government has introduced Regulations to increase provision of smoke and carbon monoxide alarms in the private rented housing sector. A working smoke alarm is required on each storey with living accommodation. The regulations do not apply to licensed Houses in Multiple Occupation, but do change licence conditions requiring Carbon Monoxide alarms where there</p>

¹ <http://jsna.hertslis.org/>

	<p>is a solid fuel burning appliance in a living room.</p> <p>If the Council has reasonable grounds to believe there is a contravention, the council must within 21 days serve a remedial notice giving 28 days to comply, then must do work in any default, and may issue a civil penalty of up to £5000. In order to impose such charges, and hence recover its enforcement costs, a priority for the Council is to publish a statement of principles.</p> <p>Although risks from fire and carbon monoxide can also be addressed, as with other common housing hazards, through the Housing Health and Safety Rating System (HHSRS), the Regulations contain an imperative for swift enforcement action without the need to assess the relative likelihood of harm. The most common hazards in the home are excess cold and falls, yet these Regulations could divert limited enforcement resources to tackling the hazards from fire and carbon monoxide.</p> <p>The council is liaising with the Herts Fire and Rescue Service over joint publicity, and the Fire Service has a supply of free alarms for landlords.</p>
Disabled Facilities Grant	<p>District Councils have a statutory responsibility for Disabled Facilities Grants. Until April 2015, East Herts Council received government funding towards expenditure on mandatory Disabled Facilities Grants (DFGs). From April 2015, funding for Disabled Facilities Grants transferred to the Better Care Fund, which is paid to County, rather than District Councils. The Government's 2013 Spending Review created this single pooled budget to incentivise innovation and integration across the NHS and Local Government, 'to deliver better outcomes and greater efficiencies through more integrated services for older and disabled people'.²</p> <p>District Councils are therefore working with Herts County Council to ensure Better Care Fund plans make adequate provision to meet local needs and statutory obligations for</p>

² HM Treasury. Spending Round. June 2013. Page 35

	<p>Disabled Facilities Grants.</p> <p>The March 2015 austerity Budget announced that the government is exploring <i>whether</i> improving housing can help people with care needs stay in their homes longer and reduce costs to the NHS.³</p> <p>Therefore to ensure future funding, rather than merely deliver housing improvements and adaptations, there will also be a need for District Councils to refer to the body of evidence on the impacts of housing on health, and to demonstrate how such interventions contribute to NHS and Social Care performance outcomes.</p>
Green Deal and Renewal Heat Incentive	<p>In July 2015 the government announced it was ending funding for its Green Deal household energy efficiency programme, following low take up. Although the scheme was unpopular, the absence as yet of a replacement scheme raises concerns about cutting carbon emissions and fuel poverty. Feed in tariffs to encourage uptake of renewable electricity-generating technologies are also being cut. Some major locally active companies have already gone into liquidation.</p> <p>These moves are likely to cause a further reduction in take up of domestic energy efficiency measures. Excess cold is the most commonly occurring serious housing hazard. The Council therefore continues to offer grants towards the cost of installing certain energy efficiency measures.</p>

³ HM Treasury. Budget 2015. March 2015. Page 30

East Herts Context

The District consists of the 5 market towns of Bishop's Stortford, Buntingford, Hertford, Sawbridgeworth and Ware. There is also a significant rural hinterland with many villages and hamlets.

The District covers an area of 477 square kilometres and comprises around one third of the area of the county of Hertfordshire.

The District is heavily influenced by the major settlements beyond its borders. The towns of Stevenage, Harlow and Welwyn Garden City are directly on the borders and there are also significant influences of East to West transport movements.

Residents in East Herts enjoy one of the highest qualities of life in rural Britain. In particular residents in East Herts enjoy a good level of health and life expectancy.

East Herts is an attractive place to live, which is reflected in high house prices. There is a pressing need for more affordable housing in the District. Achieving housing development that responds to local needs, whilst recognising the environmental and other constraints in East Herts, is a significant challenge. It is also necessary to recognise the specific accommodation and housing needs of different groups in the local community.

East Herts has an ageing population. Meeting the varying needs of older people will be a challenge, whilst ensuring the district remains attractive and accessible to young people.

Vision

The Council aims to ensure that a sustainable housing offer is available to residents through working with partner organisations in the development and management of housing stock and the provision of advice, support and help..

‘To work in partnership to plan for, make best use of and facilitate housing supply and to support and sustain residents in appropriate housing.’

Objectives:

1. Enable affordable housing delivery through partnership working and maximising suitably located and constructed development opportunities, whilst ensuring the best use of existing stock.
2. Focus on meeting the housing needs of active and frail older persons.
3. Work to meet the needs of vulnerable people in the housing market.
4. Seek to support rural communities in meeting their local housing needs.

Objective 1:

Enable affordable housing delivery through partnership working and maximising suitably located and constructed development opportunities, whilst ensuring the best use of the existing stock

Current position

The Council does not own any housing stock as the housing was transferred to the Registered Providers of Riversmead and Circle Housing South Anglia in 2002. Since this transfer the Council has secured affordable housing delivery through planning obligations and working in partnership with Registered Providers on land opportunities. The delivery profile has been strong to date as outlined below:

Information from the Annual Monitoring Reports of East Herts Council

Year	2006/ 07	2007/ 08	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15
Gross Affordable Housing Completions	191	177	145	142	38	166	196	68	126

Gross Affordable Housing Completions includes new builds and acquisitions but does not take account of losses through demolition.

Housing for rent via a Registered Provider is allocated through the Housing Needs Register and the Choice Based Lettings system. As of September 2015, 2096 applicants were on the Housing Needs Register.

The Council ensures a strong delivery pipeline of affordable housing through its planning policies and relationships with Registered Providers. Nationally, the Government introduced a new rent regime in 2004 which introduced affordable rents to replace social rents. Affordable rents are rents for affordable housing charged at a maximum of 80% of open market rent of that locality. In East Herts this rent level has been introduced on new build properties and on properties receiving a new tenant by Registered Providers who own the affordable homes in the District. These higher rent levels may lead to less mobility through the stock due to tenants wishing to retain historic social rent levels and affordability issues for both working and non-working residents.

The Council seeks to prevent homelessness and consistently has a low figure and works at an early stage to prevent homelessness. The Council uses a range of temporary accommodation options including accommodation for clients with mental health issues and a council owned hostel.

Stock Condition

The condition of properties in the private sector is primarily the responsibility of its owners but the Council recognises limitations on some owners' ability to maintain, heat and improve their homes. The demographic trends in the district are particularly important for housing in the private sector as an ageing population is more at risk from excess cold, may be in greater need of adaptations, and may be less able to afford to maintain their homes and require greater assistance to do so.

Good quality information on the condition of housing stock is essential to inform policy decisions on reducing fuel poverty, carbon emissions, health inequalities or promoting health and wellbeing.

The Council commissioned a House Condition Survey which was carried out in 2010. This estimated that 49% of all dwellings failed the government's aspirational Decent Home Standard, which defines a decent home as "one which is wind and weather tight, warm and has modern facilities".⁴

Rates of non-decency were found to be slightly higher in the privately rented sector than for owner-occupied dwellings, with social housing faring best.

Similarly, costs of necessary repairs were estimated to be highest for the privately rented sector, and lowest for social housing.

The 2010 survey found overall energy efficiency of stock to be better than the national average, but with considerable potential to reduce CO2 emissions and fuel poverty.

With high costs of owner-occupation and limited availability of social housing, the demand for privately rented housing is increasing.

A stock modelling project is proposed for 2015/16, to gather additional information regarding the condition of private sector housing in the district. This will provide modelled data on key housing indicators including significant hazards, fuel poverty, disrepair and energy efficiency, upon which further strategic decisions can be made.

⁴ ODPM. A Decent Home: the definition and guidance for implementation. Feb 2004, updated June 2006

This will encompass a Health Impact Assessment, which will be used to inform the Herts Joint Strategic Needs Assessment (JSNA) as to the impacts of housing on the health and wellbeing of residents, and the needs for investment in housing.

Disrepair and enforcement

All requests from tenants to require landlords to improve the condition of their homes are investigated in accordance with the Council's enforcement policy, which advocates a staged approach, from advice through to enforcement as appropriate. Where enforcement action proves necessary, the Council will generally seek to recover costs associated with serving of notices and carrying out works in default.

Disrepair and assistance

The Council has also helped fund essential works in owner occupied properties through its means tested Decent Home Grants. The Council has reduced its budget for these discretionary grants in order to prioritise use of dwindling resources. Their availability is under review, and currently is restricted to high risk cases or where some works are necessary alongside a Disabled Facilities Grant. The review will also enable funding for capital works under the dementia project, and expansion of energy efficiency grants in the light of the changes to government incentives to be considered.

Houses in Multiple Occupation

Houses in Multiple Occupation, (HMOs) provide much needed lower cost housing in the district, for both short and long term tenancies. Therefore the Council is keen to advise landlords seeking to provide this accommodation. However, HMO's tend, locally and nationally, to contain some of the poorest housing, along with sharing of amenities, and the risk of harm to occupants in the case of fire is also higher. Therefore in addition to responding to complaints from tenants about their housing conditions, pro-active inspections are also carried out to properties known to be an HMO, and action taken according to assessed risk. When resources permit, contact is also made to properties thought likely to be an HMO.

Certain larger HMOs are also required to be licensed, and conditions are generally attached to the licence to bring the property up to the required standard. The Council's HMO licensing fee is lower where the landlord pro-actively applies for a licence. Where the application is as a result of the Council's intervention, a higher fee is charged, reflecting the additional costs generally incurred in such cases.

Affordability

East Herts is a high value and high demand area for market and affordable housing. The average house prices in the District are around 25% higher than the national average. In the five year period 2009-2014, the average property price in East Herts increased by around 20%. In East Herts the average house price is around £325,000 according to the National Housing Federation, just over 13 times the average income for the District. This puts pressure on stock availability and turnover of all tenures.

To access parts of the housing market there is a need to have savings or earning that allow financial criteria to be met to access housing. In the District there is a huge salary spectrum, 21.4% of households earn below £20,000 well below the national average of £27,000 (Housing Needs Survey, 2015).

Shared Ownership properties provide an opportunity to access market housing but the affordability of this is also related to location and size of property. The Housing Needs Survey showed that 25.2% of concealed households have no savings and 90.9% have less than £25,000 which is a barrier to moving out. Households have a low level of funds available to pay rent or mortgage per month with 48.4% willing to pay between £451 and £550pcm (HNS, 2015). This does restrict the housing market available to them significantly.

The rental market is a key tenure of both private rent and affordable rent for residents and there is a good range of stock sizes and locations. The private rental sector is experiencing pressure as demand grows from those who wish to be flexible with their living arrangements and who do not have the funds to access for sale/shared ownership properties. Rental rates are increasing in both the private and affordable sector. In the social housing sector, affordable rent is up to 80% of open market rent and this can be an issue in high price areas for prospective tenants. In private rent there is an increase in the number of households who do not require housing benefit and therefore there is a falling number of landlords willing to accept households in receipt of housing benefit which puts pressure on the Housing Service to provide support.

Empty Homes

Long term empty homes in the private sector present a potential resource to the District. East Herts is fortunate that it has a relatively low number of long term empty homes. Figure 5 compares 2014 levels for East Herts with the total for England, and for Hertfordshire.

Figure 5: Empty homes comparisons 2014

	Total empties	Percent of stock	Private empty for more than 6 months
England	610,123	2.64%	194,093
Hertfordshire	8,151	1.73%	1,929
<i>East Herts</i>	1,130	1.92%	356

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

In 2015 the Council adopted its revised Empty Homes Strategy.. A staged approach to tackling empty homes, from identification through prioritisation, encouragement with support and a range of incentives, through to enforcement where appropriate supports a target of bringing 10 empty homes back into use each year as a result of our action.

East Herts is working in partnership with Chelmsford, Epping Forest, Harlow, Hertsmere and Uttlesford Councils to deliver Private Lease Agreements Converting Empties (PLACE), a scheme targeted at helping the owners of long term empty homes return their properties to use. The scheme offers significant grant or loan funding to convert and/or repair properties and bring them into residential use. Grants are only available where the property is made available to a Housing Association for a three year period following repair.

Whilst the total number of privately owned long term empty properties in the district has fallen to just over 60% of the number in 2010 there remain approximately 60 properties that have been empty for 10 years or more. Changes to the PLACE scheme makes funding available for certain empty property enforcement work where this is the most appropriate action however there remains a significant resource requirement for these cases.

Better Business for All

The Better Regulation Delivery Office, part of the Department for Business, Innovation and Skills, has developed a Regulators Code which came into effect in April 2014, and a Better Business for All tool-kit, both placing emphasis on supporting business growth through effective regulation, and following the principles of the Legislative and Regulatory Reform Act 2006. The Enterprise Bill, if enacted, will extend the obligation, by requiring an annual report on regulators' performance in relation to business growth.

The Council is active in the Herts Better Business for All partnership and Regulators Forum, and those enforcing legislation to improve standards of housing in East Herts have participated in awareness training organised by the partnership.

The Herts Forum and the Herts Public Health Board recognised the potential benefits of cross agency working to tackle poor housing. The Council is involved in a multi- agency working group, being set up to develop a rogue landlord project for participating Herts authorities, subject to confirmation of funding.

Key Strategic Priorities, Task and Timeframe

Strategic Priorities

- Achieve the right mix, tenure and proportion of affordable housing on new developments based on need.
- Maximise funding opportunities for the delivery of new affordable housing.
- Raise standards in the private sector, particularly in Houses in Multiple Occupation (HMOs)

Short term Task and Timeframe

- Utilise and disseminate the information to partners contained within in the Housing Needs Survey by September 2016.
- Commit to projects which ensure best value spending of commuted sums on affordable housing in the District by December 2016.
- For the Council to be involved in a multi- agency working group, being set up to develop a rogue landlord project for participating Herts authorities, subject to confirmation of funding by July 2016.
- To commission and facilitate a stock modelling survey and provide key health data to the Joint Strategic Needs Assessment, by December 2016.
- To inspect and initiate action in at least 10 HMOs per year.
- In liaison with Herts and Beds district and borough councils, to develop and publish a Statement of Principles for imposing penalty charges for breaches of the Smoke and Carbon Monoxide Alarm Regulations, by July 2016

- To review the Housing Enforcement Policy in light of the Deregulation Act restrictions on retaliatory eviction, by June 2017.

Objective 2: Focus on meeting the housing needs of active and frail older persons.

Current Position:

The District Housing Needs Survey 2015 asked a series of questions to understand physical or mental health issues and long term illness and their impact on housing needs.

The key findings were that 16.5% of households contain somebody with a disability/limiting long term illness. The main demographic affected were over 65 years old and the main issue being around walking/mobility issues.

The East Herts population is forecast to increase with a particularly significant increase in persons over 65 years old and also 75 years old. There is also forecast a growth within the working population age group.

These demographic changes have an impact on the size and tenure of properties required. The increase in older persons will impact on both the need for suitable market and affordable sheltered and supported accommodation.

Draft District Plan Position

The NPPF requires local planning authorities to plan for a mix of housing to meet the needs of different groups in the community, including the specific accommodation needs of older and vulnerable people.

It is important that the Council, working with partners such as the County Council, Registered Providers, health care agencies and developers, seeks to plan for increasing housing choices in terms of specialised accommodation, and appropriate dwellings that are in locations close to sustainable transport options and other key local services. In addition, offering attractive alternative housing choices for older people will assist in freeing-up family sized homes that are currently under-occupied.

Accommodation for older people is moving towards more flexible forms of living and support which seek to maintain independence. There are several options where residents can enjoy their own self-contained home within a site offering extra facilities. These include retirement homes, and 'extra care' or 'flexicare' housing, where varying levels of care and support are provided within the home.

The emerging District Plan contains a policy on 'Housing for Older and Vulnerable People' (Policy HOU6). In light of the recently agreed SHMA (2015)

and the Housing Needs Survey (2015), further information on the requirements of older people will need to be reflected in the next draft of the District Plan.

County Council Position via Accommodation Boards

The County Council operate Accommodation Boards in conjunction with District Councils and Registered Providers. Recently, the Accommodation Boards have been rejuvenated and East Herts Council are engaging with the County Council in very early discussions on the capacity for future provision for a range of clients groups, one of which is Older Persons.

The County Council estimates that the ageing demographics will result in a demand for care homes which will exceed current supply and there will be a need to provide at home support in increasing numbers. The County Council continues to encourage the development of extra care and flexicare schemes in the County. Currently, East Herts has popular schemes at Calton Court and Bircherley Court Hertford and Parkside in Bishop's Stortford. The flexicare model is very popular with residents but can be difficult to manage and implement due to the varying entry levels of needs for residents to make the model viable.

Housing Needs Survey

The Housing Needs Survey asked older people aged 65 and over whether they were planning a move within the next 3 years and their future housing requirements. 32.8% of households would be seeking a bungalow, 22% a flat/maisonette and 16.3% supported housing. 63.8% of households would require owner occupier whilst 32.1% would be seeking Registered Provider rented accommodation. This indicates a huge demand for smaller accessible units as a high number of respondents had walking difficulties. Sheltered Accommodation was indicated as preference for supported accommodation needs, closely followed by independent accommodation with visiting support. The need for Extra Care housing was also expressed by respondents particularly those of 75 years and above.

Traditionally, Sheltered Accommodation has been for those over 55 years old but the trends appear to be that as we experience an aging population 55 years old is not an age when residents seek sheltered accommodation but prefer to remain in the family home with support. The models of accommodation for older people are being updated as there is a demand for a quality downsizing independent living offer for the active older person. Frail older persons seek out Extra Care facilities which provide specialist accommodation and support

services and the District does have existing excellent schemes but is aware that there is a growing market as people understand the concept.

Disabled Facilities Grants (DFGs)

East Herts Council has a statutory responsibility to provide Disabled Facilities Grants to enable those with a disability to safely access their home and the facilities within it. Eligibility is governed by legislation.⁵ The Council is obliged to consult with Herts County Council as to the necessary and appropriate works in each case. These grants have long been a priority within the Council's housing strategy, yet in recent years there has been a drop in the number of referrals for DFG from the County Council, despite an ageing demographic. The Council is working together with the County Council and other District Councils to improve the local arrangements for such grants.

Services are available through the Council's Building Control service and through the Papworth Trust Home Improvement Agency, to assist the applicant with plans, estimates and supervision of works.

In addition to mandatory Disabled Facilities Grants (DFGs), the Council also offers discretionary means tested DFGs for larger schemes costing in excess of the statutory maximum grant, for certain non-mandatory adaptations such as to enable a disabled person to work at home, and to cover the cost of moving home where this would provide a better solution. Again, in recent years there has been reduced demand for such grants.

Herts Healthy Homes

A free information and support service helps vulnerable residents in Herts stay healthy and safe at home. With a focus on keeping warm, the project was expanded to also cover referrals and advice on other services. It provides home visits to give advice and practical support on energy efficiency, advice on bills and budgeting, fire safety and home security checks, provision of draught-proofing and emergency heaters, and information on insulation grants available from East Herts Council.⁶

Operated through the County's HertsHelp call centre, it is well placed to identify residents who would benefit from East Herts' new Dementia Friendly Homes project.

⁵ Housing Grants, Construction and Regeneration Act 1996

⁶ Herts Healthy Homes. www.hertsdirect.org/hertshelp

Dementia Friendly Homes Project

The number of people estimated to have dementia in East Herts in 2012 was over 1500. This is expected to rise to over 2000 by 2020.

East Herts Council in partnership with Crossroads Care Hertfordshire North successfully bid for funds from Hertfordshire Healthy Homes Local Initiatives Fund 2015/16 to develop an innovative project to provide practical actions to help individuals live well with dementia in their home. The project also receives Public Health funding from East Herts Council.

The project supports East Herts Health and Wellbeing Strategy 2013-18 priorities for promoting positive health and wellbeing life quality for all, and to Hertfordshire's Public Health Strategy priorities for longer, healthier lives, and specific priorities under Hertfordshire's Health and Wellbeing Board Strategy 2013-16 for improving mental health and emotional wellbeing, living well with dementia, and enhancing quality of life for people with long term conditions, and for supporting carers.

A checklist of available measures has been developed, and if the household agrees, the project co-ordinator arranges their installation. The impacts of the service will be evaluated with a view to its future development and delivery.

Key Strategic Priorities, Task and Timeframe

Strategic Priorities

- To work with the County Council and Registered Providers to identify opportunities within the district for flexi-care schemes.
- Continue with the Ageing Well Initiative and monitor the outcomes.
- To work with the Dementia Friendly Programme to mainstream the principles into East Herts accommodation.
- To undertake a strategic review with partners of all Older Persons accommodation provided in the District.
- To participate in the countywide review of housing adaptations to support independent living.

Short-term tasks and timeframe

- To engage with the County Council and Registered Providers to seek opportunities for flexi-care opportunities in the eastern side of the District by March 2016.
- To work with Registered Provider partners to implement the Dementia Friendly Programme in their organisations by December 2016.
- To prepare a database of older persons scheme information for the provision in the District and have an information booklet for residents by December 2016.
- 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 District Plan process by April 2016.
- To continue to support Crossroads Care to develop and deliver the Dementia Friendly Homes project to 200 residents, and to evaluate the scheme by end March 2017.
- To continue to participate in the countywide review of housing adaptations services, in accordance with the project plan and timetable.

Objective 3: Work to meet the needs of vulnerable people in the housing market.

Current Position:

In East Herts there is a range of supported housing provision or signposting facilities to services for a number of client groups including young people, those with mental health issues, drug and alcohol issues, learning disabilities and experiencing domestic violence.

The Council will support the County Council through participating in Strategic Partnership Accommodation Board. The Council are awaiting the market position statements on the client groups being produced by the County Council to inform the conversation around future provision.

Care Act 2014

The Care Act 2014 and its associated statutory guidance impose a duty on County Councils to ensure well-being, including suitability of living accommodation, and a duty on the District Council to co-operate. The guidance recognises that housing or suitable living accommodation is a place which is safe, healthy, and 'suitable for the needs of a person, so as to contribute to promoting physical and emotional health and wellbeing and social connections – a healthy home would be dry, warm and insulated and a safe home would meet particular needs, e.g., of an older person.'

⁷Suitable housing is explicitly listed in the Care Act's definition of wellbeing, and the statutory guidance states that Local Authorities should consider the central role of housing within integration, with associated formal arrangements with housing and other partner organisations.

Thus working with the County Council to develop effective partnerships for appropriately assessing and addressing housing impacts on wellbeing will be a priority within this strategy

Homelessness Data

Part 7 of the Housing Act 1996 and the Homelessness Act 2002 place statutory duties on local housing authorities to provide assistance to people who are homeless or threatened with homelessness. Authorities must consider all applications from people seeking accommodation or assistance in obtaining accommodation. A main homelessness duty is owed where the authority is satisfied that the applicant is eligible for assistance, unintentionally homeless and falls within a priority need group.

⁷ Department of Health. Care and Support Statutory Guidance issued under the Care Act 2014. October 2014

Where a main duty is owed, the authority must ensure that suitable accommodation is available for the applicant and his or her household until a settled home becomes available for them. Where households are found to be intentionally homeless or not in priority need, the authority must make an assessment of their housing needs and provide advice and assistance to help them find accommodation for themselves.

Where the applicant is found to be intentionally homeless but falls in a priority need category the authority must also ensure that accommodation is available for long enough to give the applicant a reasonable opportunity to find a home.

The table below shows the number of homelessness presentations and acceptances over the last 3 years for East Herts.

	2010/11	2011/12	2012/13	2013/14	2014/15
Homeless applications	93	99	79	69	99
Homeless Acceptances	39	40	35	33	49
Percentage of acceptances against applications	42%	40%	44%	48%	49%

The Council has a Homeless Review and Strategy 2013-2018 in place which provides greater detail on the responsibilities and processes in place in East Herts.

Temporary Accommodation

Under Section 188 of the Housing Act 1996 local authorities are obliged to provide temporary accommodation for homeless households who have no other home in which they can reasonably be expected to live.

The Council will continue to monitor the use of temporary accommodation and the use of bed and breakfast. The Council have low numbers of clients needing to use temporary accommodation but has seen an increase in larger family groups requiring assistance. This increase has put pressure on the Council's own Hostel accommodation and the Housing Team look at all the options to ensure that length of stay and cost implications are minimised.

Rough Sleepers

The Communities and Local Government office has issued guidance that says Local

Authorities should use local intelligence from partner agencies about the extent of rough sleeping in its area. Where this indicates that there are more than 10 rough sleepers in an area on any one night then they should carry out a full official count. The Council has monitored annually, since 2004, the number of rough sleepers in one particular week. The last count was November 2014 and four rough sleepers were identified in one night in one week. The Council recognises that there are not many housing options for this client group other than the private sector and has therefore consistently targeted its Rent Deposit Scheme at non-priority homeless people to prevent rough sleeping.

County Council Position via Accommodation Boards

The County Council works with the District Council and partners to look at specific vulnerable groups through Accommodation Boards. These groups include learning disability, physical disability, mental health, aspergers and Housing Related Support.

The District supports these groups through partnership working and looking at housing needs of residents. Often, the key issue is the revenue support required for these groups to provide support and care within the accommodation. The physical housing stock is often suitable for a majority of vulnerable users apart from those that require adaptations such as wheelchair accessible, wetrooms or stairlifts.

Young Persons

The District works with Aldwyck Housing Association with their Young Person's Scheme at Rose Court, Hertford and with the YMCA in Bishop's Stortford. They both provide a flexible accommodation model providing self contained units with support services to enable young people to move on into a tenancy which they can sustain. These are important services as young people find it increasingly difficult to begin and sustain a home in the property market with high deposits and rents required.

Gypsy and Travellers

Local authorities have a legal responsibility to plan for the accommodation needs of the Gypsy and Traveller community. Section 225 of the Housing Act 2004 requires local authorities to consider Gypsy and Traveller sites as part of their Accommodation Assessments and to prepare strategies to meet those needs. In March 2012 the Government, in tandem with the publication of the National Planning Policy Framework (NPPF), issued its 'Planning policy for traveller sites' (PPTS) document, which set the overarching policy context for the provision of traveller

accommodation (to include both Gypsies and Travellers and Travelling Showpeople). This guidance was subsequently superseded by revised version of 'Planning policy for traveller sites', which was issued by the Government in August 2015.

The Planning policy for traveller sites guidance requires local planning authorities to "make their own assessment of need for the purposes of planning" (paragraph 4) and that local planning authorities, in producing their Local Plan, should *[inter alia]* "identify and update annually, a supply of specific deliverable sites sufficient to provide five years' worth of sites against their locally set targets" and "identify a supply of specific, developable sites or broad locations for growth, for years six to ten and, where possible, for years 11-15" (paragraph 10). Thus, an onus is placed on the Council to demonstrate that it can both quantify what the accommodation needs of Gypsies and Travellers and Travelling Showpeople will be for the Plan period and identify locations in which that need can be met, in the same way that it has a duty to meet general housing needs.

The East Herts Gypsies and Travellers and Travelling Showpeople Accommodation Needs Assessment (ANA), April 2014, produced by ORS on behalf of the Council, identified the accommodation needs of the district to 2031. At the time of writing this Strategy, the ANA is in the process of being updated to take into account the provisions of the revised 'Planning policy for traveller sites' Government guidance and to align timelines with the SHMA. Therefore, it should be understood that the following information regarding projected need may be subject to change following reporting of the ANA update in due course. The table below (taken from Figure 9 of the 2014 ANA) illustrates the requirement for additional pitch provision across the Plan period for Gypsies and Travellers as understood at that time:

Extra Pitch Provision in East Hertfordshire in 5 Year Periods

	2013-2018	2018-2023	2023-2028	2029-2031	Total
Total	7	1	2	2	12

For Travelling Showpeople, the table below (taken from Figure 11 of the 2014 ANA) illustrates the findings of the study in relation to the requirement for extra plot provision across the Plan period:

Extra Plot Provision in East Hertfordshire in 5 Year Periods

	2013-2018	2018-2023	2023-2028	2029-2031	Total
Total	1	1	2	1	5

As stated above, these figures are potentially subject to revision as part of the Gypsies and Travellers and Travelling Showpeople Accommodation Needs Assessment Update, which is currently underway.

Following on from the 2014 ANA, Peter Brett Associates (PBA) completed the East Herts Gypsies and Travellers and Travelling Showpeople Identification of Potential Sites Study, October 2014, (IOPS) aimed at the identification of potential locations where Gypsies and Travellers and Travelling Showpeople accommodation needs might be met, through the provisions of draft District Plan Policy HOU7.

In this context it is important to note that, from both the NPPF and PPTS perspective, the Council must demonstrate a five year land supply of pitches and plots through the identification of 'specific deliverable sites' to meet its needs. Beyond the first five years, it has to identify 'a supply of specific developable sites or broad locations for growth, for years six to ten and, where possible, for years 11-15'. Identified sites need to be available, suitable, and developable (i.e. viable and deliverable).

As the findings of the IOPS have concluded that it is not possible to identify a sufficient five year land supply in locations beyond the Green Belt, a Joint Member/Officer Working Group has been established to consider how the Council can meet its requirements through other limited options. Recommendations of the Working Group will be brought forward through the District Plan process via the District Planning Executive Panel's consideration of, currently draft, Policy HOU7 'Gypsies and Travellers and Travelling Showpeople', in due course.

Caravan sites

Caravans include mobile homes and park homes and the types of site include permanent residential sites, and touring and holiday sites.

East Herts has 9 mobile home sites currently listed on the public register.

To run a caravan site a licence is required and this is issued by Environmental Health.

Standard Conditions are attached to a licence to help protect the health, safety and welfare of the residents and visitors. Conditions cover a variety of issues, for example, the number and positioning of the mobile units, safe access around the sites including roads and pathway construction, fire safety, and the supply and maintenance of utilities and equipment on site.

New legislation relating to Mobile Homes came into force in 2013 (Mobile Homes Act 2013) which brings the mobile homes sites licensing regime more closely in line with other local authority licensing processes. The changes address the concerns highlighted in the Communities and Local Government select committee report following an inquiry into the industry.

The Act provides opportunity to raise standards where needed and encourages site owners to offer a more professional service. It removes the opportunity for blocking sales and allows the Council to take effective enforcement action against those operators who fail to comply with their licence obligations.

The changes also allow the Council to charge a licensing fee for 'relevant protected sites'. Before doing so, the Council must publish a fees policy and this is planned to take place during the Council's annual fees and charges review.

Key Strategic Priorities, Task and Timeframe

Strategic Priorities

- To engage with private landlords with the aim of increasing the availability of privately rented homes for households in housing need.
- To work with the Accommodation Boards to undertake a strategic review of Vulnerable Peoples Needs in the District
- To ensure that our Temporary Accommodation offer is fit for purpose.
- To seek to work with the county council to develop effective partnerships for appropriately assessing and addressing housing impacts on wellbeing.

Short-term Tasks and Timeframes

- To have a dedicated Officer in the Housing Team to deal with private rent sector and have networks in place to aid those in housing need by December 2016.
- Undertake a review of temporary accommodation provision in the District by December 2016.
- To review the effectiveness of the referral and move-on process with the Young Persons Project and the YMCA by July 2016.
- To publish a fees policy for relevant protected caravan sites by December 2016.
- To provide a checklist of key housing hazards requiring referrals by health and care professionals for housing assessment.

Objective 4: Seek to support rural communities in meeting their local housing needs.

Neighbourhood Planning

Neighbourhood Planning was introduced by the Government through the Localism Act 2011 and on the 6 April 2012 the Town and Country Planning England Neighbourhood Planning (General) Regulations 2012 came into force.

Neighbourhood Planning gives communities the right to shape development through the production of Neighbourhood Development Plans, Neighbourhood Development Orders and Community Right to Build Orders. Neighbourhood Development Plans can set out a vision for an area and planning policies for the use and development of land.

Neighbourhood Planning has been progressed by a number of areas in the District and they are at various stages. One of the first stages to neighbourhood planning is to apply for area designation, the following areas are undertaking the Neighbourhood Planning process:

- Hertford Heath
- Brickendon Liberty Parish
- Buntingford Area
- Bishop's Stortford Central, South and All Saints and part of Thorley
- Walkern
- Standon
- Braughing
- Eastwick and Gilston and Hunsdon Parishes
- Much Hadham
- Sawbridgeworth

Those who have adopted plans are:

- Bishop's Stortford Silverleys and Meads Wards

Neighbourhood Planning is a key way for rural communities to identify and meet their local housing needs. It is a community based plan that can help to look at the size, tenure and potential locations of new developments in the parish or village.

Parish Housing Needs Surveys

The Council supports the Rural Enabler based at the Community Development Agency for Hertfordshire. The Rural Enabler can help Parishes to identify current and concealed housing needs in the parish through a Parish Housing Needs Survey.

Parish Housing Needs Surveys can provide key information on who in the Parish is seeking a move within the Parish or who would like to return to the Parish.

Rural Exception Sites

An exception site is one that would not usually secure planning permission for housing. It is important that rural exception affordable housing schemes are needs led, the starting point being that a need for affordable housing exists in the parish, rather than the availability of a particular site.

The ability of the proposed scheme to meet identified local affordable housing needs must be clearly demonstrated. This will be assessed using the Council's Housing Register and other available up-to-date housing needs assessments.

Localism will have an increasingly important influence on the shape of smaller rural settlements and the balance of rural housing stock. Parish Councils will be encouraged to identify sites in Neighbourhood Plans suitable for community-led affordable housing, including rural exception affordable housing sites.

Policy HSG5 (Rural Exceptions Affordable Housing) in 2007 Local Plan sets out the current policy position. The emerging District Plan contains a revised policy (Policy HOU4) which includes a criterion to ensure that housing permitted through this policy remains 'affordable' in perpetuity,

Energy Efficiency

Higher levels of fuel poverty may be found in the rural north of the district, particularly in homes which are off-gas, poorly insulated and hard to treat. The Council's recently adopted Fuel Poverty strategy action plan will allow for targeting of assistance to such homes.

Key Strategic Priorities, Tasks and Timeframes

Strategic Priorities

- to work with Parishes to identify local housing needs through Neighbourhood Plans and Parish Housing Needs Surveys.
- to ensure that any potential Exception Sites are delivered in partnership with all interested stakeholders.

Short-term Tasks and Timeframes

- to engage with a Parish on carrying out at least one Parish Housing Needs Survey by December 2016.
- To provide information as requested to aid with Neighbourhood Planning as an ongoing initiative.

Monitoring

This Strategy will be monitored through an annual update to the East Herts Council Scrutiny Committee where the progress on short-term tasks will be reported and new tasks and timeframes set out.

Summary

This Strategy documents sets out the current policy position at national and local level on aspects of housing tenures and their delivery in the District. The Strategy is a strategic document which signposts to daughter documents with greater detail. The key aspects to note are the Strategic Objectives, Strategic Priorities, Short-term Tasks and Timeframes which are summarised in the table below:

Strategic Objective 1: Enable affordable housing delivery through partnership working and maximising suitably located and constructed development opportunities, whilst ensuring the best use of existing stock.	
Strategic Priorities	Short-term tasks and timeframes
Achieve the right mix, tenure and proportion of affordable housing on new developments based on need.	Utilise and disseminate the information to partners contained within the Housing Needs Survey by September 2016.
Maximise funding opportunities for the delivery of new affordable housing.	Commit to projects which ensure best value spending of committed sums on affordable housing in the District by December 2016.
Raise standards in the private sector, particularly in Houses in Multiple Occupation (HMOs)	For the Council to be involved in a multi-agency working group being set up to develop a rogue landlord project for participating Herts authorities, subject to confirmation of funding by July 2016
	To commission and facilitate a stock modelling survey and provide key health data to the Joint Strategic Needs Assessment, by December 2016.
	To inspect and initiate action in at least 10 HMOs per year.
	To develop and publish a Statement of Principles for imposing penalty charges for breaches of the

	<p>Smoke and Carbon Monoxide Alarm Regulations by July 2016.</p> <p>To review the Housing Enforcement Policy in the light of the Deregulation Act restrictions on retaliatory eviction, by June 2017.</p>
Strategic Objective 2: Focus on meeting the housing needs of active and frail older persons.	
Strategic Priorities	Short-term tasks and timeframes
<p>To work with the County Council and Registered Providers to identify opportunities within the district for flexi-care schemes.</p> <p>Continue with the Ageing Well Initiative and monitor the outcomes.</p> <p>To work with the Dementia Friendly Programme to mainstream the principles into East Herts accommodation.</p> <p>To undertake a strategic review with partners of all Older Persons accommodation in the District.</p> <p>To participate in the countywide review of housing adaptations to</p>	<p>To engage with the County Council and Registered Providers to seek opportunities for flexi-care opportunities in the eastern side of the District by March 2016.</p> <p>To work with Registered Provider partners to implement the Dementia Friendly Programme in their organisations by December 2016.</p> <p>To prepare a database of older persons scheme information for the provision in the District and have an information booklet for residents by December 2016.</p> <p>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.</p> <p>To continue to support Crossroads Care to develop and deliver the Dementia Friendly Homes project to 200 residents, and to evaluate the scheme by end March 2017.</p> <p>To continue to participate in the countywide review of housing adaptations services, in accordance with the project plan and timetable.</p>

support independent living.	
Strategic Objectives 3: Work to meet the needs of vulnerable people in the housing market.	
Strategic Priorities	Short-term tasks and timeframes
<p>To engage with private landlords with the aim of increasing the availability of privately rented homes for households in housing need.</p> <p>To work with the Accommodation Boards to undertake a strategic review of Vulnerable Peoples Needs in the District.</p> <p>To ensure that our Temporary Accommodation offer is fit for purpose.</p> <p>To seek to work with the County Council to develop effective partnerships for appropriately assessing and addressing housing impacts on wellbeing.</p>	<p>To have a dedicated Officer in the Housing Team to deal with private rent sector and have networks in place to aid those in housing need by December 2016.</p> <p>Undertake a review of temporary accommodation provision in the District by 2016.</p> <p>To review the referral and move-on process with the Young Persons Project and the YMCA to ensure it is working effectively by July 2016.</p> <p>To publish a fees policy for relevant protected caravan sites by December 2016.</p> <p>To provide a checklist of key housing hazards suitable for referrals by health and care professionals for housing assessment.</p>
Strategic Objective 4: Seek to support rural communities in meeting their local housing needs.	
Strategic Priorities	Short-term tasks and timeframes
To work with Parishes to identify local housing	To engage with a Parish on carrying out at least one Parish Housing Needs Survey by December

<p>needs through Neighbourhood Plans and Parish Housing Needs Surveys.</p> <p>To ensure that any potential Exception Sites are delivered in partnership with all interested stakeholders.</p>	<p>2016.</p> <p>To provide information as requested to aid with Neighbourhood Planning as an ongoing initiative.</p>
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Glossary

Affordable housing: This includes social rented and intermediate housing provided to specified eligible households whose needs cannot be met by the market. Affordable housing should cost less than similar sized housing on the open market and be available at a sub market price in perpetuity.

CBL: Choice Based Lettings: the aim is to allow households on the housing register to make informed choices regarding their future homes. Homes are advertised to eligible households people on the housing register who bid for homes they would like to live in. East Herts participates in a sub-regional scheme called HomeOptions.

District Plan: The strategic planning document in the East Herts Local Development Framework that sets the principles of development and identifies broad locations for growth.

Dwelling: A self-contained unit of accommodation where all the rooms and facilities available for the use of the occupants are behind a front door.

Flexicare: Very Sheltered Housing: self-contained housing with care for older people requiring at least 4 hours care per day. Also known as Extra Care Housing

Household: One person living alone or a group of people who have the address as their only or main residence and who either share one meal a day or share a living room.

HCA: Homes and Communities Agency (HCA): the single national housing and regeneration agency for England.

Housing need: The situation in which households lack their own housing or are living in housing which is inadequate or unsuitable and are unlikely to be able to meet their needs in the housing market without some assistance.

Housing Register: A database of all individuals or households who have applied to a local authority or RP for a social tenancy or access to some other form of affordable housing.

Intermediate housing: A generic term for a number of different types of housing which lie between social rented housing and market housing in terms of costs to the householder. Shared equity, sub market rent and low cost homes for sale are examples of intermediate housing.

Registered Providers: Independent not for profit organisations registered with and regulated by the Housing Corporation. Also known as Registered Social Landlords or RSLs, and Registered Providers (RPs)

Shared Ownership: A means of helping people into home ownership. The buyer purchases a share of their home, with the remaining share being held by another party, usually a housing association. The other party will redeem their share when the home is sold.

SHMA: Strategic Housing Market Assessment; technical study that assesses housing need and demand.

Social rented housing: Decent homes provided to rent at below market cost for households in need by Local Authorities or Registered Social Landlords (RSLs).

Sustainable communities: Places where people want to live and work, now and in the future. They meet the diverse need of existing and future residents, are sensitive to the environment, and contribute to a high quality of life. They are safe, inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

Under-occupation: An under-occupied dwelling is one which exceeds the bedroom standard by two or more bedrooms.

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ESSENTIAL REFERENCE PAPER 'C'

	Consultee	Consultation Response	East Herts Response
1	Chairman, Stanstead Abbotts Parish Council	Disappointed that the green deal and other initiatives to improve sustainable living are being discontinued.	This was a National Scheme from central government. East Herts works hard to work with partners on sustainability issues and continues to offer grants towards the cost of installing certain energy efficiency measures.
2	Chairman, Stanstead Abbotts Parish Council	Would like to see more references to minimum standards in terms of space indoors and access to outdoor areas.	Space standards fall under the Local Plan and Building Regulations.
3	Chairman, Stanstead Abbotts Parish Council	Concerned about people who depend on carers and equipment to lead active lives may need bedroom space to accommodate them often leading to a loss of benefits.	Under-occupancy is a national policy which seeks to encourage downsizing to free up much needed family accommodation. There has been a legal challenge to the government regarding the need for additional bedrooms for carers and medical equipment and we await the outcome.
4	Citizens Advice, East Herts	Concerned about affordability of housing. Changes to benefits, reducing the benefit cap, freezing existing benefits and the adoption of LHA for social tenants will make even social housing unaffordable to many. This is turn likely to lead to a further increase in the demand for the Housing Options Service	Noted. Affordability is covered in a number of sections of the Strategy and is recognised as a key challenge going forward for all partners.
5	Citizens Advice, East Herts	How will the new housing in the district impact. Will the new residents mirror the current profile of East Herts or will they bring in different needs and issues.	The Local Plan when adopted will indicate the areas of housing growth and data on demographics going forward. It is recognised that the District has an

			ageing demographic which is an area of concern for housing provision going forward.
6	Health and Community Services, HCC	Pleased to see the strategy mentions Accommodation Boards	Noted.
7	Health and Community Services, HCC	Under Section 3 would like to see more about what the plan is for the accommodation for this client group.	Would see this section being updated through the work of the Accommodation Boards.
8	Health and Community Services, HCC	Would like to have some information if possible about preventative element around mental health issues.	Prevention is a key aspect of housing advice and is not only an issue for mental health clients.
9	Homes and Communities Agency	The draft Strategy demonstrates a clear understanding of the challenges which face the district and is focused on a small number of objectives to meet its key priorities.	Noted.
10	Homes and Communities Agency	The HCA will work with the council to deliver housing which supports the specific groups identified within the Strategy, and in particular welcomes the focus on housing provision for active and frail older persons and in rural communities.	Noted.
11	Public Health, HCC	The Strategy should make the link with health more explicit.	Health is recognised as a key issue related to housing. The Strategy is the first step in promoting the joining up of these key areas of work and East Herts will continue to work to closely with health partners.
12	Public Health, HCC	Welcome the strategy and the opportunity to communicate the links between housing , health and wellbeing.	Noted.
13	Public Health, HCC	The Strategy might consider making a stronger case of the need for the involvement of partners, such as health and social care providers, in the provision of	Partners are referenced in the document and a majority of the priorities and tasks can only be achieved in partnership.

		housing services.	
14	Public Health, HCC	Further discussion may be required with regards the expectations and delivery of data and intelligence into the Hertfordshire Joint Strategic Needs Assessment.	Noted
15	Resident	Finds the strategy vague and unclear in parts. Data for example on the ageing population appears to be missing.	This is a light touch strategy due to the changing nature of national policy on a number of issues at this time, particularly those in the Housing and Planning Bill which is currently going through the parliamentary process.
16	Resident	There is no contents page or executive summary.	Contents page inserted. There is a summary of the Objectives, Priorities and Tasks at the end of the document. As this is a light touch document do not feel there is a requirement for an Executive Summary.
17	Resident	The East Herts map at the beginning is not referred to in the text specifically or provided with a key.	East Herts map removed as agree that it was not providing any additional/beneficial information.
18	Resident	Not clear about the link to the agreed 40% affordable housing target applied to new development but often negotiated downwards.	The 40% affordable housing requirement forms part of the District Plan/Local Plan Policy requirements which is a separate statutory document.
19	Resident	The table under Objective 1 pg 13 doesn't appear to show a picture of strong performance at least over the last 5 years.	Within the table there are some lower delivery levels which correspond with the housing recession. Overall, the District is a strong provider of affordable housing stock.

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EAST HERTS COUNCIL

EXECUTIVE - 8 MARCH 2016

REPORT BY EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT VISION AND ACTION PLAN
2016/17 – 2019/20

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To agree the Economic Development Vision for East Herts

<u>RECOMMENDATIONS FOR EXECUTIVE: that:</u>	
(A)	the Economic Development vision and action plan as now submitted, be adopted.

1.0 Background

1.1 The context for economic development within East Hertfordshire, like many other areas nationally, has changed in recent years. Key developments include:

- The announcement by The Chancellor in the Autumn Budget Statement that councils will retain business rates as their main source of funding by the end of the current Parliament. This requires a closer working relationship between local authorities and the business community
- Signs of stable economic recovery nationally and the need for East Herts to remain competitive
- A new Corporate Strategic Plan, agreed by Full Council 17th February in which “enabling a flourishing local economy” is a key priority

1.2 With that in mind the previous economic development strategy is no longer fit for purpose and a new “vision” has been drafted (see **Essential Reference Paper B**).

2.0 Report

2.1 Work on analysing economic trends, identifying the challenges facing businesses together with a pragmatic assessment of East Herts District Council's capability to influence the local economy began shortly after the election in May 2015. The key stages of development have been as follows:

- Production of an evidence base June – August (see **Essential Reference Paper C**). This contains contextual facts and figures about the local economy
- Consultations with local businesses:
 - o Hertford: 12th June
 - o Ware: 14th September
 - o Bishop's Stortford: 13th October
- Consultations with key partner organisations such as the Federation of Small Business, The Chamber of Commerce and the Local Enterprise Partnership (on-going)
- Member engagement session 20th October
- Executive awayday discussion 23rd November
- Corporate Management Team discussion 15th December
- Informal consultation with Councillors via Portfolio Holder (December/ January)
- Joint Scrutiny consideration 9th February

2.2 Through this process six evidence based themes with a number of actions and deliverables over the next four years have emerged. The vision also contains a commentary on areas that the council will not be investing in at this time (such as skills and employment initiatives).

2.3 Once agreed it will be shared with key partners and stakeholders but a formal consultation period is not proposed.

2.4 Delivery: The vision will drive the Council's economic development agenda for the next four years. The key actions are contained within the strategy document itself and therefore a separate 'action plan' document is not required.

2.5 The main deliverables for year one (2016/17) are as follows:

- Commissioning a gap/ needs analysis for Bishop's Stortford and the wider district on demand for employment/ commercial space and sectoral opportunities

- Develop a joint programme to support the visitor economy in conjunction with Visit Herts
- Create business pages on the internet and build the platform for business self-service business accounts
- Raise awareness on ensuring super-fast broadband provision for businesses and residents across the district
- Test appetite for town centre businesses to form a Business Improvement District (BID)
- Operational management of the Rural Development Programme
- Encouragement and regulation of farmer's markets
- Contract management for WENTA
- On-going liaison with key partners such as the LEP to understand opportunities around the 'growth hub' and growth corridors

2.6 The implementation of the strategy requires action by East Herts Council but also effective cooperation and collaboration with partners such as the LEP, County Council, WENTA, the London Stansted Cambridge Consortium and others.

3.0 Implications/Consultations

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

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	<i>Prosperity</i> – will help deliver objectives around supporting economic growth in the district
Consultation:	Portfolio Holder, Leader, Executive Members, Chief Officers, Senior Management Group
Legal:	None
Financial:	Sets out a direction of travel which may require re-shaping of current investment in economic development and business cases for additional revenue investment
Human Resource:	None
Risk Management:	Some risks if the strategy is not delivered. East Herts may not be seen as supportive of the business community or aware of business needs
Health and wellbeing – issues and impacts:	Links to East Herts' public health agenda. For example supporting the visitor economy may have a positive impact upon resident's health and wellbeing by promoting more access to local sites and attractions

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ECONOMIC DEVELOPMENT VISION AND ACTION PLAN FOR EAST HERTS 2016/17-2019/2020

Priority Theme/ Outcome	Why is it important?	Key actions that will help us get there	Timescales				How will we know if we are making a difference?
			16/17	17/18	18/19	19/20	
A business friendly council <i>We will ensure we are supporting businesses as ‘customers’ of council services as well as listening to the needs of the business community</i>	<ul style="list-style-type: none">• We have undertaken one off, limited consultation with businesses to help inform the strategy priorities (for example meeting Sawbridgeworth traders and their Town Council representatives). Continuing this dialogue is important given the link between business rates’ collection and council funding in future (we will need to increase transparency and accountability to businesses)• Large proportion of council customers are businesses (eg. requests for regulatory services/ submitting planning applications/ interactions with business rates’ service)• No direct evidence that regulatory functions are inhibiting economic growth, however anecdotal feedback from businesses is that a central point of contact/ more coherent support and business liaison is required.	<ul style="list-style-type: none">• Commission business needs analysis and detailed evidence base focusing on:<ul style="list-style-type: none">◦ Demand for employment and commercial space (by geography and sector), particularly focusing on Bishop’s Stortford◦ Demand for new business incubation space and ‘second stage’ space for new businesses seeking to grow◦ Sector or specific industry opportunities for East Herts (eg. creative/R&D)• Create landing pages for businesses on the Council website consolidating all information and services in one place (Business rates, planning, regulatory functions, procurement, customer profiles etc)• Increase self-service options and create user accounts for local businesses to access council services in once place for key council services (aligned to customer services strategy)• Maintain membership in and sponsor key events such as the Federation of Small Business (FSB) annual awards/ Chamber of Commerce (CoC) awards• Support the “Better Business for All” partnership between Regulatory authorities in Hertfordshire	↔				<ul style="list-style-type: none">• Business counts (enterprises and local units)• Total income from business rates• Number of jobs and jobs by sector• Gross Value Added (GVA)• Transaction/ processing times for business queries/ request for service to be resolved (eg. invoice payment processing times)• Qualitative feedback from businesses on a regular basis (measure and questions to be developed in conjunction with FSB and CoC
Enabling entrepreneurs and business start ups <i>We will encourage wealth creation in the district and ensure businesses can access a wide range of locally sourced services</i>	<ul style="list-style-type: none">• The East Herts economy is mostly made up of micro-businesses and small to medium sized enterprises (SMEs). Maintaining an environment for entrepreneurs and new businesses to flourish is crucial for the future prosperity of the district• Anecdotal feedback from businesses that more support for new businesses is needed (incubation space and stronger networks)	<ul style="list-style-type: none">• 2 year SLA with WENTA (15/16-16/17) to deliver business start up advice and support (virtual and face to face) and incubation space. Based in Herts Regional College (Ware Campus)• Review business start up provision and identify opportunities to improve support• Sponsor the CVS “dragons den” event for entrepreneurs in schools• Work with the Local Enterprise Partnership’s (LEP) on the “growth hub” (an enterprise network for local businesses to source support services such as finance, HR, training etc)	↔	↔			<ul style="list-style-type: none">• Number of new business registrations• Number of businesses still trading after one year• Number of new businesses started with WENTA support and number still trading after one year
Supporting the rural economy <i>We will maximise investment into the rural economy and ensure it remains competitive</i>	<ul style="list-style-type: none">• Evidence in RDP bid suggests growth in rural economy has been slower than urban areas, and that rural businesses (mostly smaller enterprises) are competing with larger (medium sized) urban businesses• Employment land review indicates broadband connectivity is a challenge for rural businesses	<ul style="list-style-type: none">• Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity (NB. Although the ‘Eastern Plateau’ does not cover urban areas and towns in East Herts, businesses based in Buntingford are eligible to apply for RDP funds)• Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the “Connecting Counties” programme and raising awareness of other options	↔	↔	↔	↔	<ul style="list-style-type: none">• No. of East Herts businesses successful in applying to RDP• Amount of £ invested in East Herts through the RDP• No. of new jobs in East Herts created through the RDP• Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s)
Vibrant Town	<ul style="list-style-type: none">• Town centres are seeing a decline in the retail offer	<ul style="list-style-type: none">• Develop a planning framework for Bishop’s Stortford, focusing on Old	↔	↔	↔	↔	<ul style="list-style-type: none">• Vacant units in town

Centres <i>We will ensure our town centres meet the needs and wants of our residents and visitors</i>	and an increase in other offers (eg. catering and hospitality sectors). This diversification reflects a global trend in shopping behaviours however feedback from businesses is that increasing footfall in the daytime will help support the retail offer <ul style="list-style-type: none"> Food and drink is increasingly more important for residents in the district, who we know are largely in 9-5 jobs outside of the district. The workplace count is smaller than the resident population hence there is a larger market for spend outside of the weekday 9-5 hours 	River Lane and key adjoining town centre sites and develop a masterplan for Old River Lane <ul style="list-style-type: none"> Ensure employment land and needs are included with site development assessments (eg. Hertford Urban design study) and District Plan Undertake feasibility work with town centre businesses on implementing Business Improvement Districts Work in conjunction with town and parish councils to deliver special events and specialist markets (eg. farmer's markets) to increase footfall in the town centres 	↔	↔	↔	↔	centres <ul style="list-style-type: none"> Town centre footfall Car parks – short stay transactions Car parks – volume to capacity
Supporting the visitor economy <i>We want to raise the profile of local attractions and support businesses in their supply chain</i>	<ul style="list-style-type: none"> Value & volume studies of visitor economy (undertaken every 2 years since 1996) shows reasonable growth in visitor economy in East Herts over the past 15 years. Although the district is not a “tourism” destination this is a growth area – value to East Herts economy in 2014 was £230m. There are also venues in the district (eg. Hertford Theatre) which attract visitors 	<ul style="list-style-type: none"> Undertake 2016 value and volume study (for the district as a whole but also focusing on the 5 towns) Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains 	↔	↔	↔	↔	<ul style="list-style-type: none"> Expenditure on visits to East Herts (annual figure measured through Value and Volume Survey)
Lobbying for the right infrastructure <i>We will work with key partners to ensure East Herts can support growth in the right places at the right times</i>	<ul style="list-style-type: none"> Employment land review and HCC Transport Strategy evidence base indicates road and rail infrastructure is a challenge for businesses (as is the state of commercial stock which is outdated and of poorer quality than neighbouring authorities) Bishop's Stortford and A10/ M11 corridor identified as a key area for future growth nationally (linked to Stansted Airport as well as growth in Cambridge and London economies). We are awaiting Growth Commission findings for infrastructure needs particularly the affects of Crossrail 2 and the West Anglia Route 	<ul style="list-style-type: none"> Work with partners such as the LEP, County Council and London Stansted Cambridge Consortium (LSCC) on identifying infrastructure requirements for the A10/ M11 corridor and bring them to fruition Liaise with the LEP to understand strategic needs of businesses in East Hertfordshire and lobby for East Herts interests 	↔	↔	↔	↔	<ul style="list-style-type: none"> Investment (£) in transport infrastructure within the district

Other areas have been considered however have not been included at this stage:

- The skills agenda: currently the economic development team liaise with Hertford Regional College through occasional partnership meetings and likewise with the University of Hertfordshire through the LEP. Engagement with local schools is limited to the Dragons Den programme which is very small scale. Evidence suggests overall skill levels are not a challenge in East Herts (the skills base in the work place is lower than that of the resident workforce). There is evidence to suggest people in their mid 20's leave the district for opportunities elsewhere (and return in their late 30's) however this can in part be attributed to opportunities for career development within London and Cambridge. The council could consider working with local businesses and other public sector organisations to create more apprenticeship/ graduate placements (eg. by match funding). This would require additional assessment and consultation with businesses about skill shortages in particular sectors (this may be an issue but no deeper analysis has been undertaken). However the skills agenda is much more important for the LEP and the county as a whole
- Employment initiatives: evidence shows that unemployment is not a large concern within the district. Even the most statistically deprived wards (Hertford Sele, Ware Trinity and Bishops's Stortford Central) have low unemployment rates (4.6%, 3.9% and 3.7% respectively) compared to the national average of 4.4%. As a consequence no projects or initiatives to increase our resident's employability have been put forward
- Regeneration of urban areas: many local authorities who invest a lot in economic development often focus their strategy on regenerating brown field sites in town centres or industrial parks (eg. enterprise zones). Given the geographic make up of East Herts this hasn't been an agenda which has been pursued. The lack of space and available sites remains a key barrier for this hence economic development hasn't had a large role to play in planning policy. Old River Lane and opportunities around Bishop's Stortford North in general may change this going forward. We are also in the process of investigating Business Improvement Districts to regenerate town centres



Economic Development Strategy Evidence Pack

Version: 24 February 2016

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The Story

Whilst leafy, rural East Herts is considered an attractive place to live, its poor road connections and dated stock of employment land can make it less attractive to businesses. The district's proximity to London whilst maintaining the 'rural getaway' attracts high-earning professionals to live in the area. High house prices in the district reinforce this.

Neighbouring areas to East Herts are more important for employment. There is a much greater out-flow of commuters than in-flow. As there is higher pay and a greater range of managerial and professional jobs outside of the district, many of the district's highly skilled residents commute out. Within East Herts, there are not a great number of large enterprises in the area. Local units in the district are likely to be 'lower down' branches where the pay and skills requirements are lower. Consequently the skills-base in the workplace in the district is much lower than the skills-base of residents in the district.



The district attracts older residents and families compared to other areas. This is perhaps because of its close proximity to jobs and comparatively cheaper housing (relative to London) whilst maintaining a good education and low level of crime. However, young people seem to be driven out of the district around the age of 25. It is possible that a high cost of living and a shortage of high paid jobs in the area and lack of 'excitement' (compared to London) are factors in this. This could be an issue for local businesses, as young people can often have key skills to bring to the workplace and employers could struggle to recruit for the lower-skilled professional roles in their businesses.

Bishop's Stortford is a prime area for growth. However, town centres in the district are usually better equipped for serving a local market rather than a regional market and the district is not well placed for many large businesses. The nature of town centres is changing, with a declining retail offer in place of more restaurants and cafes. This has some economic benefits; the population in East Herts is greater outside of working hours and therefore town centres will have access to greater footfall at these hours, when pubs, restaurants and cafes are open to serve customers. Development of this sector will also serve the visitor economy. However, the negative impact of this is that the reduced footfall during the daytime puts current daytime operating businesses such as retail, banks and legal services at risk.

The manufacturing sector is an unusually large and growing sector in the district which is important for employment.

Overall the district is a wealthy, highly skilled district with low unemployment – even the most deprived wards in East Herts compare favourably to national averages. The skills of the workplace are lower than that of its residents. However, there is no evidence of demand for higher-skilled jobs.

East Herts Profile

Usual Resident Population 143,000	Resident Working Age Population 100,093 <i>70% of Resident population</i>	Residents in employment (16-74) 70,178 <i>70% of Resident working age population</i>
Net In-commuters -14,024	Of which	<div> Number of Out-Commuters 36,164  </div> <div> Number of In-Commuters 22,140  </div>
		Workplace Population 58,180
<p>51.5% of residents (<i>in employment</i>) work outside the district:</p> <p>17.8% of residents (<i>in employment</i>) work in London</p> <p>5.0% of residents (<i>in employment</i>) work in Welwyn-Hatfield</p> <p>5.0% of residents (<i>in employment</i>) work in Harlow</p>		
Proportion of residents with NVQ4+ 50.3%	<u>Top Resident Sectors:</u> Wholesale (16%) Education (11%) Professional (10%)	<u>Top Business Sectors:</u> Wholesale and Retail Manufacturing Administrative and Support Services
Proportion of workers with NVQ4+ 33.9%	<u>Top Workplace Sectors:</u> Wholesale (16%) Education (12%) Manufacturing (10%)	 <i>The most common sectors in the top 50 businesses by annual turnover</i>

1. The District and its Residents

- 1.1. East Herts is considered an attractive place to live.
- 1.2. The largest town is Bishop's Stortford (with 38,816 residents) which is followed by Hertford (27,703), Ware (19,268), Sawbridgeworth (8,717) and Buntingford (5,581).
- 1.3. The district is a very sparsely populated area, with a population density of 300 people per km². This places the district in the top third of the most sparsely populated districts.¹
- 1.4. Whilst the age population distribution in East Herts largely reflects that of the East of England, the district attracts older residents more so than younger residents. The proportion of residents in the 45-54 year age group is higher in East Herts compared with Hertfordshire and the East of England, whereas the proportion of residents in the 25-34 year age group is lower.
- 1.5. The district has faced a greater level of ageing population than the England average between 2002 and 2012. Forecasts of further population ageing for the following decade indicate that the share of total population that is of working age is expected to decline.²
- 1.6. The car remains the major transport method for residents. Car ownership is high, with 87% of households owning at least one car. This compares to 81% of households in the East of England 74% of households in England that own a car.³
- 1.7. There has been a 47% increase in residents using the train as a major form of transport since 2001.⁴
- 1.8. The cost of living in the district is high. House prices are among the highest in the country; latest figures show that the average property price was £359,900. This compares to an average of £265,300 in England.⁵

¹ 2011 Census - Population Estimates for England and Wales, Mid 2011

² Eastern Plateau Programme Local Development Strategy 2015-2020

³ 2011 Census – Car Availability (from Neighbourhood Statistics)

⁴ 2011 Census – Travel to work changes 2001-2011, ONS

⁵ Herts LIS – House Prices 2015, October to December 2015

Population

	East Herts	Hertfordshire	East of England
Population (#)⁶	143,000	1,154,800	6,018,400
Proportion of Population aged 16-64 (%)⁷	63.3	63.2	62.0
Proportion of Population aged 16-24 (%)	10.1	11.1	11.4
Proportion of Population aged 25-34 (%)	11.8	13.1	12.6
Proportion of Population aged 35-44 (%)	14.4	14.1	12.9
Proportion of Population aged 45-54 (%)	16.3	14.8	14.3
Proportion of Population aged 54-64 (%)	11.7	11.0	11.6

Other

	East Herts	Hertfordshire	East of England
Households with Dependent Children (%)⁸	31.4	31.8	29.4
Average House Prices (£)⁹	359,900	389,900	274,700
Car Ownership (%)¹⁰	87%	-	81%

⁶ Mid-2014 Population Estimate, ONS

⁷ 2012-based Sub National Population Projections, ONS

⁸ Families by Dependent Children (Census 2011) LG Inform Plus

⁹ House Prices in October to December 2015, Herts LIS

¹⁰ Car Availability (Census 2011), ONS Neighbourhood Statistics

2. Employment & Jobs

- 2.1. East Herts has higher levels of employment than the average across Hertfordshire.
- 2.2. The age profile of the district is reflected in the economically inactive population, where a higher than usual proportion is economically inactive because of retirement and a lower than usual proportion is economically inactive because they are students.
- 2.3. Additionally, a higher proportion of economically inactive residents are so because they “do not want a job” when compared with Hertfordshire and East of England levels. It is hard to break down whether this is because a job is not needed or whether there are other reasons behind it.
- 2.4. East Herts has a greater number of out-commuters than in-commuters. A number of residents find work elsewhere such as in London, Welwyn-Hatfield or Harlow.¹¹
- 2.5. From East Herts, 51.5% of residents commute out of the district. This rate is actually lower than that of any other district in Hertfordshire. Additionally, the proportion of residents commuting to London from East Herts (18%) is below that of the Hertfordshire level (22%).
- 2.6. Around 30% of the working population of East Herts work in the district.
- 2.7. Across the whole of Hertfordshire, seven out of ten districts are net-exporters of workers. Welwyn-Hatfield has the highest level of in-commuters.¹²
- 2.8. Across the district, the highest level of unemployment is observed in the Hertford Sele ward at 4.6% - this is only slightly higher than the unemployment rate for England. (4.4%). The next two wards with high unemployment are Ware Trinity (3.9%) and Bishop’s Stortford Central (3.7%). So, relatively speaking, even our most deprived wards have low unemployment rates.

¹¹ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹² Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Economically Active Population¹³

	East Herts	Hertfordshire	East of England
Proportion of Population that's Economically Active (%)	83.7	81.5	80.0
Unemployment Rate (%)	3.4	4.3	4.9

Economically Inactive Population

	East Herts	Hertfordshire	East of England
Economically Inactive Because of Retirement (%)	23.7	14.5	15.7
Economically Inactive Because they are Students (%)	26.8	34.8	25.0
Economically Inactive Because they do not want a job (%)	84.1	82.2	75.6

Where do East Herts Residents work?¹⁴ (Some examples)

	Number of East Herts residents working
Total working Population of East Herts	70,178
East Herts	21,543
London	12,844
Welwyn-Hatfield	3,530
Harlow	3,467
Uttlesford	3,467
Stevenage	1,570
Epping Forest	1,297
North Herts	968
City of Cambridge	427

¹³ Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

¹⁴ 2011 Census – “Where do we commute to? - Commuting patterns in the United Kingdom” (from neighbourhood Statistics)

- 2.9. There are a higher than average number of residents in more managerial or professional positions
- 2.10. There are more jobs in financial & other business services in East Herts than the East of England levels.
- 2.11. The largest proportion of jobs in the district are in financial & other business services (31%), public admin, education and health (23%), wholesale & retail (15%) and manufacturing (9.3%).
- 2.12. From a separate dataset that was used in the Hertfordshire Strategic Economic Plan, the most common jobs that residents of the district have are in wholesale (16%), education (11%) and professional services (10%)¹⁵
- 2.13. On balance, the county of Hertfordshire exports people for professional, scientific & technical activities and finance & insurance roles but it imports workers into wholesale & retail, construction and manufacturing roles. Data is not yet available on the breakdown at district level.¹⁶
- 2.14. By occupation, the county of Hertfordshire exports people to work in higher level occupations and imports workers into lower level occupations. Data is not yet available at district level.¹⁷
- 2.15. The number of jobs in East Herts is expected to rise to between 71,000 and 75,300 by 2020 and to between 73,600 and 79,200 by 2030. This is only just above the working population of the district.

¹⁵ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹⁶ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹⁷ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Employment by Occupation (Residents) ¹⁸

	East Herts	Hertfordshire	East of England
Managers, directors and senior officials (%)	16.30	12.10	10.60
Professional occupations (%)	28.30	24.50	19.60
Associate professional & technical (%)	16.30	16.10	14.40
Administrative & secretarial (%)	7.50	11.10	11.10
Skilled trades occupations (%)	10.60	8.90	10.90
Caring, leisure and Other Service occupations (%)	7.30	7.80	9.10
Sales and customer service occupations (%)	#	6.10	7.00
Process plant & machine operatives (%)	#	4.10	6.50
Elementary occupations (%)	9.80	8.90	10.60

- sample size too small for accurate estimate.

Jobs in the District by Industry (Workers)

	East Herts	Hertfordshire	East of England
Primary Services (A-B: agriculture and mining) (%)	0.3	0.1	0.3
Manufacturing (C) (%)	9.3	6.5	8.8
Energy and Water (D-E) (%)	0.4	0.6	0.9
Construction (F) (%)	5.4	5.6	4.8
Wholesale and retail, including motor trades (G) (%)	15.1	19.4	17.7
Transport storage (H) (%)	1.8	3.2	4.7
Accommodation and food services (I) (%)	6.7	5.5	6.3
Information and communication (J) (%)	3.3	4.9	3.5
Financial and other business services (K-N) (%)	30.9	29.1	22.2
Public admin, education and health (O-Q) (%)	23.0	20.9	26.6
Other Services (R-S) (%)	3.7	4.3	4.2

¹⁸ Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

- 2.16. It can be observed from the tables on the following page that on average residents in East Herts earn more than the workplace in the district.
- 2.17. Residents in East Herts earn more on average than the East of England average. Resident earnings are of a similar level to resident earnings in Hertfordshire and outer London but less than those living in inner London.
- 2.18. The job market in East Herts is in competition with inner London, where jobs pay 30% more. Those who work in East Herts earn similar to Hertfordshire and outer London, but more than those in East of England averages.¹⁹
- 2.19. The workplace in East Herts is of a very different make up to its residents in terms of their socio-economic make-up. Despite the fact that the sectors with jobs in East Herts match the sectors for which its residents work in, many commute out of the district for jobs. Higher pay and a greater range of higher level jobs elsewhere are likely factors in this.
- 2.20. Manufacturing is an unusually large and potentially growing sector in East Herts and it is important for employment.

¹⁹ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Weekly Earnings (Residents)²⁰

	East Herts	Hertfordshire	East of England	Inner London	Outer London
Full-time workers (£)	596.4	601.2	539.1	645.2	598.6
Male full-time workers (£)	674.6	660.1	586.8	680.5	647.5
Female full-time workers (£)	512.6	533.5	471.7	613.1	550.0

Weekly Earnings (Workers)²¹

	East Herts	Hertfordshire	East of England	Inner London	Outer London
Full-time workers (£)	546.0	548.7	505.8	709.5	564.7
Male full-time workers (£)	593.1	593.8	548.6	781.9	599.8
Female full-time workers (£)	477.1	498.3	443.3	636.3	517.5

²⁰ ONS annual survey of hours and earnings - resident analysis

²¹ ONS annual survey of hours and earnings - workplace analysis

3. Skills

- 3.1. Qualification levels for residents of East Herts are well above levels for Hertfordshire or East of England as a whole.
- 3.2. However, qualifications held by the workplace are lower than resident levels. Only 33.9% of the workplace holds NVQ4 and above in the workplace compared with 50.3% of residents holding NVQ4 and above.
- 3.3. Skills deprivation across the district does not correspond with areas of high unemployment. The three wards with the lowest proportion of residents holding NVQ4 and above are Buntingford (14.1%), Puckeridge (14.8%) and Great Amwell (15.2%). These wards don't correspond with those wards where higher unemployment can be observed.

Breakdown of Qualifications Held by Residents²²

	East Herts	Hertfordshire	East of England
NVQ4 and above (%)	50.3	43.5	33.1
NVQ3 and above (%)	68.9	63.4	54.1
NVQ2 and above (%)	80.1	78.7	72.1
NVQ1 and above (%)	89.6	88.8	86
Other qualifications (%)	6	5.5	5.9
No qualifications (%)	4.5	5.7	8.1

²² Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

4. Businesses

- 4.1. The tables on the following page show the breakdown of enterprises by size in East Herts to be very similar to the breakdown across Hertfordshire. It is also not too dissimilar to the East of England.
- 4.2. Across other districts in Hertfordshire, Watford and Welwyn-Hatfield have a slightly greater proportion of medium and large enterprises (by around 0.5% each) than the other districts.²³
- 4.3. The breakdown of local units by size in East Herts is only slightly different compared to Hertfordshire. East Herts has more micro units and less large units
- 4.4. Looking at Inner London as a more extreme comparison to East Herts the breakdown of enterprises between the two areas is perhaps surprisingly similar. Although Inner London has nearly 30 times as many enterprises as East Herts, the distribution by size only differs by around a 2% greater proportion of small businesses and a 3% smaller proportion of micro businesses.

²³ Inter Departmental Business Register (ONS)

Business Counts (Enterprises)²⁴

	East Herts	Hertfordshire	East of England	Inner London
Micro (0 to 9 employees) (%)	90.5	90.1	88.9	87.7
Small (10 to 49 employees) (%)	7.7	7.9	9.2	9.7
Medium (50 to 249 employees) (%)	1.5	1.5	1.6	1.9
Large (250+ employees) (%)	0.3	0.5	0.4	0.6

Business Counts (Local Units)²⁵

	East Herts	Hertfordshire	East of England	Inner London
Micro (0 to 9 employees) (%)	87.1	85.9	84	83.7
Small (10 to 49 employees) (%)	10.7	11.3	13	13
Medium (50 to 249 employees) (%)	1.9	2.4	2.6	2.8
Large (250+ employees) (%)	0.3	0.4	0.4	0.6

Definitions:

Enterprise: A business with its registered address in the geographically identified area.

Local Unit: An enterprise or part thereof (e.g. a workshop, factory, warehouse, office, mine or depot) situated in a geographically identified area.

²⁴ Inter Departmental Business Register (ONS)

²⁵ Inter Departmental Business Register (ONS)

- 4.5. The most common businesses in East Herts specialise in Professional, Scientific & Technical Activities, Administrative & Support Service Activities and Construction.
- 4.6. Of the top 50 businesses (in terms of annual turnover) in the UK, none has a registered address in East Herts.
- 4.7. The company with the highest annual turnover and with their registered address in East Herts is L&L Inc. Limited, accounting for over £99k in 2013. The company is associated with Mercedes Benz sales.
- 4.8. Of the top 50 business in terms of revenue with an East Herts registered address in East Herts, 32% operated in Wholesale, 24% were in Manufacturing and 14% were in Administrative & Support Service Activities. The top manufacturing firms produce beer (McMullens & Sons), plastics (Fluorocarbon Group), chemical products (WH Palmer and Co), machinery (Hayter Ltd.) and lighting (C U Phoso).
- 4.9. At business consultations in Hertford, Ware and Bishop's Stortford, key issues raised by businesses were²⁶:
- The decline in retail in the town centre means reduced footfall in the town centres, which impacts all other daytime operating businesses including banks and legal services.
 - There is a need for greater marketing of the area.
 - Business rates are too high.
 - There should be more support for business start-ups.
 - A greater level of business engagement is required.
 - Infrastructure needs to be improved – road, rail, parking and broadband.
- The visitor economy is vital to businesses.

²⁶ East Herts Business Breakfast Consultation – Hertford 12 June 2015

Breakdown of Most Common Active Businesses by Sector²⁷

	Number of registered address in East Herts
Professional, scientific and technical activities (M)	1,312
Administrative and support service activities (N)	1,070
Construction (F)	954
Information and communication (J)	821
Wholesale and retail, including motor trades (G)	600
Activities of households as employers (T)	578
Other service activities (S)	483
Real estate activities (L)	457
Manufacturing (C)	403
Public admin, education and health (O-Q)	389

Breakdown of Top 50 Businesses (Annual Turnover) by Sector²⁸

	Number of registered address in East Herts
Wholesale and retail, including motor trades (G)	16
Manufacturing (C)	12
Administrative and support service activities (N)	7
Professional, scientific and technical activities (M)	6
Construction (F)	3
Financial and Insurance Activities (K)	3
Transportation and Storage (H)	1
Information and communication (J)	1
Arts, entertainment and recreation (R)	1

²⁷ FAME Businesses Database – Accessed 11/12/2014

²⁸ FAME Businesses Database – Accessed 11/12/2014

5. Town Centres

- 5.1. Bishop's Stortford is the district's most important employment location, due to its proximity to the M11 and Stansted Airport²⁹
- 5.2. Hertford and Ware provide the bulk of employment stock but the towns are not considered by the market as prime commercial property locations. The employment stock serves much more of a local market than Bishop's Stortford.
- 5.3. The weaknesses that town centres face are poor road links, limited parking and a dated pre-1940 stock of office space, which means the area is less attractive to many modern businesses.
- 5.4. The employment land review indicated that 'The low demand for office space reinforces the low quality of stock, forming a further barrier to attracting businesses to the district.'
- 5.5. In the Employment land Review, most estates were ranked amber, which means they would benefit from some refurbishment, signage and branding.
- 5.6. Predicted structural change up to 2021 suggests a reduced demand for B2 (general industry), but an increased demand for B1 (offices, R&D) and B8 (warehousing, distribution). Potentially, some B2 sites could be redeveloped to make place for B1 sites, depending on the location and attractiveness of sites.
- 5.7. At business consultations, businesses identified that the decline in retail in place of a rise in the hospitality industry means the footfall in towns during the day is decreasing. This impacts other day-time operating businesses. It was suggested that increasing the number of events and community initiatives in towns would benefit towns.³⁰
- 5.8. It should be noted that there is a net outflow of commuters. The sectors residents work in are generally 9-5 jobs; this would mean that the district has a greater night-time population than day-time population. Therefore, businesses that operate outside of 9-5 hours, such as restaurants and pubs, will have access to a greater population of potential customers.

²⁹ East Herts Employment Land Review Update 2013

³⁰ East Herts Business Breakfast Consultation – Hertford 12 June 2015

6. The Rural Economy (Eastern Plateau)

- 6.1. East Herts is currently part of a Rural Economic Development Programme (RPDE) with Uttlesford, Epping Forest and North Herts councils. 'The Eastern Plateau' is the rural area of the four districts. The area excludes larger towns in the districts. This section shall refer to the Eastern Plateau as a whole rather than the sole rural sections of East Herts.³¹
- 6.2. The Eastern Plateau has a population of 148,330, making it a very sparsely populated area. The impact of this, combined with its relatively poor road networks (as described in the Employment Land Review), is that business networks will be more difficult to sustain without intervention or assistance. Additionally, professional services such as banks, accountancy and legal services, which are vital for business growth, are less accessible.
- 6.3. The Eastern Plateau has stagnated as an economy since 2000, with slow rates of economic growth.
- 6.4. There were 218,000 jobs in 2012, which is a decline of nearly 5% since 2005. The county of Hertfordshire faced a rise over this period. There was a recovery in jobs between 2010 and 2012

³¹ Eastern Plateau, Local Development Strategy, Eastern Plateau Programme 2015 - 2020

- 6.5. The Eastern Plateau is an entrepreneurial area with 54.4 enterprises per 10,000 residents. This is significantly higher than the national average of 38.7 enterprises per 10,000 residents. Business survival rates are similar to national levels.
- 6.6. There's a greater reliance on small enterprises for employment. Micro businesses with less than four employees account for 12.3% of total employment in the area, compared with 7.3% nationally.
- 6.7. Only 31.2% of employment in the area is in large enterprises with 1,000 or more workers, compared with 46.5% nationally.
- 6.8. There's a greater rate of self-employment in the district, with 13.6% of the working age population of the Eastern Plateau self-employed, compared with 9.9% nationally.
- 6.9. Small rural businesses face a challenge to compete with larger urban businesses to deliver quality, cost and customer services.
- 6.10. Agriculture & horticulture, manufacturing, constructing, accommodation & food service activities and professional, scientific & technical activities are more important sectors in the Eastern plateau than they are nationally.
- 6.11. The Eastern Plateau faces the same issues as East Herts in terms of its ageing population. The Eastern Plateau saw a greater level of ageing population than nationally. This is further forecast to be the case, which will result in the proportion of the working age population in the area falling.

7. The Visitor Economy

- 7.1. The main attractions in East Herts are Paradise Wildlife Park and the Henry Moore Foundation.
- 7.2. In 2014, the total number of trips to East Herts was 224,000, of which 171,000 were from UK residents and 52,000 were from overseas visitors.³²
- 7.3. Visitors spent a total of 1.3m nights in East Herts, of which 843,000 were from UK residents and 455,000 were from overseas visitors.
- 7.4. Total expenditure on visits to East Herts was over £197m. An increase on 10% of the previous year.
- 7.5. Over £64m of this was on overnight stays and over £132m on day trips.
- 7.6. Of those visiting East Herts for overnight stays, 46% were for holidays, 32% were for visits to friends or relatives and 19% were on business. The split is different for UK residents and overseas visitors, where many more overseas visitors than UK residents were on visits to friends or relatives (48% against 27%) and less overseas visitors were spending holidays in the district compared with UK residents (26% against 53%).

³² Economic Impact of Tourism, East Herts District 2014 Results.

7.7. Business trips contributed greater expenditure per night's stay. Despite accounting for only 19% of overnight stays, business trips accounted for 28% of all overnight trip expenditure (£16,974,000).

7.8. As a breakdown of the total expenditure on visits to East Herts (£197,341,000):

- 35% was on food and drink
- 30% was on shopping
- 13% was on travel
- 12% was on attractions
- Only 9% was on accommodation.

7.9. Hence, the visitor economy is much more reliant on local day visitors than holiday makers. Accommodation plays a small role in the overall picture.

7.10. The retail offer and hospitality services play an important role in the East Herts visitor economy.

Appendix – Business Consultations

East Herts arranged business consultations with businesses in the towns of Hertford, Ware and Bishop's Stortford. The following sections of this evidence pack contain the notes from these sessions.

Unless expressed otherwise, the issues discussed and the priorities listed are representative views of business in attendance and are not necessarily the view of the Council.

HERTFORD BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

12 JUNE 2015

Background

Mary Sykes (acting on behalf of Herts Chamber of Commerce) had been asked by East Herts Council to organise consultations with local businesses to inform the Council's new Economic Development Strategy. A meeting had already taken place in Hertford with another planned for Bishop's Stortford in early October. Mary had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Issues discussed

There should be more promotion of businesses from East Herts Council. There is not enough excitement from the council. Certain areas of the town, particular on the outskirts of the town centre, get less attention.

There has been a loss of community focus in Hertford. More should be done to support the daytime economy of town. The retail offer in Hertford is poor and this ultimately affects the daytime footfall in business. Daytime events, including more regular market events, could be run again.

Business rates are high in the town.

East Herts should hold more frequent market events in town.

Diversity of businesses is low. There is a problem getting skilled people into jobs, particularly for manufacturing.

Summary of priorities identified

- Support business networks in the town and encourage in-town investment from businesses
- Support business proposals where they add value to the local community (e.g. town events) – could there be funding support for this?
- Develop the job market for young people – more apprenticeships, graduate schemes, development opportunities. Work experience and apprenticeship opportunities in East Herts?
- Hold more events in the town and publicise external events held.
- Consider lowering business rates?
- Better parking and transport in the town?
- Invest in under-utilised areas of town?
- Greater investment in skills

WARE BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

14 SEPTEMBER 2015

Background

Mary Sykes (acting on behalf of Herts Chamber of Commerce) had been asked by East Herts Council to organise consultations with local businesses to inform the Council's new Economic Development Strategy. A meeting had already taken place in Hertford with another planned for Bishop's Stortford in early October. Mary had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Councillor Gary Jones attended the consultation. He is Executive Member for Economic Development and is leading the work on the new strategy on behalf of the Council and its newly established Executive Committee.

Issues discussed

The meeting covered a wide range of key issues summarised below. There was significant discussion about how young people need to be better equipped for the world of work and about the pressure that schools exert on their students to achieve examination grades and go to University. Vocational skills were considered important.

Lots of positives concerning the district were identified. Small business rate support initiatives were considered beneficial.

High levels of out-commuting, particularly to London, was a characteristic of the district, as well as changing town centres and a thriving evening economy in the towns. The district itself tended to lack a clear identity but is to an extent defined by North to South corridors.

It was felt that East Herts Council and other public bodies should seriously engage with business on a regular basis. The Council and its partners (e.g. the Local Enterprise Partnership and the Herts Chamber of Commerce) are in a good position to signpost businesses to a range of provision.

Summary of priorities identified

- A pressing need for the right blend of workforce skills and qualities.
- Support for apprenticeships and recognition that Higher Education does not necessarily equip graduates with the work or life skills needed in the workplace.
- Higher Education (particular emphases was secondary schools, their staff and careers advisors working with local businesses but this may be difficult because of financial incentives put to schools for keeping students in at A levels vs out at industry/apprenticeships).
- Improved Broadband provision in specific areas.
- Access to business advice and support including grant provision and access to finance.
- Inward investment, the employment land stock, the need for grow-on space and the attraction of new business to the district.
- The importance of the visitor economy and the need for destination management.
- The importance of East Herts as an excellent place to live and work.
- Marketing East Herts should be joined up with the whole of the County. Residents and local businesses do not refer to their 'East Herts' locality when referring where based but rather 'North of London'.
- Better communication for businesses about opportunities available e.g. from the Local Enterprise Partnership, the Growth Hub.
- Recognition that the East Herts economy is largely of businesses employing less than 10 people.
- The need for the Council to engage directly with local business on a regular basis and in a variety of ways including networking meetings, e-mail updates and new media.

BISHOP'S STORTFORD BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

13 OCTOBER 2015

Background

Janine Garner (acting on behalf of East Herts Council) had been asked to organise a consultation with local businesses to inform the Council's new Economic Development Strategy. Meetings had already taken place in Hertford and Ware and with representatives from Herts Chamber and the federation of Small Business. Janine had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Councillor Gary Jones attended the consultation. He is Executive Member for Economic Development and is leading the work on the new strategy on behalf of the Council and its newly established Executive Committee.

Issues discussed

The meeting covered a wide range of key issues summarised below. There was significant discussion about the importance of more collaborative working with Hertfordshire County Council, Uttlesford District Council and Essex County Council. Bishop's Stortford is perceived as slightly isolated from the rest of Hertfordshire due to poor road infrastructure linking the town to the West; business growth in the town is much more reliant on Essex to the East and other neighbourhoods along the M11 corridor. There was discussion around East Herts District Council undertaking a lobbying role as well as a service delivery role.

Incubator space for the town could be improved and it was suggested that a feasibility study should be undertaken for additional incubator space, looking beyond the East Herts district boundary. We should draw on the energy of young entrepreneurs to bring in results

It was felt that East Herts Council and other public bodies should engage with businesses on a more regular basis. The Council should work more closely with the Herts Chamber of Commerce and Bishop's Stortford Chamber of Commerce, as well as neighbouring councils to deliver broader outcomes. Initiatives such as the Growth Hub can bring value to businesses but it requires greater promotion from the council and its partners. There are a number of marketing strands for businesses in the town that could all be brought in together.

Summary of priorities identified

- There should be greater partnership working with Herts County Council, Essex County Council and Uttlesford District Council to deliver economic objectives.
- East Herts should undertake a greater lobbying role in improving infrastructure vital for business growth. (E.g. For broadband coverage, improvements to A120).
- There should be greater transparency on what each council is responsible for.
- There's a big opportunity around skills and a need to work more closely with local colleges to deliver.
- Employment land needs improving.
- Parking in the town needs to be reviewed – Residents CPZ is not business-friendly.
- There's a need for more incubation space in the town for start-up businesses.
- Investigate partnerships with University of Cambridge and University of Hertfordshire to bring in new businesses.
- Collaborate with partners to take a joined-up approach to marketing of all Hertfordshire.
- Work harder to engage businesses in the growing manufacturing sector.
- Increase business engagement with retail.
- Investigate business improvement bids for Rainham Road area.
- Ensure Growth Hub is appropriately marketed to those businesses that can benefit from it.

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EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2016

REPORT BY THE EXECUTIVE MEMBER FOR FINANCE AND SUPPORT SERVICES

2016/17 – 2019/20 SERVICE PLANS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- The purpose of this report is to present the service plans which outline the key activity the council intends to undertake between 2016/17 – 2019/20. These plans sit underneath the Corporate Strategic Plan and are the result of a new integrated finance and business planning process which began in summer 2015.

<u>RECOMMENDATIONS FOR EXECUTIVE:</u> That:	
(A)	the 2016/17 – 2019/20 Service Plans, key actions and performance measures as detailed in Essential Reference Paper 'B', be approved.

1.0 Background

1.1 Following elections in May 2015, the new administration tasked officers to review the council's financial and business planning process, so that the setting of council priorities could be more aligned to discussions around the budget. This resulted in a number of changes such as:

- Earlier engagement with members and officers on the budget setting process
- Wider discussions on the needs and priorities of the district, looking at customer demand, workforce capacity and key financial drivers
- Forward looking service plans with a 4 year horizon in line with the Medium Term Financial Strategy, as opposed to one year plans

1.2 This has enabled a more detailed and fundamental review of priorities, future demands and current capacity to produce a new set of actions from 2016/17 onwards. The key elements in this process have been as follows:

- July – August 2015: A review and self-assessment of all service areas to see how service outcomes align with financial need (i.e. understanding why underspends exist) and to develop an understanding of the current direction of travel and the future direction of travel for each service over the next four years. This involved looking at evidence currently available such as performance indicator data and customer demand data, anticipated legislative changes or Member redirection of priorities. This review was undertaken by each Head of Service, supported by Business Development and Strategic Finance.
- August – Early September 2015: The development of service plans for 2016/17 – 2019/20 based on a continuing ‘as is’ steer to help construct the base budget. Heads of Service prepared these in consultation with their Director and Portfolio Holder
- September 2015: Alongside the development of service plans identification of additional projects and service options that the council could deliver should the base budget leave a surplus were drafted. Equally options for reduction of service provision were also identified should the base budget identify a deficit.
- October 2015: Publication of draft service plans including the self-assessment findings to all Members, with options for additional or reduced investment included (a 300 page document). An informal workshop took place on 20 October 2015 where Members were asked to vote on their preferences regarding additional or reduced investment.
- 23rd November 2015: An away day was held with the Executive team and the Corporate Management team to evaluate the findings from the October workshop. It was from this session that the new priorities for the next four years were shaped.
- December 2015: Draft service plans were updated by Heads of Service (in consultation with Directors) to reflect any additional or reduced investment options that Portfolio Holders supported in line with the new priorities.

2.0 Report

2.1 **Essential Reference Paper ‘B’** contains an “executive summary” of the 2016/17 service plans. Unlike previous years, the service

plans have been organised and presented along the same themes of the new Corporate Strategic Plan, as opposed to individual service by individual service. This style of presentation is designed to illustrate how service actions are contributing to corporate priorities.

- 2.2 The actions and measures captured do not reflect the full range of activities all services will be engaged in over the next 4 years. They represent the most high profile activity underpinning the new corporate strategic plan. There are many other, day to day and operational actions, projects and tasks that feature in the full service plan document which runs to around 300 pages in length). These are still essential for delivering good services to the residents of East Herts but are largely process or back office orientated and therefore lower profile. Where any of these actions are important to Members they have been capture within **Essential Reference Paper ‘B’** under “key actions not directly captured within the strategic plan”.
- 2.3 The financial Implications associated with delivering the service plans are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report was presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 2 February 2016.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper ‘A’**.

Background Papers:

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p>New Priorities for 2016/17:</p> <p><i>Priority 1 – Improve the health and wellbeing of our communities</i></p> <p><i>Delivering services to enhance the quality of life, health and wellbeing of our residents, particularly for those who are vulnerable and encouraging local communities to help themselves</i></p> <p><i>Priority 2 – Enhance the quality of people's lives</i></p> <p><i>Focusing on sustainability, the built environment and ensuring our towns and villages are safe and clean</i></p> <p><i>Priority 3 – Enable a flourishing local economy</i></p> <p><i>Focusing on economic opportunities and enhancing economic wellbeing</i></p>
Consultation:	The senior management team were consulted on the revised priorities for 2016/17.
Legal:	There are no legal implications. Specific legal implications relating to actions set out in the plan will be considered as part of their implementation.
Financial:	The financial implications associated with delivering the corporate strategic plan are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report is being presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 8 March 2016.
Human Resource:	There are no human resources implications.
Risk Management:	<p>Effective performance management arrangements helps to ensure that the council's priorities and objectives are met and supports greater transparency and increases local accountability. The Corporate Strategic Plan is one tool designed to help deliver this.</p> <p>Specific risk management implications relating to actions set out in the plan will be considered as part of their implementation.</p>
Health and wellbeing –	There are no direct Health and Wellbeing implications in regard to this report. However one of the council's

issues and impacts:	objectives does support the health and wellbeing agenda.
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SERVICE PLANS 2016/17 – 2019/20**Key actions underpinning the new corporate strategic plan**

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Residents living active and healthy lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership			
CEC2.1 Provide sport activities for over 50's in our towns and villages through the 'Forever Active' East Herts programme.	Numbers participating as prescribed in programme and reported to Sport England.	March 2017	Engagement and Partnership Team Leader
Service Outcome ESL01: Develop and provide facilities which meet the strategic and longer term operational needs of the council			
ESL01.1 Produce a leisure strategy to determine future direction and planning for the council's two Leisure Centres and three joint use swimming pools.	<p>Agreed strategy that informs the next leisure services contract and decision making on service delivery models.</p> <p>Milestones:</p> <p>Member Task and Finish Group report</p> <p>Outline proposals to Executive</p> <p>Options appraisal</p> <p>Approved Strategy</p> <p>Contract procurement</p> <p>New contract starts</p>	<p>June 2016</p> <p>August 2016</p> <p>February 2017</p> <p>July 2017</p> <p>July 2017</p> <p>January 2019</p>	Head of Environmental Services
Service Outcome ESL02: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives			
ESL02.1 Invest in our parks and open spaces to encourage health, fitness and biodiversity including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground.	<p>Targets identified in strategy are met.</p> <p>Milestones:</p> <p>Deliver management plan for Hertford Castle Grounds in partnership with the Town Council.</p> <p>New play area and footpath improvements at Grange Paddocks.</p> <p>Continue process to deliver connected links between open spaces.</p> <p>Commission initial stages of project to improve Hartham Common entrance area.</p> <p>Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth.</p> <p>Deliver a new destination play area at Hartham Common.</p> <p>Deliver car park, footpath improvements & health/play facilities.</p> <p>Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.</p>	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p> <p>March 2017</p> <p>March 2018</p> <p>March 2018</p> <p>March 2018</p> <p>March 2018</p>	Environment Manager – Open Spaces
Service Outcome CSH9: Improve public wellbeing and deliver cost effective public health			
CSH9.1 Implement the Wellbeing Dementia Project in order to increase the quality of life for those diagnosed with dementia and their carers.	<p>Number of recipients of assessment visits; notional target 200.</p> <p>Number of low cost high impact measures delivered; notional target 200.</p> <p>Number of recipients receiving higher cost measures facilitated through the scheme.</p>	March 2017	Environmental Health Manager – Residential
CSH9.2 Identify or build new partnerships and projects that meet Local Public Health priorities and are financially attractive for attracting future funding/ commissioning.	Delivery of projects that tackle mental health (jointly with HCC' Public Health function)	March 2017	Environmental Health Promotion Officer

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Support for our vulnerable families and individuals			
Driver	Measure	Deadline	Lead Officer
Service Outcome HO1: Prevent homelessness and sustain tenancies			
HO1.4 Implement the Homeless Strategy, focusing on providing appropriate and timely housing advice to prevent homelessness.	Number applicants prevented from becoming homeless by the pro-active intervention of the Housing Service. EHPI 151 – Number of homeless households living in temporary accommodation at the end of the quarter. EHPI 152 – The number of applicants accepted as owed the main homelessness duty to secure accommodation. EHPI 153 – Number of applicants that presented to the council as homeless. NEW EHPI – Number of prevented homeless applications.	March 2019	Manager of Housing Services
Service Outcome RB3: Deliver Housing Benefit and Council Tax Support			
RB3.6 Work with partners to assist customers through the transition into universal credit	Customers assisted and signposted appropriately when transitioned into universal credit.	March 2017	Head of Revenues and Benefits
RB3.1 Process new housing benefit claims and changes in circumstances within 10 working days	Target for EHPI 181 – Time taken to process Housing Benefit new claims and change events achieved.	March 2017	Head of Revenues and Benefits

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Communities engaged in local issues			
Driver	Measure	Deadline	Lead Officer
Service Outcome ESL03: Reduce carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses			
ESL03.1 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.	March 2017	Environmental Strategy and Development Manager
Service Outcome BD3: Supporting the rural economy			
BD3.2 Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the "Connecting Counties" programme and raising awareness of other options	NEW EHPI – Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s)	May 2016	Economic Development Manager
Service Outcome IPCS4: To support all services to move to a platform of digital service delivery, ensuring face to face and telephone services are maintained for those who need them in line with the Council's Customer Service Strategy and Action Plan			
IPCS4.1 To drive the delivery of the Customer Service Strategy, supplementing the work of the Customer Service Manager focussed on establishment of business cases, project initiation and approach for key customer service projects: - Single 'My East Herts' Customer platform for the internet - Customer Contact Management System including Complaints System - Email monitoring and management - Face to face queue management information system, support channel modelling and shift targets within services.	Completion of business cases, decisions and project commencement. NEW EHPI – Percentage of service accessible via digital channels	June 2016 – June 2018	Customer Service Manager

Driver	Measure	Deadline	Lead Officer
Service Outcome IPCS5: To continuously improve access to services in a way suited to our customers, not limited by our organisational structure			
IPCS5.3 Provision of efficient, easy to use telephony facilities to access services and for staff to have the tools required to support efficient working.	Delivery of the Telephony Improvement Project Phase 2.	March 2017	Customer Service Manager
IPCS5.4 Provision of efficient, effective face to face services ensuring customers can access the services they need as quickly as possible when visiting our offices.	Re-configuration of physical Customer Service Centres to support assisted digital self-service and encourage channel shift. Proposals for technology and physical environment.	July 2016	Customer Service Manager
Service Outcome IPCS6: To improve efficiency and satisfaction through a website that encourages use of digital services, especially self-service			
IPCS6.1 Rationalised Web and Intranet content and structure support.	Centralised Content Management supplemented by service for two years. Reduction in content. Satisfaction rating of search engine/ease of use.	March 2018	Digital Media and Information Manager

Corporate Priority: Enhance the quality of people's lives			
Outcome: Attractive and clean places			
Driver	Measure	Deadline	Lead Officer
Service Outcome ESL02 and ESL06: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives			
ESL06.1 Deliver successful Heritage Lottery Fund (HLF) Stage 1 bid for Waytemore Castle, Bishop's Stortford.	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. Milestones: Bid Submission – Stage1. Development Phase. Implementation Phase.	August 2016 2017 – 2018 2019 – 2020	Environment Manager – Open Spaces
Service Outcome ESL04: Work with partners to manage environmental crime			
ESL04.1 Implement the Council Environmental Crime Strategy and associated Public Space Protection Orders (PSOPs).	Raised awareness of effects of environmental crime; its impact on the environment and penalties for offenders. Milestones: Environmental Crime Strategy and PSPOs approved by the Executive. PSPO Implementation. Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.	March 2017 March 2016 August 2016 February 2016 – March 2017	Environmental Inspection Team Manager
Service Outcome CSH5: Bring Empty Homes back into use			
CSH5.1 Work with owners to return empty properties back into use.	Number of empty homes reoccupied – EHPI 64 – Vacant dwellings returned to occupation or demolished.	March 2017	Environmental Health Manager - Residential

Corporate Priority: Enhance the quality of people's lives			
Outcome: Future housing development meeting the needs of the district			
Driver	Measure	Deadline	Lead Officer
Service Outcome PBC1: Progress to the completion of the District Plan to provide a robust and effective planning policy framework for the district			
PBC1.1 Publication and adoption of the District Plan.	Progress to publication of pre-submission version of District Plan. Examination of Plan. Ensure the council meets government requirements for the plan to be in place by early 2017. Target for EHPI 159 – Supply of ready to develop housing sites achieved. Target for EHPI 154 – Net additional homes provided.	June 2016 March 2017 March 2017	Planning Policy Manager
Service Outcome PBC2: Efficient and effective decision making in relation to significant and key development proposals to ensure delivery of housing and appropriate infrastructure			
PBC2.1 Seek to shape development proposals for key sites in the district including the broad locations for development identified in the District Plan.	Management of development proposals in relation to these and other key sites in agreement with landowner and promoter parties. Target for EHPI 157a – Processing of planning applications: Major applications.	Ongoing	Development Manager
Service Outcome HO2 and BD8: Increase the availability of affordable housing			
HO2.1 Support and maximise the provision of additional appropriate affordable housing in association with developers and registered providers.	Target for EHPI 155 – Number of affordable homes delivered. NEW EHPI 149 – Percentage of section 106 developments that meet the affordable housing threshold target at the time of planning permission of all the eligible developments granted permission. Monitor the size of units developed in relation to need to influence future size and type. Council to maximise and develop opportunities for the development of rural affordable housing.	Ongoing	Housing Development and Strategy Manager
HO2.2 and BD8.1 Undertake feasibility work on setting up a company to build new homes	N/A	March 2017	Head of Business Development

Corporate Priority: Enable a flourishing local economy			
Outcome: Support for our businesses and the local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD2: Enabling entrepreneurs and business start ups			
BD2.2 Review business start-up provision and identify further opportunities to improve support to new businesses.	NEW EHPI 5.7 – Number of new business registrations in district (annual measure). Number of new businesses still trading after one year (annual measure).	October 2016	Economic Development Manager
Service Outcome BD3: Supporting the rural economy			
BD3.1 Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity	Number of East Herts businesses in contact with RDP co-ordinator (annual measure). Number of East Herts business applying to RDP and number of successful applicants (annual measure). Amount of £ invested in East Herts through the RDP (annual measure). No. of new jobs created in East Herts through the RDP (annual measure).	March 2019	Economic Development Manager
Service Outcome BD5: Supporting the visitor economy			
BD5.1 Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains.	NEW EHPI 11.6 – Number of visits to Families and Relatives in East Herts (VFR) (annual measure) Spend on VFR (annual measure).	March 2019	Economic Development Manager

Corporate Priority: Enable a flourishing local economy			
Outcome: Vibrant town centres			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD4 and PBC5: Vibrant Town Centres			
BD4.1 Undertake feasibility work with town centre businesses on implementing Business Improvement Districts.	N/A	December 2016	Economic Development Manager
PBC5.1 Develop a framework for Bishop's Stortford Town Centre, focusing on Old River Lane and key ad joining town centre sites and develop a master plan for Old River Lane	N/A	March 2017	Head of Planning and Building Control
PBC5.2 Actively contribute to the Urban Design Study in Hertford town centre and support redevelopment of Southern Maltings in Ware	N/A	March 2018	Head of Planning and Building Control

Corporate Priority: Enable a flourishing local economy			
Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD6: Lobbying for the right infrastructure			
BD6.1 Work with key partners such as the Local Enterprise Partnership, County Council and London Stansted Cambridge Consortium on identifying infrastructure requirements.	N/A	March 2019	Head of Business Development
BD6.2 Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.			

Key actions not directly captured in the strategic plan

Essential Reference Paper 'B'

Corporate Priority: Improve the health and wellbeing of our communities Enhance the quality of people's lives Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome SF3: Maximise yield from the Council's investment portfolio whilst protecting the security of the Council's assets			
SF3.2 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 2016	Principal Accountant
SF3.3 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 Healthcheck reports.	Healthcheck approved by CMT each month and by Scrutiny and Executive each quarter	Finance Officer
Service Outcome SF7: The property portfolio supports the council's objectives			
SF7.1 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
Service Outcome SBTS1: ICT systems are maximised to their full potential and strong ICT knowledge and skills, structures and governance mechanisms are in place			
SBTS1.1 Deliver the milestones for 2016/17 set out in the four year ICT Strategy.	EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy	March 2017	Head of Business & Technology Services
Service Outcome CEC5: More engaged and better informed residents, businesses, communities and workforce			
CEC5.1 Review and deploy new communication technologies and methods.	Support member and officer working group on new ways of communicating. NEW EHPI – Digital media transactions (twitter and gov delivery)	March 2017	Communications Manager
Service Outcome GRM4: Effective governance arrangements in place			
GRM4.1 Review of Shared Audit Service.	Adequate & effective audit arrangements in place.	March 2018	Director of Finance & Support Services/ Head of Governance & Risk Management
GRM4.2 Review of Shared Anti-Fraud Service.	Adequate and effective anti-fraud arrangements in place.	March 2018	Director of Finance & Support Services/ Head of Governance & Risk Management
Service Outcome HROD1: Effective, efficient automated and streamlined HR service			
HROD1.1 To deliver the Organisational Development (OD) Strategy 2015-2019.	As set out in the OD Strategy. Prioritisation of OD Strategy action and capacity of HR team. EHPI 12a – Number of short – term sickness absence days per FTE staff in post. EHPI 12b – Number of long – term sickness absence days per FTE staff in post. EHPI 12c – Total number of sickness absence days per FTE staff in post.	2015-2019	Head of HR and OD
HROD1.9 Market test the development of a commercial side of the service - selling services to small parties e.g. Hertford Town Council.	Delivering value for money.	Ongoing	Head of HR and OD
Service Outcome HROD3: Investors in People (IIP) Silver Standard achieved			
HROD3.1 To deliver and implement the IIP action plan 2015/16.	IIP silver accreditation. Employer of choice.	June 2016	Head of HR and OD HR Officers
Service Outcome RB1: Council tax collection targets achieved			
RB1.1 Maximisation of in-year council tax collection.	Target for EHPI10.2 – Council tax collection, % of current year liability collected achieved.	March 2017	Head of Revenues and Benefits
Service Outcome RB2: Business rate collection targets achieved			
RB2.1 Maximisation of in-year Business Rates collection.	Target for EHPI10.4 – NNDR (business rates) collection, % of current year liability collected achieved.	March 2017	Head of Revenues and Benefits
RB2.7 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 2017	Head of Revenues and Benefits

Corporate Priority: Improve the health and wellbeing of our communities			
Driver	Measure	Deadline	Lead Officer
Service Outcome HO1: Prevent homelessness and sustain tenancies			
HO1.5 Housing Strategy - Production (non-statutory document).	Strategy adopted.	June 2016	Housing Development and Strategy Manager
HO1.6 Review the current provision of temporary accommodation and consider the procurement of more flexible and suitable temporary accommodation options for the Council to meet future need.	Review existing use and current provision. Examine more flexible options for temporary accommodation based on best practice and best use of the council's current provision. Consider if there is a need to procure other more suitable accommodation to minimise the use of bed and breakfast. Overall aim to reduce use of bed and breakfast accommodation which is both costly and often unsuitable.	March 2016	Manager of Housing Services
HO1.7 Statutory review of homeless service & development of Homeless Strategy.	Strategy adopted.	March 2019	Manager of Housing Services

Corporate Priorities: Improve the health and wellbeing of our communities Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership			
CEC2.2 Rural isolation project.	Identify actions to address isolation in rural areas.	October 2017	Engagement and Partnership team Leader
CEC2.3 Arts development.	Consult on new arts statement of intent and develop a community arts network to promote the arts.	March 2017	Head of Communications, Engagement and Partnerships

Corporate Priorities: Improve the health and wellbeing of our communities Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC1: Continue to develop Hertford Theatre's cultural offer and seek to decrease net subsidy			
CEC1.1 Develop support service SLAs with Hertford Theatre.	Business efficiency.	October 2016	Head of Communications, Engagement and Cultural Services
CEC1.2 Develop business models for expansion.	Expanding service delivery.	March 2017	Head of Communications, Engagement and Cultural Services
CEC1.3 Implement plan to open on Sundays.	Enhanced service accessibility. Increase in ticket sales.	April 2016	Theatre Director

Corporate Priority: Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome CSH6: Robust flood prevention strategies in place			
CSH6.1 Flood alleviation measures introduced.	Monitor measures put in place. Number of flood alleviation schemes put in place or land drainage assets upgraded.	March 2017	Environment and Engineering Manager
CSH6.2 Recommend and assess Sustainable Urban Drainage (SUDs) requirements for new developments.	All major planning applications for flood risk & SUDs assessed.	March 2017	Environment and Engineering Manager
CSH6.3 Assist the Lead Flood Authority with Surface Water Management Plans (SWMPs) and other flood risk alleviation projects proposed for East Herts.	Project to model & assess flood risk in Hertford completed. Surface water management plans for Bishops Stortford completed.	March 2017	Environment and Engineering Manager
CSH6.4 Create a Register of East Herts land drainage assets, including their type, location and current condition.	Asset Register produced. Including a programme of work for any repairs, maintenance and safety requirements identified.	September 2016	Environment and Engineering Manager
Service Outcome ESL05: Further develop and enhance waste delivery service			
ESL05.1 Develop a Shared Service for Waste and Street Cleansing with North Herts District Council.	Efficiency savings delivered. Milestones: Outline business case approved and proceed to develop a shared service. Service specification and design options in consultation with Members from both authorities leading to contract design. Agreement on Lead Authority. Contract award. Contract commences.	April 2016 October 2016 November 2016 May 2017 May 2018	Head of Environmental Services
Service Outcome PBC4: Introduction of Joint Building Control service to ensure the continuity of efficient and effective building control service to ensure a safe environment for all in and around the buildings in the district			
PBC4.1 Determination of position in relation to Herts joint venture of building control services.	Corporate decision on joint venture. Seamless service delivery achieved during setting up of new joint venture. Customer satisfaction measures introduced.	Joint venture in place by end September 2016	Building Control Manager and Head of Planning and Building Control
Service Outcome RB4: Provide greater access to services			
RB4.1 Respond to customers desire to access services 24/7 using e technology.	Increase in self-service options for customers.	March 2017	Head of Revenues and Benefits
Service Outcome CEC3: work to improve the Stort river and canal side amenity within the Destination Stort partnership			
CEC3.1 Support Destination Stort partnership.	Promote and add value to partnership through development of investment business plans.	March 2017	Head of Communications, Engagement and Cultural Services

Corporate Priority: Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome PBC3: Introduction of revised Planning Enforcement to ensure effective planning enforcement			
PBC3.1 Appropriate control in relation to unauthorised development in the district.	Introduce revised planning enforcement processes. Customer service expectations met by achieving targets for the new performance indicators: NEW – EHPI TBA – Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date' NEW – EHPI TBA – Percentage of site visits undertaken in relation to all other cases within 15 workings days of 'start date' NEW – EHPI TBA – 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	End April 2016 Ongoing Ongoing Ongoing	Development Manager and Principal Planning Enforcement Officer

Corporate Priority: Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC4: Lead on town centre shared space initiative			
CEC4.1 Shared spaces – new initiative	Explore possibilities and practicalities of designing shared spaces in towns following urban conference.	March 2017	Head of Communications, Engagement and Cultural Services

Corporate Priority: Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome IPCS 1: Efficient and effective off-street parking services for the benefit off East Herts residents, businesses and visitors			
IPCS1.3 Delivery of a modern car park management system which promotes car park use, dwell time, reduces penalty charge issue based on a 'pay on exit' premise, card payment systems.	Measures of PCN, customer satisfaction and subject to implementation of data warehouse profiles of car park use. Target for EHPI 7.2 – Turnaround of PCN Challenges and Representations achieved. Target for EHPI 7.3 –Number of parking appeals upheld or % of appeals to the Traffic Penalty tribunal that are upheld achieved.	March 2017	Parking Manager
Service Outcome IPCS 3: To deliver a range of on-street parking services to maximise the benefits to the community of East Herts and to others such as visitors, businesses and (on an agency basis) other local authorities in accordance with the Council's Parking and Transport Strategy			
IPCS3.1 Delivery of a cost effective on-street and off-street enforcement function that fulfils the objectives of the Traffic Management Act - 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 specification and tender arrangements for the re-tendering of the parking enforcement contract. Successful tender of Enforcement contract achieved.	March 2019	Parking Manager
IPCS 3.2 Optimisation of on-street parking for all user groups within existing Resident Permit Zones.	Detailed survey of 12 existing Resident Permit Schemes 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.	March 2017	Parking Manager

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EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2016

REPORT BY EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

PROPOSAL TO CONTINUE SUBSIDY OF BUNTINGFORD AND SAWBRIDGEWORTH CAR PARKS

WARD(S) AFFECTED: Buntingford and Sawbridgeworth

Purpose/Summary of Report

- To agree the continuation of an internal subsidy to the Council's Buntingford and Sawbridgeworth car parks.

<u>RECOMMENDATION FOR EXECUTIVE:</u> That:	
(A)	East Herts New Homes Bonus funding is used to subsidise 'pay and display' charges in the Council's Buntingford and Sawbridgeworth car parks in 2016/17.

1.0 Background

- 1.1 East Herts Council agreed to subsidise 'pay and display' charges in its Buntingford and Sawbridgeworth car parks in 2015/16. The subsidy was funded from the Council's New Homes Bonus Priority Fund.

2.0 Report

- 2.1 East Herts Council introduced 'pay and display' charges in its Buntingford and Sawbridgeworth car parks in 2008/09 in compliance with its 'user pays' policy. In 2012/13 Buntingford and Sawbridgeworth Town Councils elected to part subsidise the charges in their respective towns. The subsidy from Buntingford Town Council allows free parking for up to three hours in Bowling Green Lane car park and Sawbridgeworth Town Council's subsidy

allows the first hour's parking in Bell Street car park to be free of charge.

- 2.2 In 2015/16 East Herts Council took over payment of this subsidy, funding it from New Homes Bonus. It was deemed appropriate for this council to do so in view of the fact that a two year trial including reduced 'pay and display' tariffs had begun in Hertford, Bishop's Stortford and Ware in September 2014.
- 2.3 Members are asked to agree an extension of the subsidy to the Buntingford and Sawbridgeworth car parks for a further year, again to be funded from the New Homes Bonus Priority Fund. The renewed subsidy will expire in March 2017, by which time the two year trial in Hertford, Bishop's Stortford and Ware will have ended.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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Report Author: Andrew Pulham – Parking Manager
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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives	<i>Prosperity</i> – Improving the economic and social opportunities available to our communities
Consultation:	No direct consultation implications
Legal:	N/A
Financial:	The cost of the proposed subsidy to Bowling Green Lane car park in Buntingford in 2016/17 will be £6,000. The cost of the proposed subsidy to Bell Street Car Park in Sawbridgeworth in 2016/17 will be £23,000.
Human Resource:	No direct HR implications
Risk Management:	No direct risk implications
Health and wellbeing – issues and impacts:	No direct health and wellbeing implications

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