



*Alison Stuart  
Head of Legal and  
Democratic Services*

**MEETING** : EXECUTIVE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : TUESDAY 12 JUNE 2018  
**TIME** : 7.00 PM

## **MEMBERS OF THE EXECUTIVE**

Councillor Linda Haysey	- Leader
Councillor Eric Buckmaster	- Executive Member for Health and Wellbeing
Councillor Jan Goodeve	- Executive Member for Housing
Councillor Gary Jones	- Deputy Leader and Executive Member for Economic Development
Councillor Graham McAndrew	- Executive Member for Environment and the Public Realm
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.)

### **Public Attendance**

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

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

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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 24 April 2018 (previously circulated in last Council agenda)*

### 4. Declarations of Interest

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

### 5. Update from Performance, Audit and Governance Scrutiny Committee (Pages 5 - 8)

*To receive a report of the Committee Chairman.*

### 6. Gilston Area Concept Framework and Planning Process (Pages 9 - 30)

### 7. Draft Annual Plan 2017/18 (Pages 31 - 80)

### 8. Urgent Business

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

EAST HERTS COUNCIL

EXECUTIVE – 12 JUNE 2018

REPORT BY PERFORMANCE, AUDIT AND GOVERNANCE SCRUTINY  
COMMITTEE CHAIRMAN

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PERFORMANCE, AUDIT AND GOVERNANCE COMMITTEE UPDATE

WARD(S) AFFECTED: All

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## **Purpose/Summary of Report**

- This report details the comments and recommendations made by the Performance, Audit and Governance Committee since the last meeting of the Executive on 24<sup>th</sup> April 2018.

<b><u>RECOMMENDATION:</u></b>	
<b>(A)</b>	<b>That the Executive note the contents of the report.</b>

## **1.0 Background**

1.1 Since the last meeting of the Executive, the Performance, Audit and Governance Scrutiny Committee have met once on 22nd May 2018 and considered the following items:

- **Appointment of Vice Chairman**  
Cllr Wyllie was appointed as Vice Chairman of the Committee.
- **Housing and Health Strategy Update**
- **Draft Annual Report 2017/18**
- **Castle Weir Micro Hydro Scheme**
- **Work Programme 2018/19**

## **2.0 Housing and Health Strategy Update**

- 2.1 The Committee considered a report outlining progress made in 2017/18 in delivering the objectives of the Housing and Health Strategy Action Plan 2016-2021.
- 2.2 The Committee discussed key elements of the report including multiple occupancy housing; the Warmer Homes scheme; the insulation of older homes (particularly in rural areas); and noted that the Council's requirements for affordable homes were outlined in the draft District Plan. There was discussion of how property downsizing could be encouraged and the importance of providing smaller homes built to a high standard, including bungalows, in the areas where those considering downsizing lived. The Committee noted that officers were working with the County Council on the Extra Care offer. Temporary accommodation was discussed and it was noted that the number of households in temporary accommodation in East Herts was low due to the efficient running of the housing register but officers would continue to keep this under review, particularly in light of the Homelessness Reduction Act.
- 2.3 The Committee supported the proposal of including an item on Housing Association performance, including their efficiency in dealing with repairs and maintenance issues, in the work programme and the Chairman agreed to complete a proposal form so that officers could scope this subject for scrutiny.
- 2.4 The Committee noted the progress made in 2017/18 in delivering the objectives stemming from the Housing and Health Strategy Action Plan 2016-21.
- 2.5 The Committee recommended that its suggestions regarding ways to achieve the objectives in the Action Plan be forwarded to the Head of Housing and Health for consideration.

### **3.0 Draft Annual Report 2017/18**

- 3.1 The Committee considered a report providing an update on progress against corporate strategic plan priorities for the previous year.
- 3.2 The Committee discussed specific elements of the report, including broadband in rural areas and new developments and noted that officers were focused on supporting both the County Council and local ward Members in lobbying on this, as East Herts Council's control over this was limited. There was discussion regarding the new Council website and the potential impact of universal credit and how officers were preparing for it. With regard to taxi licensing, the Committee noted that officers were working with neighbouring local authorities in order to ensure a common approach and consistent standards.
- 3.3 The Committee recommended that an update on the Launchpad pilot be added to the work programme for its September meeting.
- 3.4 The Committee recommended that progress against the Corporate Strategic Plan priorities over 2017/18 be noted and the draft annual plan be recommended to the Executive for approval.

### **4.0 Castle Weir Micro Hydro Scheme**

- 4.1 The Committee received a report providing an update on the project to construct a micro-hydro power scheme at Castle Weir, Hertford, and setting out the current business case and updated costs based on inflation.
- 4.2 Members welcomed this report and expressed support for the project, highlighting the fact that it could be a great example of sustainable energy for the community which may attract visitors and would link in with the aims of the Climate Change

Scrutiny Task and Finish Group. Members also discussed the construction and Environment Agency requirements in relation to this.

- 4.3 The Committee agreed that its comments on the revised business case and revised timetable be passed to the Head of Housing and Health.
- 4.4 The Committee recommended that the positive impact of the proposals on the Council's carbon reduction and sustainability targets, as detailed in the report, be passed to the Head of Housing and Health.

## **5.0 Work Programme 2018/19**

- 5.1 The Committee considered a report, providing details of the PAG Scrutiny Committee draft work programme for 2018/19.
- 5.2 It was noted that the Members of the Committee would be invited to an informal work programme planning workshop on 21 June, which would provide an opportunity for Members to contribute suggestions for subjects to be included in the work programme for 2018/19.

### Background Papers

None

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EAST HERTS COUNCIL

EXECUTIVE – 12 JUNE 2018

REPORT BY THE LEADER OF THE COUNCIL

GILSTON AREA CONCEPT FRAMEWORK AND PLANNING PROCESS

WARD(S) AFFECTED: ALL

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## **Purpose/Summary of Report**

- To enable Members to consider the Gilston Area Concept Framework document and seek agreement to use the Concept Framework and this Report to inform further work, as set out, and act as a benchmark when considering future Development Management Decisions in relation to the Gilston Area.

**RECOMMENDATION FOR EXECUTIVE: To recommend to Council that:**

<b>(A)</b>	<b>the Gilston Area Concept Framework, as detailed at Essential Reference Paper 'B', and as to be revised in accordance with the schedule of proposed changes, as detailed at Essential Reference Paper 'C', together with this report be agreed as a material consideration for Development Management purposes;</b>
<b>(B)</b>	<b>the pre-application engagement process and areas of further design work, as set out within this report, be endorsed; and</b>
<b>(C)</b>	<b>the Concept Framework be used as a benchmark against which future development proposals will be assessed, as set out within this report.</b>

## 1.0 Background

- 1.1 The Gilston Area is an allocation for 10,000 homes together with associated uses and infrastructure comprising but not limited to community facilities, employment, retail, education, sports and open space and strategic transport improvements including additional/enhanced crossings to the River Stort. These are identified within Chapter 11 of the emerging District Plan and specifically Policy GA1 as set out in the Main Modifications Consultation February 15 – March 29 2018. Further details on the River Stort Crossings are set out within Policy GA2.
- 1.2 At the time of this report, Examination Hearings into the Submission version of the District Plan have been completed and consultation has been undertaken on the proposed Main Modifications. Responses to these Main Modifications have been collated by the Council and submitted to the Inspector subsequent to the consultation closing on 29 March 2018. The Inspector's fact check report is expected early June, with the final report anticipated in late June/July 2018.
- 1.3 On receiving the Inspector's final report the Council will review and consider further actions as necessary including whether the Plan is able to be formally adopted by the Council.
- 1.4 As set out within the Plan and Policies, the Gilston Area forms part of the Harlow and Gilston Garden Town which comprises various new developments in the wider Harlow area, within the local authority areas of East Herts, Harlow and Epping Forest District Councils. These Councils are working cooperatively alongside Hertfordshire and Essex County Councils to bring forward these significant developments. Policy GA1 commits that proposals for the Gilston Area should complement, and have regard to, ongoing work in relation to the Harlow and Gilston Garden Town.
- 1.5 In May 2016 it was agreed between the Council and the

landowners for the Gilston Area, with the guidance of the Homes and Communities Agency (now Homes England), that a Concept Framework document would be prepared as a proof of concept to demonstrate the deliverability of the allocation.

- 1.6 The Framework document used a combination of surveys and assessments, conceptual masterplanning and consultations with stakeholders and the community in order to illustrate the form that development of the allocation might take, including setting out clear principles that could be followed in order to deliver such a concept.
- 1.7 Policy GA1 (Main Modifications) of the District Plan part II states that “A Concept Framework is being jointly prepared by the landowners, the Council and the local community. The Concept Framework identifies design principles, potential land uses, infrastructure requirements and phasing, and will be used as a benchmark in reviewing proposals for development. Prior to the submission of any planning application(s) further design work through the pre-application engagement process will be required in order to agree, among other things, the quantum and distribution of land uses, access and layout principles.”
- 1.8 The Concept Framework document has been subject to consultation between 24 July 2017 and 8 September 2017.
- 1.9 Comments were received from a range of stakeholders including statutory bodies, interest groups, community representatives and the general public.
- 1.10 Subsequent to that consultation, revisions were incorporated to the Concept Framework in December 2017. These were informed through technical evidence prepared to support the District Plan allocation at Examination and through further engagement undertaken with the community facilitated through the Gilston and Hunsdon Neighbourhood Planning Group and the Gilston Area Steering Group. This engagement

with the community and their representatives has been particularly valuable due to the commitment and effort provided by the community.

- 1.11 The revisioning process undertaken has sought to articulate a specific concept approach to delivering the Gilston Area as a series of distinct villages, produced through a collaborative process of engagement between the landowners, the Council and the community.
- 1.12 Whilst the concept of creating a series of distinct villages is specific, the content of the Framework should be considered a broad articulation of the delivery of this concept, in advance of formal pre-application or statutory application engagement. It has therefore not sought to exhaustively reflect or address all comments received, to either the consultation or subsequent engagement. Neither does it necessarily reflect compliance with all policies set out within the District Plan or its Modifications, nor does it necessarily reflect a collective agreement or authoritatively define such delivery. The positions of the Council, community and statutory bodies and interest groups in subsequent engagement are therefore not pre-judged by their involvement in the preparation of this Framework.
- 1.13 Further engagement upon any future development proposals is considered necessary and is highlighted within this report.
- 1.14 The December 2017 version of the Gilston Area Concept Framework document is at **Essential Reference Paper 'B'** to this report and can be viewed at: [Gilston Area Concept Framework December 2017](#) together with a schedule of further amendments, attached at **Essential Reference Paper 'C'**, which are proposed to be incorporated as a final version, subject to the recommendations of this report.

## 2.0 Report

## 2.1 The structure and purpose of this report is:

### *I. Status of the Concept Framework:*

To confirm and record the status of the Concept Framework;

### *II. Stages of the pre-application engagement process:*

To set out the broad stages of the 'pre-application engagement process' that is expected by the Council in order to inform and bring forward planning applications for the Gilston Area in accordance with part II of Policy GA1;

### *III. Pre-application design work:*

To identify in broad terms the 'further design work through the pre-application engagement process' that the Council considers necessary prior to the submission of any planning application, in accordance with part II of Policy GA1;

### *IV. Stakeholder engagement:*

To set out how the Council expects applicants to take account of the stakeholder engagement received through the Concept Framework preparation and continue engagement in the preparation of any planning applications;

### *V. Review against the Concept Framework Benchmark:*

To set out how the Concept Framework will be used by the Council as a benchmark in reviewing proposals for development in accordance with part II of Policy GA1.

## **I. Status of the Concept Framework:**

2.2 **Essential Reference Paper 'B'** includes the Gilston Area Concept Framework, December 2017 version, which highlights earlier revisions to the document.

2.3 **Essential Reference Paper 'C'** includes a Schedule of recommended final amendments to the Concept Framework document.

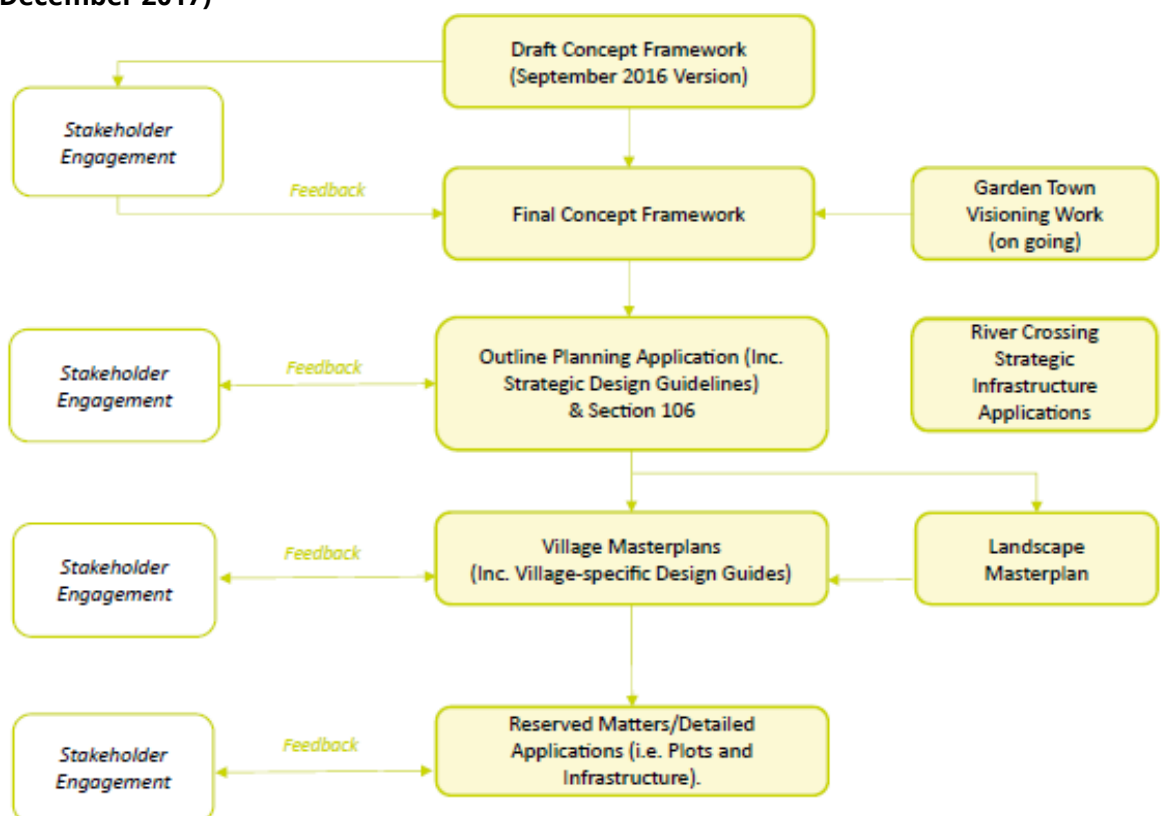
2.4 The Concept Framework will be formally revised in accordance with this schedule. The Council will then consider that the Concept Framework formulation process is completed.

- 2.5 It is recommended that the Gilston Area Concept Framework, as revised, together with this report is agreed by the Council as a material consideration<sup>1</sup> for Development Management purposes.
- 2.6 Hereafter, for the purposes of the District Plan, explicitly Policy GA1, and Development Management, reference to the Concept Framework should duly be considered to be implicitly referring to both documents, these being considered as directly coupled.

## II. Stages of the pre-application engagement process:

- 2.7 The Concept Framework sets out an indicative planning process for the Gilston Area as illustrated in **Figure 1**:

**Figure 1: Gilston Area Planning Process (Gilston Area Concept Framework, December 2017)**



- 2.8 **Figure 1** illustrates a layered approach with the Concept Framework preceding the planning application process which

<sup>1</sup> A material consideration is a matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

is expected to follow a set of stages, starting with Outline planning applications, followed by Masterplans for each of the villages prior to progressing to detailed planning application. At each stage stakeholder engagement will take place. In simplistic terms the level of detail increases at each layer of this process, progressing from the Concept to the broad Parameters of the Outline application, to the Masterplan of a Village and finally to the detailed design of buildings and places.

- 2.9 It should be noted that the Gilston Area represents a development programme which will extend significantly beyond the 15 year District Plan horizon of 2033, with current estimations by the Council of first occupations in 2022/23 and final occupations in 2056/57. It should also be noted that the present promoters and landowners of the Gilston Area have announced that they will not submit a joint outline planning application for the Gilston Area but instead will submit separate applications reflecting the extents of their respective land ownerships. Land ownerships and the identity of future applicants are likely to be subject to additional change over time.
- 2.10 Due to the long term nature of the Gilston Area allocation it is necessary for the planning process to remain flexible in order to respond to the likelihood of changes to those involved in its delivery, changes in market conditions, national planning legislation and guidance as well as in order to consider best practice.
- 2.11 A more detailed planning process is set out at **Essential Reference Paper 'D'** representing the expectations of the Council at this time. At all times the planning process will be in accordance with relevant legislation and the Council's adopted procedures including the Statement of Community Involvement.

- 2.12 **Essential Reference Paper 'D'** illustrates the relationship between the Councils work undertaken in cooperation with neighbouring authorities on the Harlow & Gilston Garden Town and that of the District Plan. Effectively together these form the top layer of the planning process, within which the Concept Framework document will sit as a material consideration.
- 2.13 A Gilston Area Development Charter is also identified within this top layer. This will be informed by the District Plan, the Concept Framework and the emerging Garden Town Spatial Vision. It will set out principles for delivering the allocation in accordance with the Concept and the Vision. This Charter is yet to be prepared.
- 2.14 The Concept Framework will be a material consideration alongside these other documents when the Council considers formal application submissions including at Outline, Masterplan and Reserved Matters stages. Applicants will be directed to consider the Concept Framework when preparing applications and to set this out within accompanying illustrative design statements.
- 2.15 The planning process set out does not include for an output from the current joint Neighbourhood Planning Group as, whilst the area designation has been agreed, there is no draft plan. The Council will work with the Neighbourhood Plan Group to provide advice to the community in the preparation of any Neighbourhood Plan which would need to be in general conformity with the adopted Development Plan for the local area.
- 2.16 It is recommended that the planning process set out in **Essential Reference Paper 'D'** is endorsed by the Council as the process which applicants will be expected to follow, and give consideration to, when preparing proposals related to the Gilston Area. Any variation from this process should be agreed with the Council.



### **III. Pre-application Design Work:**

- 2.17 In accordance with Part II of Policy GA1 of the emerging District Plan 'further design work through the pre-application engagement process' is considered necessary by the Council prior to the submission of any planning application for the Gilston Area.
- 2.18 The further work is considered necessary to inform the next stage of the planning process. It should complement, and have regard to, ongoing work in relation to the Harlow and Gilston Garden Town, and take account of stakeholder comments received in the course of consultation and engagement on the Concept Framework. The broad subject headings of the further work are listed below:
- Transport Strategy to provide priority for sustainable travel options within the Gilston Area and to destinations within the wider Harlow & Gilston Garden Town in order to facilitate a 60% modal shift towards sustainable forms of travel across the Garden Town;
  - Transport Infrastructure & Access Design for the Gilston Area and the new/enhanced River Crossings including consideration of ways to address the varying levels of severance to free movement between the Gilston Area and wider Garden Town as well as between and within existing communities of Gilston and Eastwick, in particular, how highway infrastructure may affect the relationship between Pye Corner and Terlings Park;
  - Housing mix;
  - Village Centres and non-residential uses including Education, Retail, Employment, Leisure, Community Uses and other. Their potential location and form as part of a Gilston Area-wide strategy taking account of

the relationship with the wider Garden Town and existing communities in order to deliver vibrant and viable centres to the new village communities;

- Consideration of the potential of the site to facilitate the delivery of a re-located Princess Alexandra Hospital;
- Landscape and Visual Impact, Ecology, Drainage and Flood Risk;
- Protection and enhancement of Heritage Assets;
- Parameter Plans and Parameter Text, including how open spaces, 'buffers' and building heights will be articulated and defined;
- Gilston Area wide principles for high quality design and high quality delivery through engaging with the Council and Stakeholders in the preparation of a Development Charter;
- Future Governance and long-term Stewardship of open space, infrastructure and community assets across the Gilston Area;
- Working with the Council and the Gilston Area Steering Group to prepare a Community Engagement Strategy;
- Other matters as informed by the emerging District Plan, the Garden Town, Stakeholder engagement and pre-application engagement with officers.

2.19 It is recommended that the further work set out in Paragraph 2.18 is endorsed by the Council as the broad matters on which the applicants will be expected to engage with the Council through pre-application process prior to the first submission of any planning application(s).

#### **IV. Stakeholder Engagement:**

- 2.20 Through the preparation of the Concept Framework a range of Stakeholders were engaged both through the formal consultation and subsequent discussions, particularly representatives of the local community through the joint Neighbourhood Plan Group and the Gilston Area Steering Group.
- 2.21 The Council directs applicants to use the output of engagement received to inform the preparation of their planning proposals at Outline or subsequent Masterplanning and Reserved Matters stages, dependent upon the nature of the comments. This does not preclude future community and stakeholder engagement by applicants, which continues to be encouraged and expected by the Council, but should help inform that engagement to be co-ordinated through the Gilston Area Steering Group and the Engagement Strategy.

#### **V. Review against the Concept Framework Benchmark:**

- 2.22 In accordance with Part II of Policy GA1 of the emerging District Plan the Concept Framework (and by implication this report) will be used by the Council as a benchmark in reviewing application proposals for the Gilston Area.
- 2.23 The Council will apply the benchmark of the Concept Framework in the following three ways.
- 2.24 Firstly, applicants will be directed to consider the Concept Framework when preparing their proposals and engaging in pre-application discussion and Stakeholder engagement.
- 2.25 Secondly, applicants will be directed to support application submissions with an illustrative Design Statement that includes a demonstration of how their proposals have considered the Concept Framework, including how their proposals relate to the Concept and, where necessary, where and why their proposals may differ.

- 2.26 Thirdly, when assessing planning applications the Council's officers and Members (through appropriate decision making processes) will take account of the level of conformity between the application proposals and the Concept Framework. It is anticipated this will be achieved through the associated officer report on each application which will consider the Concept Framework as a material consideration<sup>2</sup> when making recommendations.
- 2.27 It is to be expected that additional surveys, engagement and design work throughout the application process may lead to agreement upon changes in approach, however, particular consideration will be given to whether those changes impact upon the specific concept of the creation of a series of distinct villages within the Garden Town developed in accordance with Garden City Principles as articulated within the Concept Framework.
- 2.28 In summary, it is recommended that the Gilston Area Concept Framework, as detailed at **Essential Reference Paper 'B'**, as to be revised in accordance with the schedule of proposed changes, as detailed at **Essential Reference Paper 'C'**, together with this report, be agreed as a material consideration<sup>3</sup> for Development Management purposes. It is also recommended that the Council endorse the planning process set out in **Essential Reference Paper 'D'**, the further work identified within paragraph 2.18 of the report as considered necessary prior to submission of any first planning application and the process set out within the report by which the Concept Framework will be used as a benchmark.

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<sup>2</sup> A material consideration is a matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

<sup>3</sup> A material consideration is a matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

### 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:

Emerging District Plan -

<https://www.eastherts.gov.uk/mainmodifications>

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**IMPLICATIONS/CONSULTATIONS**

Contribution to the Council's Corporate Priorities/ Objectives:	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy
Consultation:	The Concept Framework document has been subject to consultation between 24 July 2017 and 8 September 2017.
Legal:	<i>N/A</i>
Financial:	<i>N/A</i>
Human Resource:	<i>None</i>
Risk Management:	If the Council does not formally confirm completion of the Concept Framework process and confirm it as a material consideration for Development Management purposes the document will carry uncertain weight.
Health and wellbeing – issues and impacts:	The link between planning and health has long been established. The built and natural environments are major determinants of health and wellbeing. The Concept Framework is seeking to demonstrate a concept for delivery of the Gilston Area allocation that will inform decision making on the most sustainable outcomes for existing and future residents, thus contributing to consideration of improving health and wellbeing opportunities.

Equality Impact Assessment required:	No
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## **ESSENTIAL REFERENCE PAPER 'C'**

### Schedule of final changes to the Gilston Area Concept Framework (December 2017 version)

- Page 14 – Anatomy of a village, bullet point 3: remove reference to 5 storeys;
- Page 29 – Update content of Policy GA1 to reflect Main Modifications;
- Pages 48 – 61: Village analysis to include maximum heights and average densities of dwellings per hectare;
- Pages 60-61: Terlings Park to be analysed but considered and described as part of the Gilston village comprising Gilston Park, Pye Corner and Terlings Park;
- Pages 80-81: definition of a landscape Buffer to be added – this will not include minimum or maximum dimensions;
- Pages 102-103 Heights: text to be amended to clarify that heights of buildings will be defined by the masterplan process and context for each village. Maximum Heights Plan to be deleted;
- Page 107 Densities: No maximum density to be stated. Density to be defined by the masterplan process and context for each village. Clarification to be provided on how density is calculated;
- Pages 142-155 Transport: removal of Village 01 Primary Street section drawing;
- Pages 142-155 Transport: reference to be added to consideration of severance issues related to new or existing communities and as affected by new or amended highways.

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Stage:	Vision Documents	Illustrative Documents	Delivery Documents				
	<i>These documents set out a Vision or Principles for the Garden Town or the Gilston Area</i>	<i>These documents illustrate how the Garden Town or Gilston Area <u>might</u> look and feel based upon the Vision and Principles</i>	<i>These documents provide Plans, Policies or Strategies that will be followed in order to deliver the Garden Town or Gilston Area in accordance with the Vision and Principles</i>	Informed by:	Engagement:	Process of Approval:	Current Status (12 June 2018):
Harlow & Gilston Garden Town	<b>Garden Town Spatial Vision</b> <i>(Will set a Vision and Principles for the whole Garden Town)</i>			District Plans	To Be Confirmed (TBC)	TBC	Draft in preparation
			<b>Garden Town Transport Strategy</b> <i>(will set a strategy for transport across the whole garden town)</i>	County Transport Plans; District Plans & Spatial Vision	TBC	TBC	Draft in preparation
			<b>Garden Town Infrastructure Delivery Plan (IDP)</b> <i>(will set a programme for delivering development across the whole Garden Town)</i>	District Plans			Draft in preparation
District Plan & Gilston Area Allocation Documents	<b>East Herts District Plan</b>  <i>(Sets a Vision for East Hertfordshire)</i>		<i>( <b>Policy GA1</b> sets out specific deliverables for the Gilston Area Allocation. Other Plan policies set out Development Management Policies)</i>	District Plan Evidence	District Plan Consultations & Examination Hearings	Adoption by Council	Awaiting Inspector's Report
	<b>Gilston Area Concept Framework (&amp; Officer Report)</b> <i>(Sets out the Village concept for the Gilston Area and illustrates how development might look and be delivered)</i>			District Plan & Garden Town	Stakeholder Consultation	Agree as material planning consideration by Executive and Council	<i>Report &amp; recommendations going to Executive</i>
			<b>Gilston Area Development Charter</b> <i>(Sets out specific Principles)</i>	District Plan & Garden Town & Concept Framework	Stakeholder Consultation	Adoption by Council as Supplemental Planning Document	Brief being prepared

<div>Outline Planning Application(s)</div> <div>River Stort Crossings/ Enhancement Application(s) <i>(To be submitted alongside Outline applications and share Design &amp; Access Statement and Environmental Statement)</i></div>	<div>Design &amp; Access Statement <i>(illustrates how the Parameter Plans &amp; Parameter Text meet the Vision and Principles and Policies for the Garden Town and Gilston Area)</i></div>	<div>Parameter Plans &amp; Parameter Text <i>(Set out the broad envelope of acceptable developable areas subject to detailed design)</i></div>	District Plan & Garden Town & Concept Framework	Application Consultation	Approval by Development Management Committee	Pre-application
		<div>Development Specification <i>(Sets out accompanying strategies and statements to support the Parameter Plans &amp; Parameter Text)</i></div> <div>Environmental Statement <i>(Assesses the Environmental Impact of the proposed Development)</i></div> <div>Section 106 Agreement <i>(Sets out the financial and obligations and actions necessary to deliver the Gilston Area development and its associated infrastructure and mitigate its impacts)</i></div>	District Plan & Garden Town & Concept Framework & Development Charter	Application Consultation	Approval by Development Management Committee	Pre-application
				Application Consultation	Approval by Development Management Committee	Pre-application
					Signed by County & District Council & Applicants	Pre-application
		<div>Detailed Design of Crossings <i>(Detailed drawings and specification of new/enhanced River Crossings)</i></div>	East Herts & Harlow District Plans & Garden Town Transport Strategy	<u>Separate</u> Application Consultation	Approval from East Herts and Harlow Councils	Pre-application

<b>Village Masterplans</b> <i>(to be submitted individually for each Village)</i>		<b>Village Masterplan</b> <i>(Individual Masterplan for each Village)</i>			Approval by Executive & Council/ Development Management Committee	
		<b>Village Design Code</b> <i>(Design Coding for each Village setting out design principles to be followed in order to deliver design quality and distinctive character)</i>	District Plan & Garden Town & Concept Framework & Development Charter	Stakeholder Engagement		After preparation of Outline Planning Application(s)
<b>Strategic Planning Conditions</b>	<b>Compliance Statement</b> <i>(Statement demonstrating that each Village Masterplan and Design Code is in compliance with the District Plan; the Garden Town and Gilston Area Vision and Principles; the Concept Framework and Development Charter; and the Outline Parameters)</i>			Stakeholder Engagement		
		<b>Strategic Condition Statements</b> <i>(Statements addressing Strategic condition matters e.g. Landscape Strategy; Construction Environmental Management Plan etc.)</i>				
<b>Reserved Matters Applications for Housing and Infrastructure</b>	<b>Design &amp; Access Statement and Compliance Statement</b> <i>(illustrates how the detailed design are in accordance with the Village Masterplan and Design Code and all other material considerations)</i>	<b>Detailed Drawings</b> <i>(Individual Drawings showing buildings, roads and open spaces)</i>	Village Masterplan & Design Code	Reserved Matters Application Consultation	Approval by the Council	After preparation of Village Masterplans & Design Code
		<b>Condition Submissions</b> <i>(Details addressing other planning conditions to be addressed prior to commencement or occupation)</i>	As relevant		Approval by the Council	After approval of Outline Planning Application

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## EAST HERTS COUNCIL

EXECUTIVE - 12 JUNE 2018

REPORT BY EXECUTIVE MEMBER FOR FINANCE AND SUPPORT  
SERVICES

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DRAFT ANNUAL PLAN 2017/18

WARD(S) AFFECTED: ALL

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### **Purpose/Summary of Report**

- To update the Executive on progress against corporate strategic plan priorities for the previous year.

<b><u>RECOMMENDATION FOR EXECUTIVE:</u> that:</b>	
<b>(A)</b>	<b>progress against corporate strategic plan priorities over 2017/18 be noted.</b>

#### 1.1 Background

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

1.2 The draft annual plan for 2017/18 shows progress against what was achieved with detailed comments from officers. **Essential Reference Paper 'B'** contains updates on all the key actions and **Essential Reference Paper 'C'** updates on all the key performance indicators. Given the Executive has not yet had a chance to consider performance data

for the last quarter of 2017/18, this is also included in **Essential Reference Paper 'C'** where relevant.

- 1.3 The annual plan report was seen by the Performance, Audit and Governance Scrutiny Committee on 22 May 2018. The Committee resolved that the Executive be advised that Members (A) noted the progress made against the corporate strategic plan priorities over 2017/; and (B) the Draft Annual Plan be recommended for approval by the Executive.

### 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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**IMPLICATIONS/CONSULTATIONS**

Contribution to the Council's Corporate Priorities/ Objectives:	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy
Consultation:	No consultation applicable
Legal:	There are no legal implications.
Financial:	There are no legal implications.
Human Resource:	There are no Human Resources implications.
Risk Management:	There are no risk management issues raised as part of the report.
Health and wellbeing – issues and impacts:	There no Health and Wellbeing issues raised as part of this report.
Equalities:	There are no Equalities issues raised as part of this report. While there are equalities implications to aspects of the annual plan, these are dealt with at service and project level. As such no EIA is needed for this report.

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## 2017/18 ACTIONS TO DELIVER THE CORPORATE STRATEGIC PLAN

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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

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

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

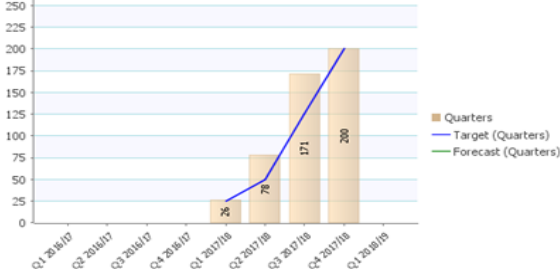
<b>CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY</b>					
<b>Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities</b>					
	<b>Action</b>	<b>Measure/Key milestone</b>	<b>Deadline</b>	<b>Lead Officer</b>	<b>Progress made by 31 March 2018</b>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

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

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


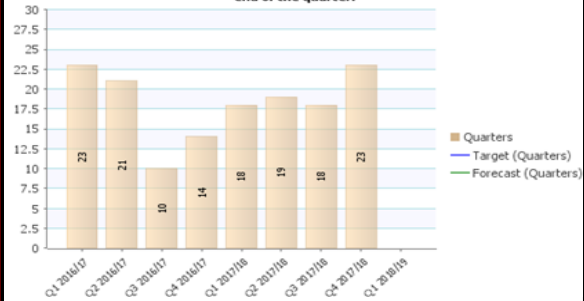
<b>KA.104</b>	Deliver the milestones for 2017/18 set out in the four year ICT Strategy.	<b>EHPI 9.8</b> – Delivery of Key Milestones in the ICT Strategy	March 2018	Head of Business & Technology Services	Cancelled- The Partnership Board have prioritised the formulation of a single shared IT Strategy for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


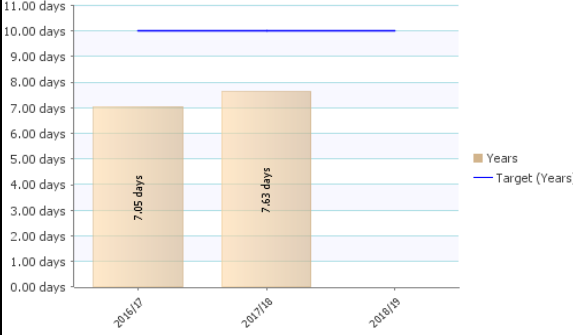
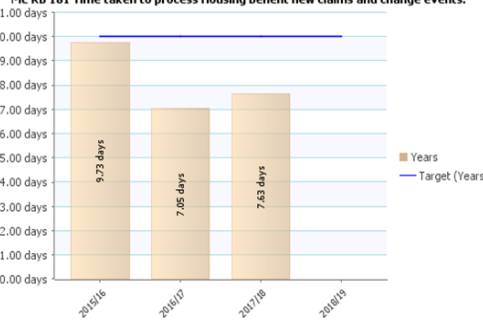

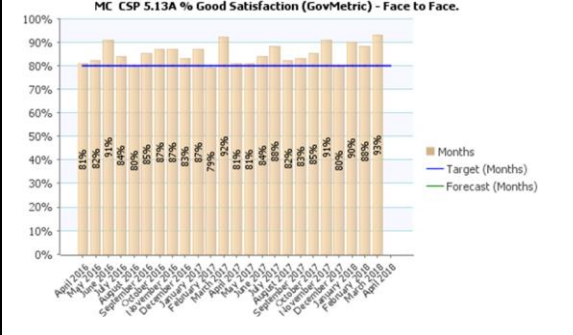
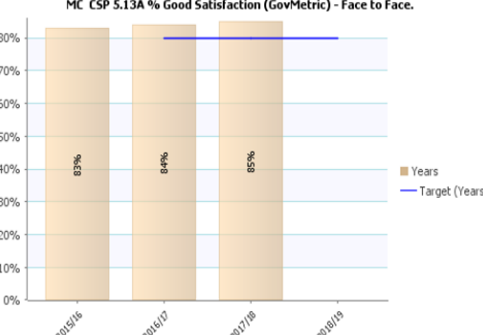
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
Priority 1 - Improve the Health & Wellbeing of Communities (11 indicators)						
Service Area Health and Housing						
MC HH 132 %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

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


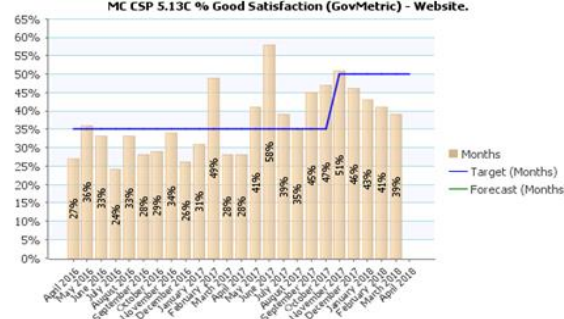



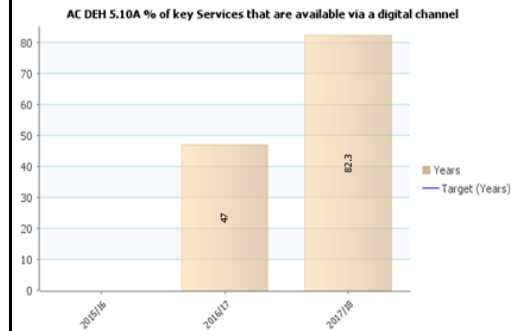
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																														
QC HH 150 Number of homeless prevention cases across the year	263	200	N/A	<p>QC HH 150 Number of homeless prevention cases across the year</p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>61</td></tr><tr><td>Q2 2016/17</td><td>50</td></tr><tr><td>Q3 2016/17</td><td>96</td></tr><tr><td>Q4 2016/17</td><td>84</td></tr><tr><td>Q1 2017/18</td><td>65</td></tr><tr><td>Q2 2017/18</td><td>115</td></tr><tr><td>Q3 2017/18</td><td>196</td></tr><tr><td>Q4 2017/18</td><td>263</td></tr><tr><td>Q1 2018/19</td><td>200 (Target)</td></tr></tbody></table>	Quarters	Value	Q1 2016/17	61	Q2 2016/17	50	Q3 2016/17	96	Q4 2016/17	84	Q1 2017/18	65	Q2 2017/18	115	Q3 2017/18	196	Q4 2017/18	263	Q1 2018/19	200 (Target)	<p>QC HH 150 Number of homeless prevention cases across the year</p> <table><thead><tr><th>Years</th><th>Value</th></tr></thead><tbody><tr><td>2016/16</td><td>229</td></tr><tr><td>2016/17</td><td>291</td></tr><tr><td>2017/18</td><td>-</td></tr><tr><td>2018/19</td><td>263 (Target)</td></tr></tbody></table>	Years	Value	2016/16	229	2016/17	291	2017/18	-	2018/19	263 (Target)	In 2017/18 the council prevented a total of 263 households becoming homeless. This was by a variety of housing options: by the provision of housing advice to relieve homelessness or securing alternative accommodation through an offer of accommodation following an application to the council's housing register, or following a referral to supported accommodation or actively assisting applicants secure accommodation through the private sector with the council's rent deposit offer.
Quarters	Value																																			
Q1 2016/17	61																																			
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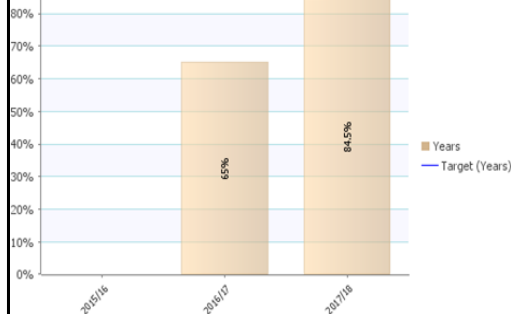

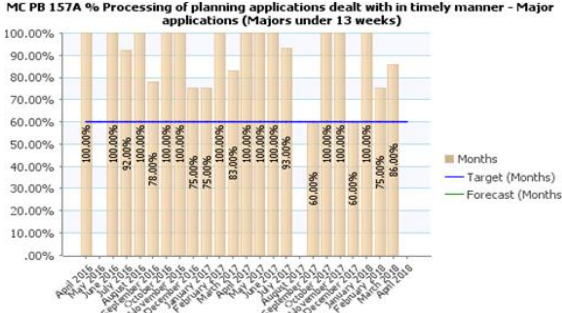
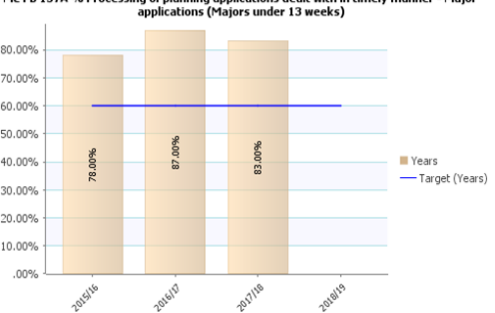
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																								
QC HH 151 Number of homeless households living in temporary accommodation at the end of the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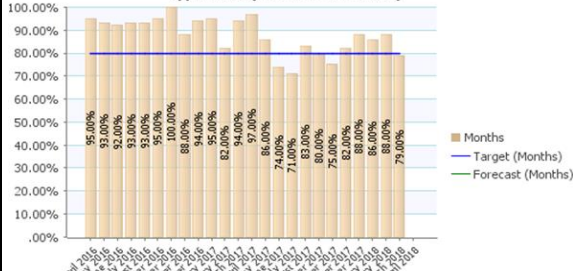
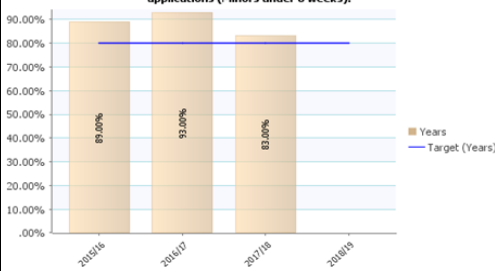

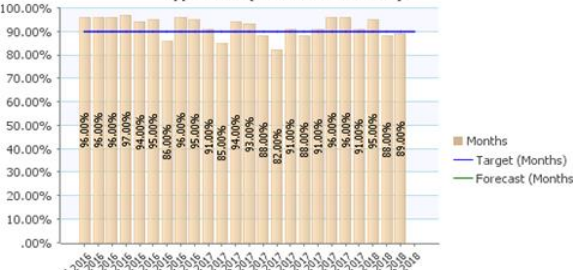
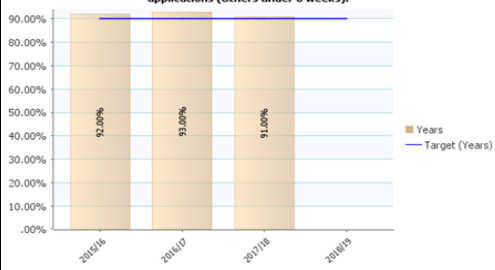
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
Service Area Revenues and Benefits						
MC RB 181 Time taken to process Housing Benefit new claims and change events.	7.63	10.00 days		<p>MC RB 181 Time taken to process Housing Benefit new claims and change events.</p> 	<p>MC RB 181 Time taken to process Housing Benefit new claims and change events.</p> 	By the end of the year, time taken to process housing benefit had dropped dramatically
Service Area Communications, Strategy and Policy.						
MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.	93% (85%)	80%		<p>MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.</p> 	<p>MC CSP 5.13A % Good Satisfaction (GovMetric) - Face to Face.</p> 	Generally customers provide very positive feedback for face to face interactions with scores consistently around 90% satisfaction. Customers tend to rate phone and web interactions less positively. We know that many of our residents prefer the social interaction that occurs during face to face visits and our customer services staff receive complimentary feedback on a regular basis

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC CSP 5.13B % Good Satisfaction (GovMetric) - Telephone.	N/A (71%)	90%	N/A			<p>Providing feedback via the phone requires customers to stay on the line and input information via their key pads, hence we don't get many customers taking part (in some months we receive no customer feedback). We are looking at options to improve this. We have also launched from May 2018 an email gov metric feedback system to gather more information as we know that email and phones are the preferred contact methods for our customers"</p>


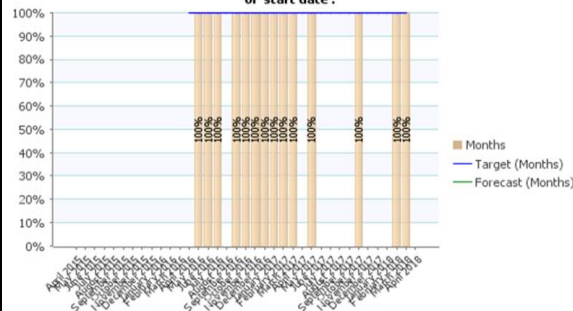
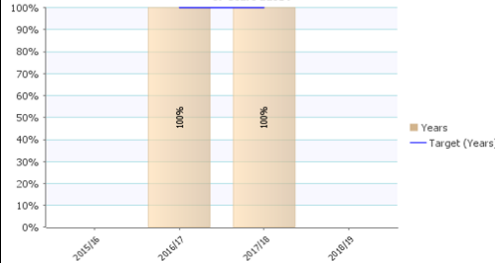
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																																				
MC CSP 5.13C % Good Satisfaction (GovMetric) - Website.	39%	50%		<p>MC CSP 5.13C % Good Satisfaction (GovMetric) - Website.</p>  <table><thead><tr><th>Month</th><th>% Good Satisfaction</th></tr></thead><tbody><tr><td>April 2016</td><td>27%</td></tr><tr><td>May 2016</td><td>36%</td></tr><tr><td>June 2016</td><td>33%</td></tr><tr><td>July 2016</td><td>33%</td></tr><tr><td>August 2016</td><td>33%</td></tr><tr><td>September 2016</td><td>33%</td></tr><tr><td>October 2016</td><td>33%</td></tr><tr><td>November 2016</td><td>33%</td></tr><tr><td>December 2016</td><td>33%</td></tr><tr><td>January 2017</td><td>33%</td></tr><tr><td>February 2017</td><td>31%</td></tr><tr><td>March 2017</td><td>49%</td></tr><tr><td>April 2017</td><td>28%</td></tr><tr><td>May 2017</td><td>28%</td></tr><tr><td>June 2017</td><td>41%</td></tr><tr><td>July 2017</td><td>58%</td></tr><tr><td>August 2017</td><td>39%</td></tr><tr><td>September 2017</td><td>35%</td></tr><tr><td>October 2017</td><td>45%</td></tr><tr><td>November 2017</td><td>47%</td></tr><tr><td>December 2017</td><td>51%</td></tr><tr><td>January 2018</td><td>48%</td></tr><tr><td>February 2018</td><td>45%</td></tr><tr><td>March 2018</td><td>41%</td></tr><tr><td>April 2018</td><td>39%</td></tr></tbody></table>	Month	% Good Satisfaction	April 2016	27%	May 2016	36%	June 2016	33%	July 2016	33%	August 2016	33%	September 2016	33%	October 2016	33%	November 2016	33%	December 2016	33%	January 2017	33%	February 2017	31%	March 2017	49%	April 2017	28%	May 2017	28%	June 2017	41%	July 2017	58%	August 2017	39%	September 2017	35%	October 2017	45%	November 2017	47%	December 2017	51%	January 2018	48%	February 2018	45%	March 2018	41%	April 2018	39%	N/A	<p>There is no annual figure as the new website was launched in May 2017 so we don't have a full 12 month's worth of results. After the launch feedback initially improved significantly however since then customer satisfaction has been below target. However when comments are looked at in detail much of the feedback relates to specific service areas or outcomes as oppose to the website itself (eg. Customers not happy that PCNs have been upheld). Where feedback related to the website is provided this is acted on where possible (eg. Links not working/ not enough information available). There is also consistent feedback on some services which customers cannot complete on-line such as tree preservation order applications. We will be looking at developing the website further in 2018/19 to ensure more on-line services are available</p>
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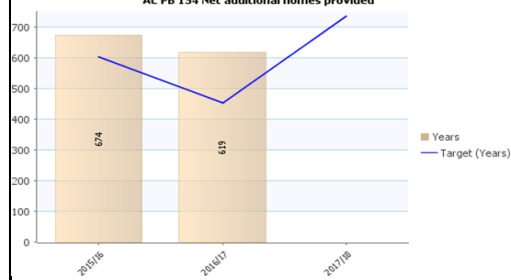
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes								
AC DEH 5.10A % of key Services that are available via a digital channel	82.30%	trend only		N/A	 <table><caption>AC DEH 5.10A % of key Services that are available via a digital channel</caption><thead><tr><th>Year</th><th>Value (%)</th></tr></thead><tbody><tr><td>2016/16</td><td>47.3</td></tr><tr><td>2016/17</td><td>47.3</td></tr><tr><td>2017/18</td><td>82.3</td></tr></tbody></table>	Year	Value (%)	2016/16	47.3	2016/17	47.3	2017/18	82.3	<p>Using the same methodology of 114 key services originally identified in SOCTIM, there are now 73 services available to do digitally. After reviewing of the 114 services, it was found that 26 of these key services have since been made not applicable to East Herts Council.</p> <p>The majority of these have been caused by Building Control who have since branched out as a separate private company. The other not applicable services refer to things like consultations which at the time were available but not digital but are now no longer live.</p> <p>Using this new breakdown, 73 of 88 key services the Council provides are available via a digital channel. There have been a further 4 forms that have been identified as easy wins for transferring to digital channels.</p>
Year	Value (%)													
2016/16	47.3													
2016/17	47.3													
2017/18	82.3													


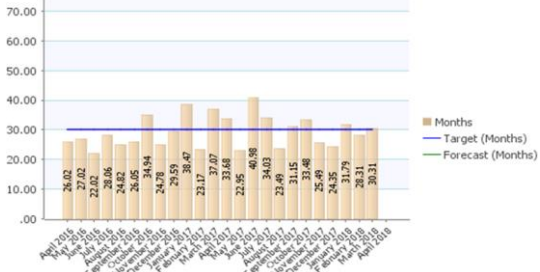
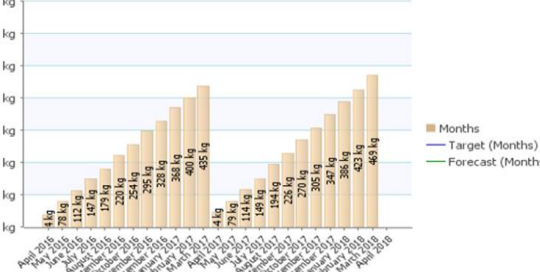
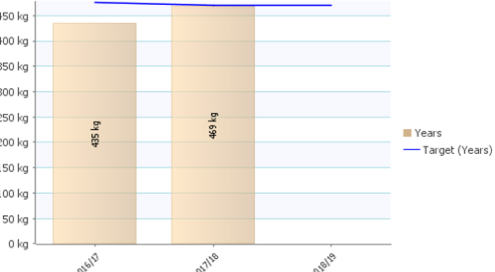
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
AC CSP 5.11 % of broadband accessibility in the district.	84.50%	trend only		N/A	<p>AC CSP 5.11 % of broadband accessibility in the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


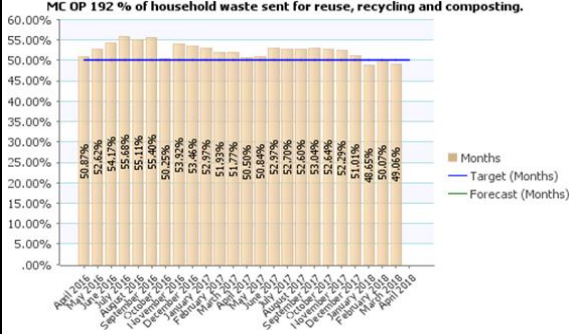
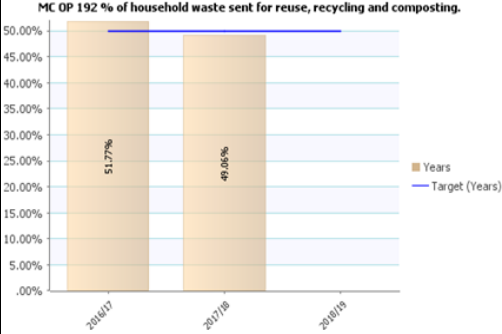

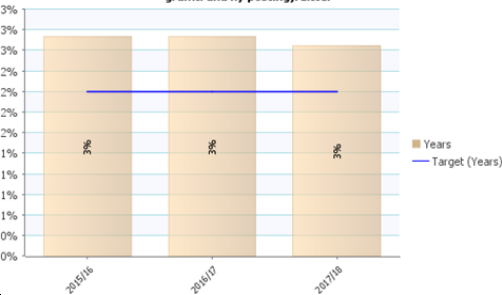
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).	(79%) 83%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


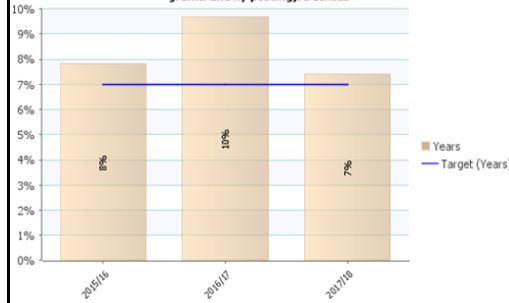
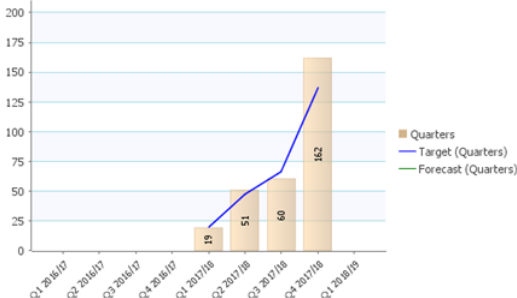


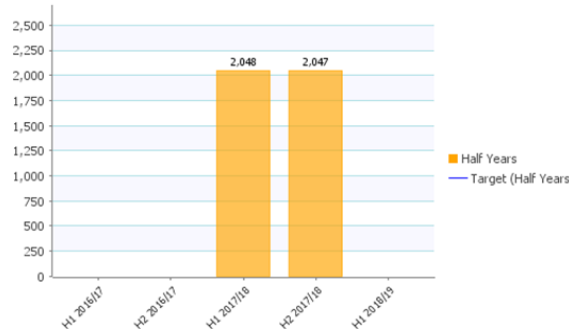
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes
MC PB 205 % of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'.	100%	100%		<p>MC PB 205 %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

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


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

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

PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																						
AC OP 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	7.41%	7%		N/A	<p>AC OP 195B Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus</p>  <table><caption>Detritus Levels (AC OP 195B)</caption><thead><tr><th>Year</th><th>Value (%)</th></tr></thead><tbody><tr><td>2015/16</td><td>8%</td></tr><tr><td>2016/17</td><td>10%</td></tr><tr><td>2017/18</td><td>7%</td></tr><tr><td>Target (Years)</td><td>7%</td></tr></tbody></table>	Year	Value (%)	2015/16	8%	2016/17	10%	2017/18	7%	Target (Years)	7%	Target marginally missed the 7% target, achieving 7.41%. This figure achieved is the best figure in 3 years. The biggest challenge to achieving target is the detritus on rural roads, of which East Herts has a great deal of and the subsequent challenges of accessing many rural roads.												
Year	Value (%)																											
2015/16	8%																											
2016/17	10%																											
2017/18	7%																											
Target (Years)	7%																											
Service Area: Health & Housing.																												
QC HH 155 Number of affordable homes delivered (gross)	162	137	N/A	<p>QC HH 155 Number of affordable homes delivered (gross)</p>  <table><caption>Affordable Homes Delivered (QC HH 155)</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>0</td></tr><tr><td>Q2 2016/17</td><td>0</td></tr><tr><td>Q3 2016/17</td><td>0</td></tr><tr><td>Q4 2016/17</td><td>0</td></tr><tr><td>Q1 2017/18</td><td>19</td></tr><tr><td>Q2 2017/18</td><td>51</td></tr><tr><td>Q3 2017/18</td><td>60</td></tr><tr><td>Q4 2017/18</td><td>162</td></tr><tr><td>Q1 2018/19</td><td>0</td></tr><tr><td>Target (Quarters)</td><td>137</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	0	Q2 2016/17	0	Q3 2016/17	0	Q4 2016/17	0	Q1 2017/18	19	Q2 2017/18	51	Q3 2017/18	60	Q4 2017/18	162	Q1 2018/19	0	Target (Quarters)	137	N/A	A total of 162 new affordable homes were delivered in 2017/18. This is significantly above the 2017/18 target of 137 new affordable homes. The primary source of new affordable homes for 2017/18 is through Section 106 agreements between the council, developers and housing associations.
Quarter	Value																											
Q1 2016/17	0																											
Q2 2016/17	0																											
Q3 2016/17	0																											
Q4 2016/17	0																											
Q1 2017/18	19																											
Q2 2017/18	51																											
Q3 2017/18	60																											
Q4 2017/18	162																											
Q1 2018/19	0																											
Target (Quarters)	137																											

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


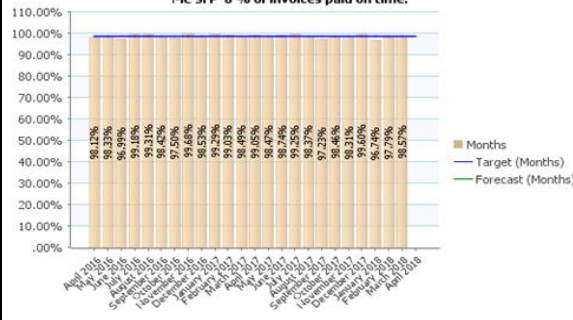
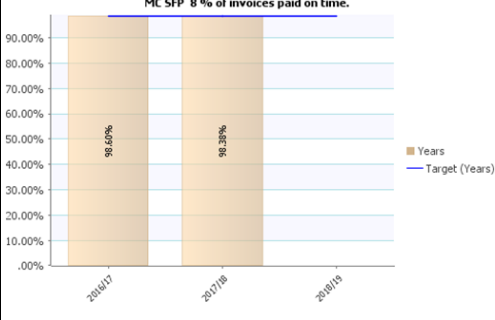

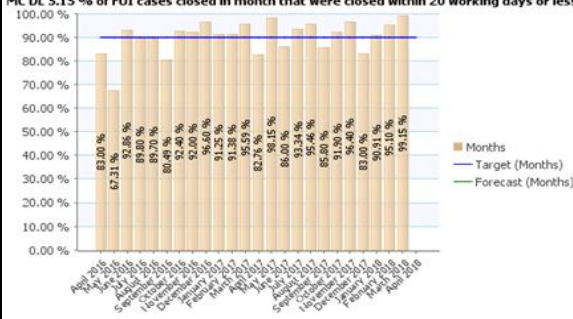
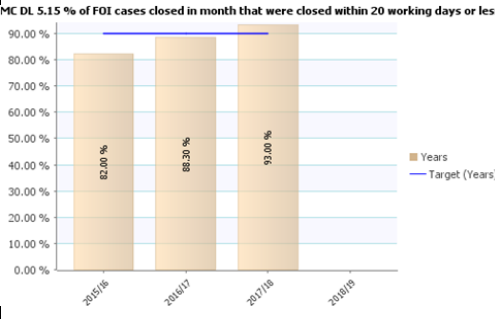
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																														
QC HH 64 Number of private sector vacant dwellings that are returned into occupation or demolished (Cumulative over year)	N/A	15	N/A	<p>QC HH 64 Number of private sector vacant dwellings that are returned into occupation or demolished (Cumulative over year)</p> <table><thead><tr><th>Quarters</th><th>Target (Quarters)</th><th>Forecast (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>0</td><td>0</td></tr><tr><td>Q2 2016/17</td><td>0</td><td>0</td></tr><tr><td>Q3 2016/17</td><td>0</td><td>0</td></tr><tr><td>Q4 2016/17</td><td>0</td><td>0</td></tr><tr><td>Q1 2017/18</td><td>0</td><td>0</td></tr><tr><td>Q2 2017/18</td><td>3.75</td><td>3.75</td></tr><tr><td>Q3 2017/18</td><td>7.5</td><td>7.5</td></tr><tr><td>Q4 2017/18</td><td>15</td><td>15</td></tr><tr><td>Q1 2018/19</td><td>15</td><td>15</td></tr></tbody></table>	Quarters	Target (Quarters)	Forecast (Quarters)	Q1 2016/17	0	0	Q2 2016/17	0	0	Q3 2016/17	0	0	Q4 2016/17	0	0	Q1 2017/18	0	0	Q2 2017/18	3.75	3.75	Q3 2017/18	7.5	7.5	Q4 2017/18	15	15	Q1 2018/19	15	15	First Full year of collection	The Council will continue to tackle empty homes but will work through Council Tax route going forward as opposed to a dedicated officer for it. As such, there was no progress in the original methodology in private homes returned to occupation or demolished.
Quarters	Target (Quarters)	Forecast (Quarters)																																		
Q1 2016/17	0	0																																		
Q2 2016/17	0	0																																		
Q3 2016/17	0	0																																		
Q4 2016/17	0	0																																		
Q1 2017/18	0	0																																		
Q2 2017/18	3.75	3.75																																		
Q3 2017/18	7.5	7.5																																		
Q4 2017/18	15	15																																		
Q1 2018/19	15	15																																		
Priority 3 - Enable a flourishing Economy (1 Indicator) + 3 indicators from 2018/19 Indicators																																				
Service Area: Communications Strategy & Policy (2018/19 - 6 months of data)																																				
AC CSP 13.1 Total number of businesses using the Launchpad facility (target: 30) October Annually	48	30	N/A	<p>AC CSP 13.1 Total number of businesses using the Launchpad facility (target: 30) October Annually</p> <table><thead><tr><th>Years</th><th>Target (Years)</th></tr></thead><tbody><tr><td>2016/17</td><td>30</td></tr><tr><td>2017/18</td><td>30</td></tr></tbody></table>	Years	Target (Years)	2016/17	30	2017/18	30	N/A	For the first 6 months of the year, 48 businesses used the Launchpad facility. This has already achieved more than our original target																								
Years	Target (Years)																																			
2016/17	30																																			
2017/18	30																																			

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




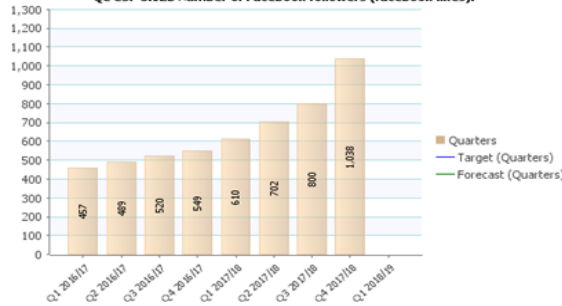

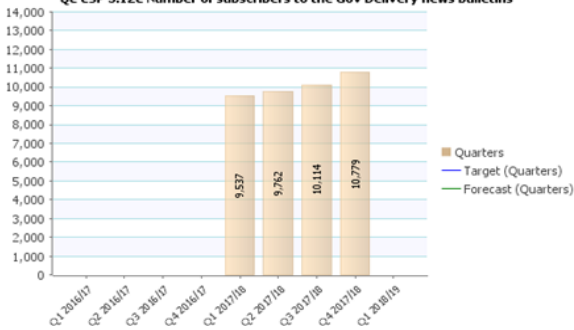
PI Code & Name	Latest Value (Annual figure)	Target (annual target if different)	Movement since last update	Short term Performance Trend	Long Term Performance Trend	Notes																																				
AC CSP 13.3 Total income from businesses using the Launchpad facility (October Annually)	£3,155	£20,000		<p>AC CSP 13.3 Total income from businesses using the Launchpad facility (October Annually)</p> <table border="1"><thead><tr><th>Year</th><th>Income (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>2015/16</td><td>~£1,000</td><td>£20,000</td></tr><tr><td>2016/17</td><td>~£1,000</td><td>£20,000</td></tr><tr><td>2017/18</td><td>£3,155</td><td>£20,000</td></tr></tbody></table>	Year	Income (£)	Target (£)	2015/16	~£1,000	£20,000	2016/17	~£1,000	£20,000	2017/18	£3,155	£20,000	N/A	An annual income figure of £20,000 requires something equivalent to 11 businesses/ individuals using the facility on a paid for basis for one year. It is too early to know if this income figure will be achieved however it should be noted that this facility is designed to support business growth and not generate a commercial return. However any income received helps cover the costs of running the facility																								
Year	Income (£)	Target (£)																																								
2015/16	~£1,000	£20,000																																								
2016/17	~£1,000	£20,000																																								
2017/18	£3,155	£20,000																																								
Service Area: Health & Housing.																																										
QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law	96%	85%	↑	<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p> <table border="1"><thead><tr><th>Quarter</th><th>Compliance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>93%</td><td>85%</td></tr><tr><td>Q2 2016/17</td><td>94%</td><td>85%</td></tr><tr><td>Q3 2016/17</td><td>94%</td><td>85%</td></tr><tr><td>Q4 2016/17</td><td>95%</td><td>85%</td></tr><tr><td>Q1 2017/18</td><td>94%</td><td>85%</td></tr><tr><td>Q2 2017/18</td><td>94%</td><td>85%</td></tr><tr><td>Q3 2017/18</td><td>95%</td><td>85%</td></tr><tr><td>Q4 2017/18</td><td>96%</td><td>85%</td></tr></tbody></table>	Quarter	Compliance (%)	Target (%)	Q1 2016/17	93%	85%	Q2 2016/17	94%	85%	Q3 2016/17	94%	85%	Q4 2016/17	95%	85%	Q1 2017/18	94%	85%	Q2 2017/18	94%	85%	Q3 2017/18	95%	85%	Q4 2017/18	96%	85%	<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p> <table border="1"><thead><tr><th>Year</th><th>Compliance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2016/18</td><td>93%</td><td>85%</td></tr><tr><td>2018/19</td><td>96%</td><td>85%</td></tr></tbody></table>	Year	Compliance (%)	Target (%)	2016/18	93%	85%	2018/19	96%	85%	March 2018 - Target exceeded. 96% of registered food businesses in East Herts are broadly compliant with food law; this represents 969 businesses.
Quarter	Compliance (%)	Target (%)																																								
Q1 2016/17	93%	85%																																								
Q2 2016/17	94%	85%																																								
Q3 2016/17	94%	85%																																								
Q4 2016/17	95%	85%																																								
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Year	Compliance (%)	Target (%)																																								
2016/18	93%	85%																																								
2018/19	96%	85%																																								
Supporting all priorities (12 indicators)																																										

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

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

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

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

## KEY

### PI Status

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

### Movement since last period

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

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