

## ERP D 2018/19 Service Plans

(PLEASE NOTE RED TEXT REFERS TO PERFORMANCE INDICATORS, INFORMATION FOR WHICH CAN BE FOUND IN THE SEPERATE PI DOCUMENT)

Corporate Priority: People				
Outcome: Communities engaged in local issues				
Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
Increase stakeholder engagement through digital channels	<ul style="list-style-type: none"> <li>• No. of Twitter followers &amp; impressions</li> <li>• No. of Facebook likes &amp; people reached</li> <li>• No. of Instagram followers and likes</li> <li>• No. of Gov delivery subscribers</li> </ul>	31 March 2019	Communications and Digital Media Manager	<p>The council's reach on social media continues to grow. Twitter and Facebook are the channels with the largest reach however LinkedIn is becoming increasingly important as a channel for recruitment but also awareness raising of events and initiatives.</p> <p>The council switched from using GovDelivery as the email marketing platform to mailchimp in 2018. This resulted in significant savings but also a drop in subscribers. As at 31 March 2019 we had:</p> <ul style="list-style-type: none"> <li>• 9,387 Twitter followers (582 more than last year)</li> <li>• 1,526 Facebook followers (454 more than last year)</li> <li>• 1,205 Instagram followers (481 more than last year)</li> <li>• 566 LinkedIn followers (135 more than last year)</li> </ul> <p>We also measure press coverage (in the Mercury and Bishop's Stortford Independent) in terms of whether it is negative or positive to give a proxy for public perception of the council. In 9 months of the 18/19 year coverage was positive overall however for 3 months it was negative. This was the result of stories relating to proposals for the Northgate End Multi Storey Car Park in Bishop's Stortford, works on Maidenhead Street in Hertford and litter along the A10.</p>
Ensure successful transfer of Scott's Grotto to independent trust ownership	<ul style="list-style-type: none"> <li>• Transfer complete</li> </ul>	31 March 2019	Head of Communications, Strategy and Policy	Approval to transfer ownership of the Grotto was granted by Executive in 2018. An independent Charitable Incorporated Organisation (Scotts Grotto Trust) was set up in November 2018 composed of nominees from East Herts Council and the Ware Society. The trust is now operating independently from the council and undertaking fund raising activities to keep the Grotto open as a local heritage asset.

Corporate Priority: People				
Outcome: Support for our vulnerable families and individuals				
Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
Deliver the Community Safety Strategic Assessment and Action Plan	<ul style="list-style-type: none"> <li>• Delivery key actions within the plan</li> <li>• Bid to the Police and Crime Commissioner's community safety fund in line with Community Safety Partnership priorities</li> </ul>	31 March 2019 31 December 2018	Community Safety Officer	Review of assessment for 2019/20 to begin next period.
Ensure the council fulfils its Safeguarding responsibilities	<ul style="list-style-type: none"> <li>• Deliver the actions arising from the Safeguarding Adults Self-</li> </ul>	31 March 2019	Service Manager – Community Wellbeing and Partnerships	Safeguarding action log sent to HCC at the end of each quarter.

	<ul style="list-style-type: none"> <li>Assessment</li> <li>Deliver the annual programme of safeguarding training</li> </ul>	31 December 2018		<p>Follow up audit undertaken in Jan 2019 with no areas for concern.</p> <p>Safeguarding training to commence April 2019 with training for members in Sept 2019.</p>
Minimise time elapsed to process new claims and changes in circumstances.	<ul style="list-style-type: none"> <li>Time taken to process Housing Benefit new claims and change events achieved (10 days)</li> </ul>	31 March 2019	Head of Revenues and Benefits	7.63 days (against a target of 10 days). Time taken to process housing benefit has dropped dramatically.
Work with partners to provide support to customers in difficulty.	<ul style="list-style-type: none"> <li>Utilise discretionary Housing Payments to alleviate transitional difficulties</li> <li>Proactively work to avoid fraud and to ensure suspected cases are investigated</li> </ul>	31 March 2019	Head of Revenues and Benefits	<p>This is considered to be an on-going part of the job and not an action that has a start and end point so will be monitored.</p> <p>This is considered to be an on-going part of the job and not an action that has a start and end point so will be monitored.</p>
Work with partners to assist customers through the transition into universal credit	<ul style="list-style-type: none"> <li>Customers assisted and signposted appropriately when transitioned into universal credit.</li> </ul>	31 March 2019	Head of Revenues and Benefits	This is considered to be an on-going part of the job and not an action that has a start and end point so will be monitored.

### Corporate Priority: People

#### Outcome: residents living active and healthy lives

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
Implement new homelessness prevention duties in line with the Homelessness Reduction Act 2017	<ul style="list-style-type: none"> <li>Introduce 'Personal Housing Plans' for those threatened with homelessness training all members of the team</li> <li>Review and restructure the approach to homelessness prevention work</li> </ul>	31 March 2019	Service Manager – Housing Services	Bespoke personal housing plans (PHP) are drawn up and agreed for all applicants threatened with homelessness or homeless on the council's software LOCATA. The PHP is then provided to the applicant and can be updated by both the applicant and the officer via an online portal.
Review the Homelessness Strategy	<ul style="list-style-type: none"> <li>Number of prevented homeless applications</li> <li>Number of homeless households living in temporary accommodation</li> </ul>	31 January 2019	Service Manager – Housing Services	<p>Homelessness and Rough Sleeping Strategy adopted by Council on 5th March 2019.</p> <p>By the end of the fourth quarter of 2018/19 the Housing Service prevented a total of 277 households becoming homeless. This is 77 households above the target for the year. This was achieved by a variety of housing options including the provision of housing advice to relieve homelessness or securing alternative accommodation through an offer of accommodation from the council's housing register, a referral to supported accommodation or by actively assisting applicants secure accommodation through the private sector with the council's rent deposit offer.</p> <p>At the end of March 2019 the council had 27 households in temporary accommodation. The council's temporary accommodation hostel had all 12 flats occupied. Six households were in B&amp;B. Four were single</p>

	<ul style="list-style-type: none"> <li>Number of applicants on the housing register</li> </ul>			<p>person households unsuitable for the hostel and two were households with children waiting for a space in our hostel. Six single person households were in temporary supported accommodation for people with mental health conditions and three households were in longer term private leased self-contained accommodation.</p> <p>At the end of March 2019 there were 2,016 households on the Housing Register. This is broken down by property size required as follows: 1 bed need - 1,020; 2 bed need - 644; 3 bed need - 294; 4+ bed need - 58. The net change of households being the difference between households being housed, applications not being renewed and new applications being accepted onto the Housing Register. The profile of the size of the properties required is broadly the same with one and bedroom homes being the greatest need.</p>
Deliver air Quality Action Plan	<ul style="list-style-type: none"> <li>Review the East Herts Air Quality Action Plan, deliver key actions</li> <li>Deliver Clean Air Day 2018</li> </ul>	31 March 2019 17 June 2018	Senior Environmental Officer (Environment)	Existing plan reviewed and updated in May. Claire Spendley is now working to deliver a throughout revised version in order to achieve full Defra adoption.
Promote use of E-taxis within the district	<ul style="list-style-type: none"> <li>Measure to be developed</li> </ul>	31 March 2019	Service Manager – Licensing and Enforcement	Strategy agreed and work started on the actual project to deliver this. New vehicle age & emissions policy in place, EVolve assessment underway and locations for rapid chargers being considered.
Deliver a successful social prescribing pilot	<ul style="list-style-type: none"> <li>Review success and identify options for sustaining project beyond initial 18 month funding period</li> </ul>	31 March 2019 31 December 2018	Healthy Lifestyles Programme Officer	1st year complete with over 200 referrals. Social Prescribing project extended to March 2020.
Maximise health and wellbeing outcomes	<ul style="list-style-type: none"> <li>Deliver staff wellbeing, volunteering and new activities programme (in combination with the council's support for Hertfordshire County Council's Year of Physical Activity)</li> <li>East Herts residents &amp; East Herts Council employees registered with Team Herts Volunteering scheme</li> <li>Ensure the sustainability of the Forever Active programme beyond the Sports England funding period</li> <li>Review the outcomes of the Active In programme</li> <li>Number of over 50s participating in 'Forever Active' programme</li> </ul>	31 December 2018 31 March 2019 31 August 2018	Head of Housing and Health	<p>Events have been happening each month including reflexology sessions, walking groups. Team now working on Christmas period activities.</p> <p>Review of the previous year activities were review and paper presented to LT in March 2019 for approval to continue with project for a further year. Approval given.</p> <p>Completed.</p> <p>Review meeting booked.</p> <p>642 participants at end of Q4 2018/19. This two year program was being monitored by the conventional year rather than the financial year and the funding has ceased. The majority of classes are now self-</p>

				sufficient and has been an overwhelming success, exceeding set target by over 100 people
Procure a leisure operating and DBOM contract	<ul style="list-style-type: none"> <li>OJEU notice issued</li> </ul>	30 May 2018	Leisure and Environment Manager	The DBOM procurement process went live on 18 May 2018, however due to a change in the market position and site sensitivities, the procurement was ceased and the council has decided to split it into two parts; a design and build project and a separate leisure operator procurement. This means a contractor will be procured to design and build the new Grange Paddocks and refurbish / extend Hartham – we are currently considering some options and hope to make a decision on a supplier within the next 2 weeks. We won't have a revised timeline for this project until the contractor has been appointed and reviewed the work undertaken to date. In parallel with this we will procure a new leisure management contract – we are at an early stage of this but it is anticipated that this new contract will commence on 1 January 2020.
Invest in our parks and open spaces to encourage health and fitness including improvements to Hartham Common, Southern Country Park and Hillside Crescent	Consider delivery of initial actions identified in management plan for Hertford Castle Grounds in partnership with the Town Council.	31 March 2019	Leisure and Parks Development Manager	Management Plan fully drafted and considered by Town Council at Committee in October. Town Council still unable to commit to working in partnership to deliver the plan due to their long term ambitions to take ownership of the park. TC have progressed with their plans to replace interpretation boards around the park. We have decided for the time being that it would not be prudent to invest in further EHC improvements given the uncertainties.
	Continue process to deliver connected links between open spaces focussing on Hertford and Beyond walking routes following grant application in 2017.	31 March 2019		Hertford and Beyond works are well under way. Final completion however is slightly delayed due to some access issues across private sections of the routes. The maps have therefore been redesigned with alternative routes and the notice boards purchased. CMS will complete the project in May/June with their financial contribution.
	Improve Hartham Common by: <ul style="list-style-type: none"> <li>a) Develop outline concept and estimated viable costs of a project to improve Hartham Common entrance area and identify potential and sufficient funding. Link improvements directly with plans to develop new leisure centre.</li> </ul>	March 2019		Project slipped to 19/20 following a need to evaluate the impact of the leisure centre improvements before concluding the design specification. Tender going out next week for the play area design at Hartham Common having completed initial consultations with the crowd funding group of residents and establishing the impact of the leisure centre project on the site. Consultation under way with group of residents to engage in crowd funding.
	<ul style="list-style-type: none"> <li>b) Delivering a new destination play area at Hartham Common.</li> <li>• Deliver play area improvements at Southern Country Park and</li> </ul>	31 March 2019 TBC		<p>This action will now be moved to proposed completion within the 2019/20 year.</p> <p>Revamp of Hillside Crescent complete and well received by residents, bringing this play area up to a good standard of play value and community asset. Improvements at Southern Country Park currently</p>

	Hillside Crescent.			being installed on site with a blend of landscape and drainage modifications and increased play value for young children. Despite some issues with wet weather the project should be complete on target before the end of the financial year (first two weeks in April). The design will enhance the appearance and the functionality of this area of the park, creating an interesting space to sit and view the wider park whilst supervising children and by establishing a stronger physical boundary to encourage dog owners to keep their animals out of the space.
	<ul style="list-style-type: none"> <li>Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth.</li> </ul>	31 March 2019		An application has been submitted to Heritage Lottery Fund to fund an archaeological and access improvement project at Pishiobury Park the outcome of which should be known in June.
	<ul style="list-style-type: none"> <li>Review overarching Parks and Open Spaces Strategy</li> </ul>	31 March 2019		This completion of this action is now due to be completed within the 2019/20 corporate action plan.

### Corporate Priority: Places

#### Outcome: Attractive Places

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
Implementation of Master Planning process for all significant development sites	<ul style="list-style-type: none"> <li><b>Number of Master Plans successfully completed and endorsed by the Council</b></li> <li>Achievement of policy objectives identified in District Plan</li> </ul>	31 March 2019	Service Manager (Policy & Implementation)	See performance data for more details
Harlow and Gilston Garden Town Development	<ul style="list-style-type: none"> <li>Successful engagement with Garden Town</li> <li>Successful outcome of Gilston Concept Framework and Master Planning processes</li> <li>Continuing community engagement</li> <li>Commencement and</li> </ul>	31 March 2019	East Herts Garden Town Lead	<p>A project co-ordinator has recently been appointed and will join the team in June 2019. Additional consultancy support is also being put in place. Engagement continues through officer and Member working group and board.</p> <p>With more resources in the HGGT team a programme for the delivery of the Concept Framework has been addressed. Delivery will run through into June 2020. Master Planning will take place relating to each of the village settlements and following outline permission.</p> <p>Community engagement continues through the Gilston Steering Group, forthcoming Charter work and other workshops.</p> <p>Action remains in progress. Planning Applications anticipated in May</p>

	implementation of development			2019. Policy framework being enhanced through work of the Harlow and Gilston Garden Town team.
Effective planning enforcement	<ul style="list-style-type: none"> <li>• % visits undertaken in relation to urgent cases within 2 workings days of 'start date'</li> <li>• Quantitative and qualitative customer feedback</li> </ul>	31 March 2019	Service Manager (DM)	See performance data for more details
Proactive Conservation and Urban Design service	<ul style="list-style-type: none"> <li>• Completion of remaining Conservation Area Assessment work</li> </ul>	30 Sept 2018	Service Manager (DM) Major Applications	See performance data for more details
Produce community transport strategy for East Herts	<ul style="list-style-type: none"> <li>• Strategy produced</li> </ul>	31 July 2018	Service Manager – Community Wellbeing and Partnerships	Complete.
Reduce the amount and cost of fly tipping to the Council (raise awareness of Duty of Care and householders responsibilities. Publicise successful enforcement actions so public aware of the consequences. Increase ongoing enforcement actions undertaken where evidence)	<ul style="list-style-type: none"> <li>• Fly tips – time taken for removal</li> <li>• Participate in County wide Media Campaign on fly tipping</li> </ul>	31 March 2019	Enforcement & Inspection Team Manager	A range of actions / interventions have been undertaken including: Updated the website with new information including a duty of care video for householders, links to the Hertfordshire flytipping group information .Prepared for the re-launch of the #scrapflytipping campaign which commenced 1 April, through the Hertfordshire flytipping group . Have drafted a report to implement Fixed Penalty Notices for domestic 'duty of care' offences. Ongoing joint working with the police and other agencies re Operation Acura. The enforcement team have been attending parish council meetings and have met with farmers and landowners to raise awareness. Ongoing enforcement training for officers from the Mallard Consultancy.
Co-ordination and promotion of the arts and cultural offer in East Herts.	<ul style="list-style-type: none"> <li>• Completed audit of cultural activities which promote health, social and the economic well-being of East Herts Residents.</li> <li>• Identify ways to increase engagement in arts and cultural activities.</li> </ul>	31 March 2019	Theatre Director	A light touch audit and 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.
Hertford Theatre – Develop business models for expansion	<ul style="list-style-type: none"> <li>• Outline Business Plan received and taken through decision making processes</li> </ul>	31 May 2018	Theatre Director	Outline business case approved by Full Council - action completed.
Deliver successful Heritage Lottery Fund (HLF) Stage 2 bid for Castle Park, Bishop's Stortford (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).	<ul style="list-style-type: none"> <li>• Develop proposals</li> </ul>	31 March 2019	Leisure and Parks Development Manager	Stage 2 bid submitted to HLF in Aug 2018 and planning application also submitted. This will determine whether the HLF grant will be approved for the construction phase of the work. – decision due December 2018.
Re-tendering of Grounds Maintenance Contract	<ul style="list-style-type: none"> <li>• New contract in place</li> </ul>	31 Dec 2019	Leisure and Parks Development Manager	Field narrowed following financial assessments, initial evaluation complete and negotiation meetings set for 1st week in April. HCC still on board in principal on basis of ball park costs. Quality of bids good, assessment of prices ongoing and will potentially change at final tender stage mid-May.
Review provision of dog and litter bins across district (Review number,	<ul style="list-style-type: none"> <li>• Review complete and options identified</li> </ul>	31 March 2019	Leisure and Parks Development Manager	This target was revised in light of discussions at soft market testing with potential tenderers for the GM contract. The provision of dog and

location, cost and effectiveness across district. Assess potential for cost savings and service improvements which might be secured from alternating bin size, merging dog and litter waste, adapting collection frequencies and/or adopting a no bin policy in some parks)				litter bins has been considered and written into the new GM contract regarding the merging of waste at collection to ensure any savings are secured. The concept of dual purpose bins will be considered through a consultation process once the new contract has bedded in. Any more significant changes would be potentially unattractive to the market. A review as part of the contract development process with the new contractor will be more effective in terms of partnership working and a better time to consult with the public. The number and location of bins are calculated and preliminary work undertaken to assess the usefulness of each bin has been carried out.
Fitness and Play Audit (Deliver 10 year re-audit of play areas across district with addition of open space fitness provision to measure success of improvements and to determine future projects.	<ul style="list-style-type: none"> <li>Audit complete and options identified</li> </ul>	31 March 2019	Leisure and Parks Development Manager	Play and Fitness areas have been audited and the results will now be used to inform use of the £50k capital budget, add to the section 106 forward plan and to establish a new protocol for refurbishment.
Deliver effective waste collection services	<ul style="list-style-type: none"> <li>Less than 30 missed bins per 100,000</li> </ul>	31 March 2019	Joint Waste service Manager	The missed collections have risen during March. Across the year, the missed bin rate has fluctuated with the implementation of a shared waste contract with a new contractor in May 2018 which has meant a change in the way that crews operate. There is lots of work being conducted in tackling this issue and it is anticipated that the indicator will fall in line with set targets in due course.
Maintain recycling rates above 50%	<ul style="list-style-type: none"> <li>Residual household waste per household</li> <li>% of household waste sent for reuse, recycling and composting</li> </ul>	31 March 2019	Joint Waste service Manager	See performance data for more details
Introduce trade waste recycling	<ul style="list-style-type: none"> <li>Trade waste recycling introduced to one town/Business area</li> </ul>	31 March 2019	Joint Waste service Manager	The trade waste recycling project has commenced but collection most likely won't commence until June July. Initial collections will begin in Buntingford. Trade waste rounds have now been balanced and ready to accept recyclables.

**Corporate Priority: Places**

**Outcome: Future development best meets the need of the district and its residents**

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	
Support and develop future input into strategic planning role	<ul style="list-style-type: none"> <li>Strategy to consider development post 2031 across Hertfordshire through HIPP</li> <li>Continued engagement through Co-op for Sustainable Development Board (with Harlow, Uttlesford and Epping Forest).</li> </ul>	31 March 2019	Head of Planning and Building Control	<p>Engagement in various technical workstreams to consider future strategic planning beyond 2031.</p> <p>Memorandum of Understanding for Strategic Planning in North, Central and Eastern Hertfordshire signed in November 2018.</p> <p>Ongoing attendance at the Co-operation for Sustainable Development Officer group and Member board meeting.</p>
Completion of District Plan	<ul style="list-style-type: none"> <li>Plan Adoption</li> <li>Housing Land Supply</li> </ul>	End June 2018	Service Manager, Policy and Implementation	District Plan adopted at Council of 23 October 2018.
Programme of Planning Policy work	<ul style="list-style-type: none"> <li>Formulation of work programme</li> <li>Delivery of agreed work programme</li> </ul>	31 March 2019	Service Manager, Policy and Implementation	A programme of work for the preparation of planning policy documents is set out in the Council's Local Development Scheme (March 2019).
Effective Development Management service	<ul style="list-style-type: none"> <li>% Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).</li> <li>% Processing of planning applications dealt with in timely manner - Minor applications (Minors under 13 weeks)</li> <li>% Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)</li> <li>Engagement through pre-application and PPA processes in accordance with PIs</li> </ul>	31 March 2019	Service Manager (DM)	<p>See performance data for more details.</p> <p>PPAs either in place, or being negotiated, for all District Plan strategic site allocations.</p>
Establish Housing Company	<ul style="list-style-type: none"> <li>Property Investment Company to commence trading</li> <li>Determine feasibility of housing development by a Company</li> <li>Subject to there being a feasible business case, seek member approval for development</li> </ul>	<p>April 2018</p> <p>July 2018</p> <p>September 2018</p>	Head of Housing and Health	<p>Millstream Property Investments Ltd was incorporated in February 2018 and started trading in September 2018. The 30 year Business Plan was approved by Council (the company's shareholder) in December 2018. The Business Plan includes a programme of five properties acquired in 2019/20 (at May 2019 four properties acquired/in process of acquisition) and commencement of a development scheme at Kingsmead, Hertford.</p>

Encourage appropriate downsizing in tenures	<ul style="list-style-type: none"> <li>• Deliver key actions in the line with the Housing Service's report into under-occupation in East Herts</li> <li>• A review of the issues, challenges and potential solutions</li> </ul>	31 March 2019	Housing Development and Strategy Manager	New properties with an age restriction have been developed and advertised through choice based lettings. The Housing service is continuing to work with partners to identify opportunities for attracting downsizers through dialogue on policies and new developments.
Provide affordable housing (review options for maximising affordable housing and community-led housing delivery, revise the Affordable Housing Supplementary Planning Document in line with the District Plan timetable)	<ul style="list-style-type: none"> <li>• % of Affordable homes delivered on section 106 developments in Towns against a 40% cumulative Planning Policy target</li> <li>• % of Affordable homes delivered on section 106 developments in Villages</li> </ul>	30 September 2018	Housing Development and Strategy Manager	<p>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.</p> <p>Officers from Housing and Planning have drafted the SPD and undergone a 6 week public consultation exercise from 2/1/2019 to 13/2/2019. Currently responding and amending the SPD in response to comments received. Anticipate document being considered at Council in July 2019 for full sign-off.</p>
Extra care housing	<ul style="list-style-type: none"> <li>• Investigate the feasibility of delivering an extra care scheme in East Herts</li> </ul>	31 December 2018	Head of Housing and Health	The case for Extra Care housing in the district has been made; East Herts and HCC have drawn up a specification for Extra Care schemes in the district. Both parties are now working on prospectus to put to the market.

**Corporate Priority: Businesses**

**Outcome: Support for our businesses and the local economy**

Action:	Performance measures or project milestones:	Deadline	Lead Officer	Progress by 31 March 2019
Deliver the Launchpad pilot and build a business case for a permanent business incubator facility in Bishop's Stortford	<ul style="list-style-type: none"> <li>• Total number of businesses using the facility (target: 30)</li> <li>• Number of businesses using the facility for more than 3 months (target: 20)</li> <li>• Total income from businesses using the facility (target £20,000)</li> </ul>	30 September 2018	Business Engagement Manager	The initial pilot for the Launchpad (1800 sq foot of 'easy in, easy out' hotdesking space in Charrington's House) which ran from October 2017 – October 2018) was successful in demonstrating there is demand for flexible working space in Bishop's Stortford. The facility will remain open for the foreseeable future (acknowledging that a new venue will need to be found as part of the Old River Lane development. A smaller Launchpad facility (720 sq ft of space) is due to open in Ware Priory in late May 2019. This will be a joint venture by the council and Ware Town Council.
Deliver the Discretionary Business Rates' Grant Scheme to support businesses expanding their premises or opening up a new premise in the district (total available: £150,000)	<ul style="list-style-type: none"> <li>• Number of successful applications to the Business Rate Discount Grant Scheme</li> <li>• Number of additional jobs created as a result of awarding the scheme</li> <li>• Qualitative feedback from businesses about how it has made a difference</li> </ul>	31 April 2019	Business Engagement Manager	In February 2017 the Council's Executive decided to set aside £150,000 from reserves to offer discounts of up to 50% on one year's worth of business rates' liability. This was aimed at businesses looking to set up new premises in the district or expand their current operations. The scheme closed 31 March 2019 and 17 businesses (mostly town centre based retail businesses) have benefitted from this. Qualitative feedback has been positive from those businesses in terms of enabling them to be more viable. However only £76,000 of the original amount set aside has been used so an evaluation will be taking place in April/ May to look at why demand was less than expected. The scheme itself has been superceded by the Chancellor's announcement in the Autumn 2018 budget statement to offer small business rate relief by up to a third over the next 2 years.
Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains	<ul style="list-style-type: none"> <li>• Total value of visitor economy to East Herts</li> <li>• Total number of day trips and overnight trips to district</li> <li>• Total number of jobs in district attributed to visitor economy</li> </ul>	31 December 2019	Business Engagement Manager	SLA with Visit Herts successful for another year. Visit Herts had destinations featured in their website in January, June and September 2018 (Henry Moore Studios, Hanbury Manor, Hertford Theatre) and 7 businesses in the district are investor partners. Activities throughout 2018 promoted a range of East Herts businesses (e.g. big weekend included Down Hall Hotel and Spa, Foxholes Farm, Tewin Bury Farm, Ventura Wildlife Park) other promotions have supported Hertford Camping and Caravanning Club, Standon Calling, Bennington Chilli Festival, Hertford music festival and local businesses such as the Falcon in Buntingford have been promoted as part of the gourmet garden trail project.
Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity	<ul style="list-style-type: none"> <li>• No. of East Herts businesses successful in applying to RDP</li> <li>• Amount of £ invested in East Herts through the RDP</li> <li>• No. of new jobs in East Herts created through the RDP</li> </ul>	31 March 2019	Head of Communications, Strategy and Policy	This is an EU funded grant programme for rural businesses. Businesses within the Eastern Plateau (non urban parts of East Herts, Uttlesford, Epping and North Herts) were eligible and grants were used for things such as business diversification and buying new agricultural equipment. All the money has now been allocated and the next 12 months will focus on ensuring the funds are spent and not returned to the EU. 8 businesses in the district benefitted from grants. Other areas nationally have struggled to spend their allocations and the Rural Payments Agency have therefore redistributed grant allocations from different areas rather than lose it. The Eastern Plateau is the second highest performer in terms of

Action:	Performance measures or project milestones:	Deadline	Lead Officer	Progress by 31 March 2019
				grant applications and as a result was awarded an extra £202,356. There is a pipeline of 6 projects waiting to be evaluated so there is no risk of not spending it (1 from East Herts). In addition a further £200,000 will be available due to exchange rates' falling. Further projects will be considered for this funding and the entire project will be closed by early 2020.
Sponsor the CVS "dragons apprentice" event for entrepreneurs in schools	<ul style="list-style-type: none"> <li>Amount (£) raised for local charities</li> </ul>	31 March 2019	Head of Communications, Strategy and Policy	This is a scheme to encourage young people at primary and secondary school level to develop entrepreneurial skills. The Council for Voluntary Services run it on our behalf and Councillors often get involved by working with the schools. The school teams are given £100 seed money, paired with a local charity and asked to turn this into as much money as possible. Every year between £5k - £10k is raised for local charities. This year a team from Chauncy School in Ware won the event, raising almost £1,000 for the Southern Maltings. More details can be found here: <a href="http://www.cvsbeh.org.uk/our-projects/dragons-apprentice-challenge/">http://www.cvsbeh.org.uk/our-projects/dragons-apprentice-challenge/</a>
Review the Environmental Health 'offer' to local businesses	<ul style="list-style-type: none"> <li>Review opportunities and produce options paper</li> </ul>	30 June 2018	Service Manager – Environmental Health	The Herts and Beds Environmental Health Officers Group commissioned a consultant to survey all authorities and draw up an options paper. This paper was presented to the Group on 9th October 2018. A series of next steps were agreed which, for East Herts, consisted on further participating in a Herts/Beds-wide review of environmental health which could be 'traded' between authorities and, more importantly, the forming of a sub-regional grouping of East Herts, Stevenage, North Herts and Welwyn Hatfield to look at the potential for joint working on a more local level. A review, among members of this smaller group, of the areas of strength and potential under capacity was conducted in December. The sub-group will shortly be meeting again to identify options for greater collaboration based on the findings of this review.
Introduce revised element of the Statement of Licensing Policy relating to licensed properties	<ul style="list-style-type: none"> <li>New policy in place</li> <li>% of food premises in the area which are broadly compliant with food hygiene law</li> </ul>	31 December 2018	Service Manager – Licensing and Enforcement	This was approved by Licensing Committee in November 2018 and Council in December 2018.
Cross-boundary working taxi enforcement	<ul style="list-style-type: none"> <li>Carry out cross-boundary taxi enforcement work</li> <li>Promote more consistent taxi licensing convictions policies across the region through the Herts and Beds Licensing Group</li> </ul>	<p>March 2019</p> <p>September 2018</p> <p>September 2018</p>	Service Manager – Licensing and Enforcement	<p>A number of operations have been carried out with neighbouring authorities and TfL. Work continues with the Herts &amp; Beds Licensing Group with a new plan and targets being formulated for 19/20.</p> <p>Work on the shared Suitability Policy is complete with EHDC consultation starting early May. It will then be for the other authorities involved to adopt the same policy.</p>

Action:	Performance measures or project milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	<ul style="list-style-type: none"> <li>Promote higher taxi standards from companies operating out of Stansted airport through joint work with Uttlesford District Council the Stansted Airport Consultative Group</li> </ul>			The first wave of changes have been consulted upon and approved by Committee and Full Council. Implementation starts from 1st May 2019.
Optimisation of on-street parking within existing Resident Permit Zones.	<ul style="list-style-type: none"> <li>Implement 'shared use' parking in 'Chantry' area of Bishop's Stortford (subject to Committee approval).</li> </ul>	April 2018	Parking Manager	Scheme is live and permits are actively being sold. To all intents and purposes this Action can be regarded as fully met.
Re-tendering of parking enforcement contract	<ul style="list-style-type: none"> <li>Commencement of contract</li> </ul>	31 January 2019	Parking Manager	New contract with ACPOA launched in January 2019.

**Corporate Priority: Businesses**

**Outcome: Vibrant town centres**

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
<p>Develop Old River Lane site: No 1 The Causeway (demolition and construction of a temporary car park) Old River Lane mixed use development scheme (masterplanning, viability assessment, consultations, design, planning, procurement, construction) and Multi-Storey Car Park (land negotiations, design, planning, procurement, construction) Work in partnership with Rhodes Trust and Town Council to develop detailed business case and operating model for new Art Centre</p>	<p>Measures initially to be completion of key phases within the overall project:</p> <ul style="list-style-type: none"> <li>Detailed masterplan for whole site and associated viability assessments</li> <li>Agreed delivery model (joint venture/developer/council led) and potential development partner identified</li> <li>Planning application for MSCP granted</li> </ul>	<p>31 March 2019</p>	<p>Chief Executive</p>	<p>Following Council approval on 5<sup>th</sup> March 2019 a development partner for the Old River Lane has been appointed.</p> <p>Planning application for Northgate End was approved by Development Management Committee on 13<sup>th</sup> Feb.</p>
<p>Hertford Urban Design Study:</p> <ul style="list-style-type: none"> <li>Deliver improvements to Maidenhead Street and surrounding areas, including pedestrianisation and resurfacing.</li> <li>Support the delivery of the wider Hertford Urban Design Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>New TROs in place</li> <li>Delivery of Maidenhead St project</li> </ul>	<p>31 December 2018</p>	<p>Chief Executive</p>	<p>This action has been completed with some small tasks outstanding that revolve around implementation of the TRO that will be actioned from May 13<sup>th</sup>.</p>
<p>Bishop's Stortford Business Improvement District</p>	<ul style="list-style-type: none"> <li>Successful ballot</li> </ul>	<p>31 July 2018</p>	<p>Business Engagement Manager</p>	<p>The council supported the feasibility, ballot and set up of stage of the Bishop's Stortford BID. The ballot closed mid-July and businesses voted in favour of setting up a BID company which was incorporated in late 2018. The Company is now up and running, having recently received its first instalment of additional business rate levy payments and has employed a BID manager. The company is aiming to deliver its business plan objectives over the next 4 years.</p>
<p>Working with town councils seek to devolve responsibility for managing markets</p>	<ul style="list-style-type: none"> <li>Market service costs reduced</li> </ul>	<p>31 March 2019</p>	<p>Enforcement &amp; Inspection Team Manager</p>	<p>Ware and Hertford Markets now full under street trading arrangements. Proposals for handover or market rights to BSTC due to be considered by BSTC in early June. Arrangements for traffic regulation orders to accompany the handover currently under negotiation with HCC and BSTC.</p>

**Corporate Priority: Businesses****Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities**

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
New: Implement sustainable transport initiatives	<ul style="list-style-type: none"> <li>• <b>Modal shift of East Herts staff commuting patterns (% of journeys by car, bike, train, foot etc.)</b></li> <li>• Resident commuting and travel patterns (actual and proxy data available through HCC)</li> <li>• Number of sustainable transport interventions progressed in the district through Section 106 contributions</li> </ul>	31 June 2019	Head of Communications, Strategy and Policy	<p>This action came out of the 2017/18 Sustainable Transport Task and Finish Group. A sustainable transport officer was employed on secondment from Herts County Council for 18 months to progress a number of project, chief of which related to green travel plans for staff. This was sponsored by the Chief Executive and focused on behaviour change incentives (i.e. proposals to charge for the use of Wallfields car park). Several workshops took place mapping staff commuting routes and raising awareness of alternative means of getting to work. Introduction of e-pool cars and car sharing schemes have changed some behaviours however the full impact on green travel will not be known until another survey is undertaken in June 2019. Part of this initiative was to reduce pressure on Gascoyne Way use in Hertford to allow shoppers and town centre businesses to have more capacity for parking (especially since Bircherley Green car park has shut).</p>
Review CCTV provision	<ul style="list-style-type: none"> <li>• Proposals for new provision identified</li> </ul>	31 December 2018	Service Manager – Community Wellbeing and Partnerships	<p>Review of CCTV provision has been completed. Options to move forward have been presented and approved. Project to implement proposals will now be commenced.</p>

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
Implement Single Customer Services Team Structure (integrate first points of contact for Operations, Planning, Revenues and Benefits)	<ul style="list-style-type: none"> <li>Reduction in cost</li> <li>Volume and proportion of customer contacts by: <ul style="list-style-type: none"> <li>Email</li> <li>Face to face</li> <li>Calls</li> <li>Web based/ web forms</li> </ul> </li> </ul>	31 March 2019	Head of Communications, Strategy and Policy	Project continues to be delayed. Staff sickness and turnover has impeded ability to integrate new processes. However £70k was saved in 18/19 from salary budget. Project in place from May 2019 to bring revenues and benefits first points of contact into the team.
Deliver the Digital East Herts Programme	<ul style="list-style-type: none"> <li>% accessible services via digital channels</li> <li>Proportion of demand by channel</li> <li>Savings delivered (as a proportion of overall target)</li> </ul>	31 March 2019	Head of Communications, Strategy and Policy	Director with responsibility for the programme left the organisation in early 2018. Programme has continued to be delivered and savings to date are £170k from a target of £500k. A further £280k is planned for the 19/20 financial year.
Ensure consistent quality of response at first points of contact across all channels	<ul style="list-style-type: none"> <li>Satisfaction with council services (web, telephony, face to face) measured via govmetric</li> <li>% complaints responded to within 10 working days</li> <li>% complaints upheld at stage 1</li> <li>Qualitative feedback from mystery shop exercises</li> </ul>	31 March 2019	Customer Services Manager	Satisfaction with council services tends to be consistently high for face to face interactions and less so for web based interactions. The new website (see below) will hopefully improve the user experience. Complaints dealt with in a timely manner at stage 1 has been close to target over the past year (and in the last quarter of 2018/19 missed the target). A paper with more details on the complaints process was taken to Overview and Scrutiny on 5 <sup>th</sup> February 2019.
Ensure website meets needs of customers	<ul style="list-style-type: none"> <li>No. of page views</li> <li>Socitm rating</li> <li>Satisfaction rating 50% for website</li> </ul>	31 March 2019	Communication and Digital Media Manager	New website due to launch September 2019. Work has been on-going since September 2018 to build and test the content with our chosen supplier, Webcurl.
Increase employee engagement through the new intranet	<ul style="list-style-type: none"> <li>No. of page views</li> </ul>	31 March 2019	Communication and Digital Media Manager	Following the launch of the new intranet in early 2018 it has become a strong tool in sharing information amongst staff. Average page views per month are around 15,000. Team update (the monthly staff magazine updating on new activities, policies, new starters and leavers) is downloaded around 200 times each month.
Manage the council's reputation through social media and traditional media	<ul style="list-style-type: none"> <li>Social media sentiment/ favourability score</li> <li>Press favourability score</li> </ul>	31 March 2019	Communication and Digital Media Manager	Social media continues to grow as a platform for understanding residents' perception of the council, with Twitter fast becoming a channel of choice for customers. The decline in local press outlets is also having an effect, as residents search for alternative channels for local news. We've had some successes in the press and in broadcast, with features on Old River Lane, Castle Park, Harlow and Gilston Garden Town and business grants. Some negative press scores have mostly been the result of letter pages, which do not allow a right of reply. In 2018/19 these have focused on proposals for a multi-storey car park at Northgate End, disruption on Maidenhead Street in Hertford and litter along A10/A414.
Provide policy support and analysis for the Council's Executive and Leadership	<ul style="list-style-type: none"> <li>Qualitative feedback</li> </ul>	31 March 2019	Policy Officer	The role of policy officer in 2018/19 focused on supporting the Brexit task and finish group to identify issues for East Herts Council, supporting

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
Team				development of the council's financial sustainability strategy and developing the 3rd tier (ie. town and parish council) devolution policy.
Supporting Transformational Change and Innovation - create a responsive culture, here to help. Create more capacity through improving our productivity	<ul style="list-style-type: none"> <li>Accommodation review – lead the culture strand, maximising current workspace and flexible working arrangements.</li> <li>Digital EHC – support delivery of programme and HR led projects to ensure employees have the skills/knowledge to work in a current/future digital environment</li> <li>Grow commercial side of the service - providing HR services to partners, ensuring value for money, generate income.</li> <li>To deliver the Organisational Development (OD) Strategy 2015-2019.</li> <li>To develop the new OD Strategy 2019-2022</li> <li>To work with LT on delivery of outcomes of the employee survey 2017</li> <li><b>EHPI 12a – Number of short – term sickness absence</b></li> </ul>	<p>2018/2019 – as detailed in specific programme/project plans</p> <p>2018/2019 – as detailed in specific programme/project plans 2018/19</p> <p>31 March 2019</p> <p>2018 to commence 1 April 2019</p> <p>2018/2019 – as detailed in specific programme/project plans</p> <p>Reported quarterly</p>	Head of HR and OD/HR Officers	<ul style="list-style-type: none"> <li>A 'Principles of hot desking' document has been produced and agreed by the accommodation review steering group but has not yet been rolled out. Flexible working arrangements have been promoted and a greater level of working from home is being used to aid both space and green travel. 1st floor – work has begun and the CEO and Deputy offices have been removed along with Head of Legal with all 3 staff now hot desking</li> <li>MyView has been implemented to allow employees and managers to self-serve elements of the HR system – namely annual leave, logging absences and processing expenses – training was provided on roll out and is ongoing, this needs to expand to members in 19/20. HR has also supported other services in terms of Digital in terms of participating in training on new systems and supporting training organisation. HR are also reviewing previous or existing processes and removing these where the digital solution provided is working effectively e.g. not keeping our own invoice ledger when we can access this through finance systems.</li> <li>With the appointment of new Head of service the priority is to get the HR service improved internally i.e. through system development, team structure, policy development, HR procedure, manager development before considering any further opportunities for income generation beyond the existing arrangement with Hertford Town Council which has recently seen an increase in support required.</li> <li>The organisational development strategy was implemented across the organisation. Development opportunities have supported staff to develop in their roles and as individuals through a range of opportunities including attending bitesize events, e-learning, work shadowing, mentoring, coaching, studying towards a qualification, lunch time sessions etc.</li> <li>The Interim Head of HR was unable to start this piece of work before leaving and it was then determined that the new OD Strategy should be produced for 2020-2023 by the new Head of HR &amp; OD after the Corporate Strategic Plan for 2020-2024 to ensure the new OD strategy supports the corporate plan allowing the new CEO to have an input during its development</li> <li>With regard to the employee survey, targeted action plans are in place for each service area, led by each Head of Service; regularly reviewed and monitored by HR, one to one meetings and departmental meetings have been re-established, back to the floor initiative implemented– all LT involved in shadowing staff, open Q&amp;A sessions led by LT at staff briefings, "You Said, We Did" initiative implemented, review of and improvements to our recruitment methods, commitment to "grow our own", and Increase in career graded posts</li> </ul>

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	<p>days per FTE staff in post</p> <ul style="list-style-type: none"> <li>EHPI 12b – Number of long – term sickness absence days per FTE staff in post</li> <li>EHPI 12c – Total number of sickness absence days per FTE staff in post</li> </ul>	<p>Reported quarterly</p> <p>Reported quarterly</p>		
Sustaining a skilled, flexible and motivated workforce –to deliver quality services which meet current and anticipated service needs	<ul style="list-style-type: none"> <li>Delivery of L&amp;D plan 2018/19</li> <li>Implement reward and benefit packages that give choice to our workforce and support work life balance.</li> <li>Implement national pay conditions including NLW.</li> <li>Review current terms and conditions.</li> <li>Review current pay grading model.</li> </ul>	<p>31 March 2019</p> <p>TBA</p> <p>QTR 1</p> <p>QTR 1-2</p> <p>QTR 2</p>	Head of HR and OD/HR Officers/Payroll Manager/HR team	<p>The 18-19 plan has been delivered and will inform the plan for 19/20 alongside PDR and LT feedback.</p> <p>My rewards is fully implemented and supports other benefits i.e. Flexi-time, Overtime, Standby and Toil. Consideration by the HRO to the buying and selling of leave has identified this is going to be too difficult to administer through our HR systems and is also against work-life balance in terms of selling leave, CEO (LW) has agreed not to progress, HR will consult with LT about allowing greater unpaid leave if this is desired as part of a review of the General Leave Policy. The childcare scheme is now closed in line with legal changes to new entrants. A wellbeing program has been introduced to support staff and provide further benefits as well a staff recognition scheme and enhanced EAP scheme. The council also has a Staff Suggestion scheme which rewards staff who put forward suggestions that help improve things for residents or employees.</p> <p>The Head of HR and OD with support from others including the HR and Payroll team, EELGA, the interim Head of HR and LT has developed and implemented all of the required changes from NLW, NJC and JNC agreements as well as EHC pay proposals and T&amp;C changes which were agreed with Unison with a 73% vote in favour. These changes which include a revised set of increment points across grades which both reduce the length of grades to a more appropriate level and remove significant cross over between grades were implemented with effect from 1/4/19</p>
Planning for the workforce – develop and implement workforce planning; supporting recruitment and retention issues	<ul style="list-style-type: none"> <li>Deliver workforce planning (focusing on hard to fill, retention, career paths, skills, learning and development)</li> <li>Develop and deliver Apprenticeship programme 2018 – creating career paths; supporting workforce planning</li> </ul>	<p>QTR 1</p> <p>QTR 1</p>	Head of HR and OD/HR Officers	<p>This is an on-going piece of work as the recruitment challenges are ongoing, EHC is being creative and using the methods identified on a case by case basis including career graded posts, professional study, recruitment campaigns, apprentice roles and reviewing golden hellos etc.</p> <p>As reported in the previous update a successful apprenticeship recruitment process has been used for 18/19 taking on further apprentices and supporting development, Levy Pot is being utilised and LT will be consulted re new potential apprentices for September 19 to maintain this position.</p>

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	<ul style="list-style-type: none"> <li>To work with LT on delivery of savings ideas to support targets</li> <li>Develop innovative recruitment and retention initiatives</li> </ul>	<p>2018/19</p> <p>2018/19</p>		<p>This work is on-going in line with system developments (project mgt of this will come from HR). A review of agency use is expected to identify EHC wide savings from staffing in terms of agency fees this needs to be part of the 19/20 plan. The HR Officers have supported restructures within the service areas that they business partner in order to achieve savings targets.</p> <p>HR have developed a new range of recruitment images approved by LT for use on LinkedIn and other social media as well as improving the job advert template and this is being used to support recruitment. Different recruitment providers and Google clicks are being used and alternative recruitment providers are currently being explored. HR is keen to share learning across services and provide greater central support to improve recruitment - this is on-going. The council has implemented a Buddy Scheme for new starters to ensure they quickly settle into the council and therefore helps with retention. Turnover is monitored on a monthly, quarterly and annual basis.</p>
Building leadership and management capacity – managers that lead, motivate and encourage innovation	<ul style="list-style-type: none"> <li>Deliver year 2 of Management development programme</li> <li>Deliver new managers development programme</li> <li>Deliver talent management programme</li> </ul>	<p>July 2018</p> <p>QTR 2-4</p> <p>QTR 2-4</p>	Head of HR and OD/HR Officers	<p>A decision was taken to refocus the management development programme to ensure that it was still meeting the needs of the Senior Managers. The programme was adapted and more bitesize sessions arranged and a new management development programme was suggested by the New Head of HR and OD to be delivered in 2020.</p> <p>The new Head of HR consulted with LT and Service Managers at the most recent quarterly session (25/3/19) and has agreed to develop the following – delivery of the management training is likely to begin in January 2020 as the competence and policy development needs to be completed first and be approved in line with our committee structures.</p> <ul style="list-style-type: none"> <li>Build on EH Values to develop set of staff and management competences</li> <li>Incorporate competences into PSs and PM system</li> <li>Create additional framework and tool to Code of Conduct and Objectives</li> </ul> <p>Key Formal Policies and Procedures developed:</p> <ul style="list-style-type: none"> <li>Code of Conduct</li> <li>Probationary</li> <li>Disciplinary</li> <li>Poor performance/Capability</li> <li>Sickness and Attendance</li> <li>PDR / Appraisal process/forms (1 2 1s)</li> </ul> <p>(Ensure they work together)</p> <p>5 Days Line Manager training with EH Tools (delivered internally by HR)</p> <ul style="list-style-type: none"> <li>Recruitment and Selection (1 day)</li> <li>Performance Management, Staff Development and Managing Change (2 days)</li> </ul>

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
				(Includes Probation, PDRs, Coaching and Capability) <ul style="list-style-type: none"> <li>Managing difficult behaviour and discipline</li> <li>Managing Attendance</li> </ul>
Promoting positive performance – practices and policies support modern, effective and efficient ways of working	<ul style="list-style-type: none"> <li>Process review - Streamline and automate processes</li> <li>Compliance of HR data and processes with GDPR</li> <li>Modernise HR policies, developing and reviewing policies in terms of best practice and legislation changes; supporting delivery of new intranet</li> <li>Delivery of HR and Payroll system modules</li> </ul>	<p>2018/19</p> <p>QTR 1-2</p> <p>2018/19</p> <p>As detailed in specific programme plan 2018/2019</p>	Head of HR and OD/Payroll Manager/HR Officers/HR team	<p>The new Head of HR needs to review where we are and is currently looking into phase 1 work to ensure it is fully effective and making some small changes to improve users' MyView experience. The current HR Apprentice's role is going to be developed to a trainee role with a clear focus on system development. Discussions are taking place with Stevenage to restore the joint working arrangements and shared development costs. A plan will be produced by end of June with milestones set. Due to the development of the recruitment module initially purchased there are additional costs that need to be considered as the budget is determined going forward. This will include consultancy/development time from the provider to assist in the phased delivery.</p> <p>In terms of compliance with GDPR this has been done and includes all paper files replaced with electronic files or destroyed in line with retention.</p> <p>HR policy development is ongoing the following were updated/developed and agreed in 18/19:</p> <ul style="list-style-type: none"> <li>Flexible Working Scheme</li> <li>Appeals Policy</li> <li>Buddy Scheme</li> </ul> <p>Minor updates were made in line with the agreed pay proposals and T&amp;C changes to:</p> <ul style="list-style-type: none"> <li>Redundancy Policy</li> <li>Redeployment Policy</li> <li>Disturbance Allowance Scheme</li> <li>General Leave Policy (the annual leave will be updated in due course to align to minimum of 25 days)</li> </ul> <p>As covered in management development above policies are being developed and then management training will follow.</p>
Promoting Equality, diversity, health and wellbeing – supporting our employees	<ul style="list-style-type: none"> <li>Delivery of Green travel Plan including rollout of staff car parking charges</li> <li>Support delivery of health and wellbeing programme</li> <li>Ensure compliance with health and safety regulations</li> </ul>	<p>As detailed in specific programme plan 2018/2019</p> <p>As detailed in specific programme</p>	Head of HR and OD/HR Officers	<p>The increased take up following various communications of car sharing has meant that parking charges have not at this stage been implemented; the push towards greener travel needs to continue and be kept developing. The Head of HR is part of the steering group and has ensured that the majority of the HR service are all car sharing on regular basis as well as avoiding travel through appropriate home working. A full staff travel to work survey will be undertaken in June 2019 in order to compare progress against the 2018 survey.</p> <ul style="list-style-type: none"> <li>In partnership with the Community Wellbeing &amp; Partnerships</li> </ul>

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	<ul style="list-style-type: none"> <li>Support equality and diversity agenda</li> </ul>	plan 2018/2019 Reported quarterly Reported annually		<p>Team, various activities have been implemented in 2018/19 to support the delivery of employees' health and wellbeing including: training 22 Mental Health First Aiders to support employees experiencing difficulties, implementing a free onsite flu vaccination programme, promoting wellbeing information on MyRewards, offering onsite wellbeing sessions e.g. reflexology, offering TED talks on e.g. mindfulness, launch of a Wellbeing page on the intranet to include advice and further sources of support, organised lunchtime walks</p> <ul style="list-style-type: none"> <li>The Health and Safety Officer has continued to work with officers to ensure compliance across the council by continuing the programme to review and streamline the Health and Safety Policy arrangements. While supporting the council contracts from the tender process through to the compliance and monitoring. New evacuation chairs have been purchased and installed and two defibrillators have been procured and training delivered. Collaborative and partnership working continues to be developed to ensure good practice and the best use of budgets.</li> <li>Equalities data is collected during the recruitment process, the job advert has been updated to include an equalities statement and all full-time jobs are advertised as 'part-time working and job-share considered'. The council is also a Disability confident Employer. Equalities information is analysed on a quarterly and annual basis and reported to HR Committee. EqIAs are produced for all HR policies and projects. The Gender pay gap report is produced annually in line with government requirements and the resulting action plan is taken forward with progress reported to HR Committee.</li> </ul>
Deliver the Accommodation Review	<ul style="list-style-type: none"> <li>Measures TBC</li> </ul>	31 March 2019	Head of Strategic Finance and Property	The accommodation review focused on making Wallfields more fit for purpose in terms of enabling green travel, supporting more hotdesking and releasing more meeting space. Work is due to be completed on 28 May 2019 which will see a new staff hub on the ground floor, new shower block and changing facilities, new meeting rooms and informal meeting spaces along with hotdesking arrangements for the Chief Executive and Deputy Chief Executive.
Maximisation of in-year council tax collection.	<ul style="list-style-type: none"> <li>Council tax collection, % of current year liability collected achieved.</li> </ul>	31 March 2019	Head of Revenues and Benefits	See performance data for more details – marginally below target. Analysis of results is pending.
Maximisation of in-year council tax collection.	<ul style="list-style-type: none"> <li>Council tax collection, % of current year liability collected achieved.</li> </ul>	31 March 2019	Head of Revenues and Benefits	See performance data for more details – target exceeded.
Maximisation of collection of prior year arrears.	<ul style="list-style-type: none"> <li>Level of outstanding arrears reduced.</li> </ul>	31 March 2019	Head of Revenues and Benefits	Achieved.
Provision of support and advice to	<ul style="list-style-type: none"> <li>Customers sustain repayment</li> </ul>	31 March	Head of Revenues and Benefits	Continuous activity. Working closely with CAB and DWP partners on all

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
customers experiencing difficulty in paying their liability.	arrangements thus avoiding enforcement action.	2019		areas but particularly focussing on the roll out and implications of 'full service' universal credit since October 2018.
Proactive anti-fraud and avoidance activity to minimise loss of liability.	<ul style="list-style-type: none"> <li>Reliefs and discounts are reviewed and monitored using data matching etc. where appropriate.</li> </ul>	31 March 2019	Head of Revenues and Benefits	Work continues in this area. Data matching and anti-fraud work with the shared anti-fraud service supports it.
Maximisation of new liability.	<ul style="list-style-type: none"> <li>Regular monitoring of all localities to identify and verify the timely inclusion of new builds and other developments into the rating list is carried out throughout the year.</li> </ul>	31 March 2019	Head of Revenues and Benefits	Work continues in this area. County-wide contract for external support for this has been removed.
Provision of a professional and appropriate service to all customers needing to engage with the service.	<ul style="list-style-type: none"> <li>Customer satisfaction levels.</li> </ul>	31 March 2019	Head of Revenues and Benefits	This action continues. Staff in Business rates continue professional training to ensure service provides high level of knowledge and advice.
Introduce mobile working app for Uniform to improve service delivery and drive efficiencies	<ul style="list-style-type: none"> <li>Mobile app rolled out to appropriate Environmental Health officers</li> </ul>	30 June 2018	Service Manager – Environmental Health	Despite extra resources being allocated to this project, there are still issues with the software not working. This issue is currently with our suppliers to sort, but at the moment, there is no revised completion date.
Successful contracts in place for: <ul style="list-style-type: none"> <li>Parking Contract</li> <li>Grounds Project</li> <li>Leisure Contract</li> <li>Theatre &amp; Leisure development projects</li> <li>Joint Waste Contract with North Herts</li> </ul>	<ul style="list-style-type: none"> <li>Milestones TBC</li> </ul>	31 March 2019	Head of Operations	New waste contract launched May 2018. New parking and enforcement contract launched January 2019.
Develop the role of legal services to deliver advice and guidance in a timely and cost effective manner and reducing the council spend on external legal advice	<ul style="list-style-type: none"> <li>Increase in staff and decrease in external reliance for legal support</li> </ul>	31 March 2019	Head of Legal and Democratic Services	This action has a revised completion date that will fall into 2019/20 service plans.
Publication of Register of Electors	<ul style="list-style-type: none"> <li>Successful publication</li> </ul>	31 December 2018	Head of Democratic and Legal Services	The revised register of electors is due for publication on 1 December 2018 after the annual canvass. Discussion with facilities, in relation to a Saturday opening. We have undertaken a procurement exercise and awarded the canvass print contract to Electoral Reform Services. We have artwork and a print timetable agreed with ERS.
Support the Digital East Herts programme by increasing the range of online services available in ModGov	<ul style="list-style-type: none"> <li>More paperless Member/Officer participation at meetings, reduction in printing/courier costs, development of online Member resources, such as submission</li> </ul>	31 March 2019	Head of Democratic and Legal Services	All committee meetings paperless as of May 2019.  All councillors offered laptops.

Actions not directly relevant to residents but key to the Council running effective and efficient services)				
Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	of interests and expenses, training records, NKD consultations			
Emergency planning	<ul style="list-style-type: none"> <li>Review all emergency plan documentation</li> </ul>	June 2018	Service Manager – Community Wellbeing and Partnerships	All documents are now uploaded onto Resilience Direct and all members of LT have access rights. Recruitment day for volunteer staff in the event of a major incident taking place on 9th August.