

ERP C 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"> • No. of Twitter followers & impressions • No. of Facebook likes & people reached • No. of Instagram followers and likes • No. of Gov delivery subscribers 	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"> • 9,387 Twitter followers (582 more than last year) • 1,526 Facebook followers (454 more than last year) • 1,205 Instagram followers (481 more than last year) • 566 LinkedIn followers (135 more than last year) <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"> • Transfer complete 	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.
Increase customer engagement through feedback for Development Management Service	<ul style="list-style-type: none"> • Qualitative Assessment of customer feedback • Quantitative assessment of customer feedback 	30 June 2018	Service Manager (DM) Quality and performance	

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"> • Delivery key actions within the plan • Bid to the Police and Crime Commissioner's community safety fund in line with 	31 March 2019 31 December 2018	Community Safety Officer	Review of assessment for 2019/20 to begin next period.

	Community Safety Partnership priorities			
Ensure the council fulfils its Safeguarding responsibilities	<ul style="list-style-type: none"> Deliver the actions arising from the Safeguarding Adults Self-Assessment Deliver the annual programme of safeguarding training 	31 March 2019 31 December 2018	Service Manager – Community Wellbeing and Partnerships	<p>Safeguarding action log sent to HCC at the end of each quarter.</p> <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"> Time taken to process Housing Benefit new claims and change events achieved (10 days) 	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"> Utilise discretionary Housing Payments to alleviate transitional difficulties Proactively work to avoid fraud and to ensure suspected cases are investigated 	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"> Customers assisted and signposted appropriately when transitioned into universal credit. 	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"> Introduce 'Personal Housing Plans' for those threatened with homelessness training all members of the team Review and restructure the approach to homelessness prevention work 	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"> Number of prevented homeless applications 	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>

	<ul style="list-style-type: none"> Number of homeless households living in temporary accommodation Number of applicants on the housing register 			<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&B. Four were single 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"> Review the East Herts Air Quality Action Plan, deliver key actions Deliver Clean Air Day 2018 	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"> Measure to be developed 	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"> Review success and identify options for sustaining project beyond initial 18 month funding period 	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"> Deliver staff wellbeing, volunteering and new activities programme (in combination with the council's support for Hertfordshire County Council's Year of Physical Activity) East Herts residents & East Herts Council employees registered with Team Herts Volunteering scheme Ensure the sustainability of the Forever Active programme beyond the Sports England funding period Review the outcomes of the 	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-sufficient and has been an overwhelming success, exceeding set target</p>

	<p>Active In programme</p> <ul style="list-style-type: none"> Number of over 50s participating in 'Forever Active' programme 			by over 100 people
Procure a leisure operating and DBOM contract	<ul style="list-style-type: none"> OJEU notice issued 	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:	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"> 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. b) Delivering a new destination play area at Hartham Common. 	31 March 2019		This action will now be moved to proposed completion within the 2019/20 year.
<ul style="list-style-type: none"> Deliver play area improvements 	TBC		Revamp of Hillside Crescent complete and well received by residents, bringing this play area up to a good standard of play value and	

	at Southern Country Park and Hillside Crescent.			community asset. Improvements at Southern Country Park currently 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"> Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth. 	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"> Review overarching Parks and Open Spaces Strategy 	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"> Number of Master Plans successfully completed and endorsed by the Council Achievement of policy objectives identified in District Plan 	31 March 2019	Service Manager (DM) Quality Places	See performance data for more details
Harlow and Gilston Garden Town Development	<ul style="list-style-type: none"> Successful engagement with Garden Town Successful outcome of Gilston Concept Framework and Master Planning processes Continuing community 	31 March 2019	Service Manager (DM) Quality Places	<p>Further resources in progress of implementation through project Co-ordinator role. Currently on interim basis and due to be permanently recruited. 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>

	<ul style="list-style-type: none"> engagement Commencement and implementation of development 			Action remains in progress. Planning Applications anticipated in May 2019. Policy framework being enhanced through work of the Harlow and Gilston Garden Town team.
Effective planning enforcement	<ul style="list-style-type: none"> % visits undertaken in relation to urgent cases within 2 workings days of 'start date' Quantitative and qualitative customer feedback 	31 March 2019	Planning Enforcement Manager	See performance data for more details
Proactive Conservation and Urban Design service	<ul style="list-style-type: none"> Completion of remaining Conservation Area Assessment work 	30 Sept 2018	Head of Planning and Building Control	See performance data for more details
Effective Building Control service	<ul style="list-style-type: none"> Measures to be developed 	30 June 2018	Head of Planning and Building Control	
Produce community transport strategy for East Herts	<ul style="list-style-type: none"> Strategy produced 	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"> Fly tips – time taken for removal Participate in County wide Media Campaign on fly tipping 	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. Investigating the procurement of ????
Co-ordination and promotion of the arts and cultural offer in East Herts.	<ul style="list-style-type: none"> Completed audit of cultural activities which promote health, social and the economic well-being of East Herts Residents. Identify ways to increase engagement in arts and cultural activities. 	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"> Outline Business Plan received and taken through decision making processes 	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"> Develop proposals 	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"> New contract in place 	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, 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)	<ul style="list-style-type: none"> Review complete and options identified 	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 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"> Audit complete and options identified 	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"> Less than 30 missed bins per 100,000 	31 March 2019	Joint Waste service Manager	The missed collections have risen. When challenged on this rise the contractor was able to identify some issues with crew performance. The crews have been bought in and targeted with improvement. It is expected that leave has also factored into this rise. It is expected that this will drop down for April.
Maintain recycling rates above 50%	<ul style="list-style-type: none"> Residual household waste per household % of household waste sent for reuse, recycling and composting 	31 March 2019	Joint Waste service Manager	See performance data for more details
Introduce trade waste recycling	<ul style="list-style-type: none"> Trade waste recycling introduced to one town/Business area 	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"> Strategy to consider development post 2031 across 	31 March 2019	Head of Planning and Building Control	

	<p>Hertfordshire through HIPP</p> <ul style="list-style-type: none"> Continued engagement through Co-op for Sustainable Development Board (with Harlow, Uttlesford and Epping Forest). 			
Completion of District Plan	<ul style="list-style-type: none"> Plan Adoption Housing Land Supply 	End June 2018	Service Manager, Planning Policy	District Plan adopted at Council of 23 October 2018.
Programme of Planning Policy work	<ul style="list-style-type: none"> Formulation of work programme Delivery of agreed work programme 	31 March 2019	Service Manager, Planning Policy	
Effective Development Management service	<ul style="list-style-type: none"> % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks). % Processing of planning applications dealt with in timely manner - Minor applications (Minors under 13 weeks) % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks) Engagement through pre-application and PPA processes in accordance with PIs 	31 March 2019	Service Manager (DM) Quality and performance	See performance data for more details
Establish Housing Company	<ul style="list-style-type: none"> Property Investment Company to commence trading Determine feasibility of housing development by a Company Subject to there being a feasible business case, seek member approval for development 	<p>April 2018</p> <p>July 2018</p> <p>September 2018</p>	Head of Housing and Health	
Encourage appropriate downsizing in tenures	<ul style="list-style-type: none"> Deliver key actions in the line with the Housing Service's report into under-occupation in East Herts A review of the issues, challenges and potential solutions 	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	<ul style="list-style-type: none"> % of Affordable homes delivered 	30	Housing Development and	The Housing Team are implementing the Affordable Housing Policy to

options for maximising affordable housing and community-led housing delivery, revise the Affordable Housing Supplementary Planning Document in line with the District Plan timetable)	<p>on section 106 developments in Towns against a 40% cumulative Planning Policy target</p> <ul style="list-style-type: none"> • % of Affordable homes delivered on section 106 developments in Villages 	September 2018	Strategy Manager	<p>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"> • Investigate the feasibility of delivering an extra care scheme in East Herts 	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"> Total number of businesses using the facility (target: 30) Number of businesses using the facility for more than 3 months (target: 20) Total income from businesses using the facility (target £20,000) 	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"> Number of successful applications to the Business Rate Discount Grant Scheme Number of additional jobs created as a result of awarding the scheme Qualitative feedback from businesses about how it has made a difference 	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"> Total value of visitor economy to East Herts Total number of day trips and overnight trips to district Total number of jobs in district attributed to visitor economy 	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"> No. of East Herts businesses successful in applying to RDP Amount of £ invested in East Herts through the RDP No. of new jobs in East Herts created through the RDP 	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"> Amount (£) raised for local charities 	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: http://www.cvsbeh.org.uk/our-projects/dragons-apprentice-challenge/
Review the Environmental Health 'offer' to local businesses	<ul style="list-style-type: none"> Review opportunities and produce options paper 	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"> New policy in place % of food premises in the area which are broadly compliant with food hygiene law 	31 December 2018	Service Manager – Licensing and Enforcement	Final amendments being made to the document following the consultation process. Revised version before LC in November for recommendation to full council.
Cross-boundary working taxi enforcement	<ul style="list-style-type: none"> Carry out cross-boundary taxi enforcement work Promote more consistent taxi licensing convictions policies across the region through the Herts and Beds Licensing Group 	<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 & 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"> Promote higher taxi standards from companies operating out of Stansted airport through joint work with Uttlesford District Council the Stansted Airport Consultative Group 			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"> Implement 'shared use' parking in 'Chantry' area of Bishop's Stortford (subject to Committee approval). 	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"> Commencement of contract 	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
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	Measures initially to be completion of key phases within the overall project: <ul style="list-style-type: none"> Detailed masterplan for whole site and associated viability assessments Agreed delivery model (joint venture/developer/council led) and potential development partner identified Planning application for MSCP granted 	31 March 2019	Chief Executive	Following Council approval on 5 th March 2019 a development partner for the Old River Lane has been appointed. Planning application for Northgate End was approved by Development Management Committee on 13 th Feb.
Hertford Urban Design Study: <ul style="list-style-type: none"> Deliver improvements to Maidenhead Street and surrounding areas, including pedestrianisation and resurfacing. Support the delivery of the wider Hertford Urban Design Strategy. 	<ul style="list-style-type: none"> New TROs in place Delivery of Maidenhead St project 	31 December 2018	Chief Executive	This action has been completed with some small tasks outstanding that revolve around implementation of the TRO that will be actioned from May 13 th .
Bishop's Stortford Business Improvement District	<ul style="list-style-type: none"> Successful ballot 	31 July 2018	Business Engagement Manager	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 incorporate 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.
Working with town councils seek to devolve responsibility for managing markets	<ul style="list-style-type: none"> Market service costs reduced 	31 March 2019	Enforcement & Inspection Team Manager	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.

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"> Modal shift of East Herts staff commuting patterns (% of 	31 June 2019	Head of Communications, Strategy and Policy	This action came out of the 2017/18 Sustainable Transport Task and Finish Group. A sustainable transport officer was employed on

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:	Progress by 31 March 2019
	<p>journeys by car, bike, train, foot etc.)</p> <ul style="list-style-type: none"> Resident commuting and travel patterns (actual and proxy data available through HCC) Number of sustainable transport interventions progressed in the district through Section 106 contributions 			<p>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"> Proposals for new provision identified 	31 December 2018	Service Manager – Community Wellbeing and Partnerships	Review of CCTV provision has been completed. Options to move forward have been presented and approved. Project to implement proposals will now be commenced.

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"> Reduction in cost Volume and proportion of customer contacts by: <ul style="list-style-type: none"> Email Face to face Calls Web based/ web forms 	31 March 2019	Head of Communications, Strategy and Policy	Project continues to 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"> % accessible services via digital channels Proportion of demand by channel Savings delivered (as a proportion of overall target) 	31 March 2019	Director	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"> Satisfaction with council services (web, telephony, face to face) measured via govmetric % complaints responded to within 10 working days % complaints upheld at stage 1 Qualitative feedback from mystery shop exercises 	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 th February 2019.
Ensure website meets needs of customers	<ul style="list-style-type: none"> No. of page views Socitm rating Satisfaction rating 50% for website 	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"> No. of page views 	31 March 2019	Communication and Digital Media Manager	
Manage the council's reputation through social media and traditional media	<ul style="list-style-type: none"> Social media sentiment/ favourability score Press favourability score 	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 Team	<ul style="list-style-type: none"> Qualitative feedback 	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 development of the council's financial sustainability strategy and developing the 3rd tier (ie. town and parish council) devolution policy.
Supporting Transformational Change	<ul style="list-style-type: none"> Accommodation review - 	2018/2019 -	Head of HR and OD/HR Officers	

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
and Innovation - create a responsive culture, here to help. Create more capacity through improving our productivity	<ul style="list-style-type: none"> lead the culture strand, maximising current workspace and flexible working arrangements. 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 Grow commercial side of the service - providing HR services to partners, ensuring value for money, generate income. To deliver the Organisational Development (OD) Strategy 2015-2019. To develop the new OD Strategy 2019-2022 EHPI 12a – Number of short – term sickness absence days per FTE staff in post EHPI 12b – Number of long – term sickness absence days per FTE staff in post EHPI 12c – Total number of sickness absence days per FTE staff in post To work with LT on delivery of outcomes of the employee survey 2017 	<p>as detailed in specific programme/ project plans 2018/2019 – as detailed in specific programme/ project plans 2018/19</p> <p>31 March 2019</p> <p>2018 to commence 1 April 2019 Reported quarterly</p> <p>Reported quarterly</p> <p>Reported quarterly</p> <p>2018/2019 – as detailed in specific programme/ project plans</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"> Delivery of L&D plan 2018/19 Implement reward and benefit packages that give choice to our workforce and support work life balance. 	<p>31 March 2019 TBA</p> <p>QTR 1 QTR 1-2 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, consideration to the buying and selling of leave has identified this is going to be too difficult to administer and is also against work-life balance in terms of selling leave, HR will consult with LT about allowing greater unpaid leave if this is desired. 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.</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"> Implement national pay conditions including NLW. Review current terms and conditions. Review current pay grading model. 			<p>The Head of HR and OD is working on a review of the council's pay structure to incorporate the NLW requirements.</p> <p>These have been completed by the pay proposals being agreed 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"> Deliver workforce planning (focusing on hard to fill, retention, career paths, skills, learning and development) Develop and deliver Apprenticeship programme 2018 – creating career paths; supporting workforce planning To work with LT on delivery of savings ideas to support targets Develop innovative recruitment and retention initiatives 	<p>QTR 1</p> <p>QTR 1</p> <p>2018/19</p> <p>2018/19</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, 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> <p>This work is on-going in line with system developments (project mgt of this will come from HR), HR have reduced hours with a reduction 1 day from HR and Payroll, the apprentice is being developed to support the team and a 1 day reduction to the HR officer has supported this. 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.</p> <p>HR through CK have developed a new range of recruitment images approved by LT for use as well as improving wording templates and this is being used to support recruitment. Different recruitment providers are being used and HR is keen to share learning across services and provide greater central support to improve recruitment - this is on-going.</p>
Building leadership and management capacity – managers that lead, motivate and encourage innovation	<ul style="list-style-type: none"> Deliver year 2 of Management development programme Deliver new managers development programme Deliver talent management programme 	<p>July 2018</p> <p>QTR 2-4</p> <p>QTR 2-4</p>	Head of HR and OD/HR Officers	
Promoting positive performance – practices and policies support modern, effective and efficient ways of working	<ul style="list-style-type: none"> Process review - Streamline and automate processes Compliance of HR data and processes with GDPR Modernise HR policies, 	<p>2018/19</p> <p>QTR 1-2</p> <p>2018/19</p>	Head of HR and OD/Payroll Manager/HR Officers/HR team	

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"> developing and reviewing policies in terms of best practice and legislation changes; supporting delivery of new intranet • Delivery of HR and Payroll system modules 	As detailed in specific programme plan 2018/2019		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 use of MyView. The HR officer who was leading on the project from a HR point of view will be handing the project back to the new Head of HR and OD in May/June to lead on and the current HR Apprentice's role is going to be developed to include a clear focus on system development. Initial discussions are also taking place with Stevenage to work jointly and share development costs where appropriate. A plan will be produce by end of June with milestones set out. There is apparently a further cost involved in the recruitment module so this still needs to be understood and budget need to be determined as does budget for potential consultancy/development time from the provider.
Promoting Equality, diversity, health and wellbeing – supporting our employees	<ul style="list-style-type: none"> • Delivery of Green travel Plan including rollout of staff car parking charges • Support delivery of health and wellbeing programme • Ensure compliance with health and safety regulations • Support equality and diversity agenda 	As detailed in specific programme plan 2018/2019 As detailed in specific programme plan 2018/2019 Reported quarterly Reported annually	Head of HR and OD/HR Officers	
Deliver the Accommodation Review	<ul style="list-style-type: none"> • Measures TBC 	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"> • Council tax collection, % of current year liability collected achieved. 	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"> • Council tax collection, % of current year liability collected 	31 March 2019	Head of Revenues and Benefits	See performance data for more details – target exceeded.

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Action	Measure/Milestones:	Deadline	Lead Officer	Progress by 31 March 2019
	achieved.			
Maximisation of collection of prior year arrears.	<ul style="list-style-type: none"> Level of outstanding arrears reduced. 	31 March 2019	Head of Revenues and Benefits	Achieved.
Provision of support and advice to customers experiencing difficulty in paying their liability.	<ul style="list-style-type: none"> Customers sustain repayment arrangements thus avoiding enforcement action. 	31 March 2019	Head of Revenues and Benefits	Continuous activity. Working closely with CAB and DWP partners on all 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"> Reliefs and discounts are reviewed and monitored using data matching etc. where appropriate. 	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"> 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. 	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"> Customer satisfaction levels. 	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"> Mobile app rolled out to appropriate Environmental Health officers <i>Any measures for success/ efficiencies? Improved processing times?</i> 	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"> Parking Contract Grounds Project Leisure Contract Theatre & Leisure development projects Joint Waste Contract with North Herts 	<ul style="list-style-type: none"> Milestones TBC 	31 March 2019	Head of Operations	New waste contract launched May 2018. New parking and enforcement contract launched January 2019.
Idox Optimisation Programme for DM service	<ul style="list-style-type: none"> Speed of delivery of DM service Printing/ paper consumption Costs identification and management for DM service Cost reduction 	31 March 2019	Director	
Develop the role of legal services to deliver advice and guidance in a timely and cost effective manner and reducing the council spend on	<ul style="list-style-type: none"> Increase in staff and decrease in external reliance for legal support 	31 March 2019	Head of Legal and Democratic Services	This action has a revised completion date that will fall into 2019/20 service plans.

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
external legal advice				
Publication of Register of Electors	<ul style="list-style-type: none"> Successful publication 	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"> More paperless Member/Officer participation at meetings, reduction in printing/courier costs, development of online Member resources, such as submission of interests and expenses, training records, NKD consultations (<i>need some specific measures</i>) 	31 March 2019	Head of Democratic and Legal Services	
Emergency planning	<ul style="list-style-type: none"> Review all emergency plan documentation 	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.