

**BEST  
VALUE  
PERFORMANCE  
PLAN  
2004**

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## LEADER'S INTRODUCTION

(Insert Photograph of Leader)

Welcome to East Herts Best Value Performance Plan for 2004/05.

This plan reports on our performance in the last year and sets out what we need to do in 2004/05 to ensure continuous improvement.

We have achieved a great deal in 2003/04, for we:

- Were awarded the status of a 'Good' Council, in our Comprehensive Performance Assessment in January 2004. The assessment team recognised that the Council has challenging but realistic priorities, which reflect the concerns of local people and that service improvement, has improved particularly in recycling and housing benefit.
- Have undertaken a range of activities to help reduce burglary, car crime, violent crime and anti-social behaviour through the Crime and Disorder Partnership, for example the introduction of CCTV at specific sites across East Herts and implementation of 25 Acceptable Behaviour Contracts (ABC) and one Anti Social Behaviour Order (ASBO).
- Continue to serve vulnerable members of the community well by striving to ensure more affordable housing units are built every year.
- Have consolidated the Local Strategic Partnership by working successfully with our partners, such as the County Council, Education, Housing, Health, Police, Voluntary Sectors and businesses to ensure that we are all working for the Community.

Underpinning these achievements is the fact that the Council has been successful at settling into it's first full year of re-organisation, which resulted in the introduction of the Executive team of Councillors and the restructure of the senior management team. The Best value Review of Organisational Development will be looking to build on this so we can strive to become an 'excellent' council which welcomes continuous change and drives forward improvement.

However there are many other challenges ahead. For we need to continue to:

- Build on our strengths, tackle our weaknesses and not become complacent.

- Sustain the provision of good quality services and address certain aspects of services that are not performing as well, such as the processing of planning and homelessness applications.
- Ensure that East Herts continues to play a lead role in influencing regional development in terms of housing, economic development and minerals extraction.
- Maintain the rate of improvement in recycling to meet the significant government targets.
- Work with partners and the Community to make a stand against the expansion of Stansted Airport.
- Deliver services economically and within budget, against the challenging environment of central government control.
- Engage the local population through regular MORI Resident Polls and Community Voice.

This plan sets out how we intend to deliver on these challenges.

**Cllr Mike Carver, Leader of the Council**

## **SECTION 1: PROFILE OF EAST HERTS**

### **The Area**

East Herts is the largest of the ten districts in Hertfordshire.

It covers 184 square miles, approximately a third of the county, and offers a blend of rural and town living. The benefits of this mixture are greatly appreciated by the 130,000 people who live in the district, 91% of whom are satisfied with the area as a place to live. (MORI Residents' Survey 2003).

Although 70% of the district is farmland, five busy market towns (Hertford, Ware, Bishop's Stortford, Sawbridgeworth and Buntingford) and more than 100 villages and hamlets are scattered across the area.

East Herts is a beautiful area. It has more than half of Hertfordshire's 70 conservation areas, 4,000 listed buildings, 33 scheduled monuments, 300 sites of archaeological significance and 15 registered historic parks and gardens, out of 43 in Hertfordshire.

Areas of nature conservation are equally abundant. Rye Meads and Wormley-Hoddesdon Park Wood are internationally recognised, and there are a further 15 Sites of Special Scientific Interest (SSSI) and 591 Wildlife Sites.

East Herts is regarded as an attractive rural location for those moving out from (and commuting into) London due to its excellent transport links. However, increasingly the district is finding that development is encroaching closer to its borders.

The district sits within the Government's Eastern Region and is within one of four growth areas named by the Government's Communities Plan. As such, it is part of a nationally recognised development area.

Proposals for the expansion of Stansted Airport (within four miles of Bishop's Stortford), regeneration of Harlow and development of the M11 corridor all put at risk the status of East Herts as a "green lung" within the wider area.

Metropolitan Green Belt protects the southern third of the district and the northern two-thirds are classified as Rural Area Beyond the Green Belt.

### **The Economy**

People are predominantly employed in managerial or professional occupations and enjoy higher than average earnings (£34,940 for full-time workers<sup>1</sup>) and unemployment is very low (0.8%<sup>2</sup>).

East Herts has a significant agricultural base; however its economy is dominated by the service sector. Almost a quarter of people are employed in financial and business services and a fifth in public services.

The economy consists predominantly of micro and small businesses (97%), with a few key multi-nationals such as GlaxoSmithKline and Merck Sharp Dohme who play a role in the local economy.

Given all these factors it may be assumed that life in East Herts is universally comfortable and privileged but of course the reality is more complex.

House prices are among the highest in the country; in 2003 the average property cost £257,235<sup>3</sup> while the average salary was £34,940. There is a considerable shortage of affordable housing.

The rural nature of the district presents particular difficulties for those who live beyond the main towns (40,000 residents) with regard to isolation and poor access to services.

Whilst it is true that East Herts has low levels of deprivation, ranking 346 (out of 354) on the Indices of Deprivation 2004, this disguises pockets of relative deprivation.

## **The People**

A fifth of the population is under 16 and over 60. The average age in the district is 38.

More than half the population (aged 16 and over) is married and a quarter is single. 9% of people are separated or divorced and 7% are widowed. Over 90% of people were born in England. The main religion is Christianity but almost a fifth of people have no religion.

East Herts has a low ethnic minority population of just 7%. The largest ethnic minority groups are Irish, Indian and Chinese.

The people of East Herts enjoy very good health. Only 12% of people have a limiting long-term illness and 9% provide unpaid care.

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<sup>1</sup> New Earnings Survey (residence based) 2003, NOMIS

<sup>2</sup> Claimant Count Rate March 2004, NOMIS

<sup>3</sup> Average Residential Property Prices October-December 2003, Land Registry

A quarter of people are educated to degree level or higher. But a fifth have no qualifications.

Car ownership is high, with over a third of households owning two or more cars. Two-thirds of people travel to work by car and 10% travel by train. Less than 2% of people travel by bus. 10% of people work from home.

Almost a third of properties in East Herts are detached. East Herts has more detached properties than anywhere else in the county.

Three-quarters of properties are owner-occupied, with only 13% of properties classified as social housing (rented from Council and Housing Associations).

A quarter of households are one-person households and 14.0% are pensioners living alone. Almost a third of households have dependent children.

## SECTION 2: THE COMMUNITY AND THE COUNCIL'S PRIORITIES AND OBJECTIVES

Local authorities have a duty to promote the economic, social and environmental well being of the local community. To do this, the East Herts Local Strategic Partnership was formed in 2001, and in partnership with other agencies, a Community Strategy for the area was developed.

The result was 'East Herts Together' which was launched in November 2003.

East Herts Together sets out the **vision** for the community:

'To conserve our rich and diverse natural environment and to improve the quality of every resident's life'.

This vision will be delivered through **10 priorities**:

- Protecting our high quality environment
- Improving traffic and transport
- Providing affordable housing
- Safeguarding our neighbourhoods
- Combating drug and alcohol abuse
- Supporting parents and families
- Supporting vulnerable children and young people
- Supporting vulnerable adults
- Providing opportunities for older people
- Promoting healthy lifestyles

These priorities reflect the shared objectives and concerns of the Council and its main strategic partners in the County Council, Health, Housing, Education, Police, Voluntary Sectors and the business community.

Through the partnership they focus on what can be achieved by working together, pooling our efforts, time, actions and money.

In May 2003, East Herts Council agreed a vision and a set of 7 **corporate priorities**, which will guide its work for the next four years.

The vision is:

*'To improve the quality of people's lives and preserve all that's best in East Herts.'*

And to do so East Herts will:



*Provide leadership to our work with others aimed at reducing people's fear of crime.*

*Improve standards of neighbourhood management in our towns and villages.*

*Protect and provide support to the most vulnerable, in partnership with others*

*Protect our natural assets through recycling and other initiatives that achieve economic and environmental balance*

*Create opportunities for improving access to services and public involvement in Council business*

*Preserve the unique mix of rural and urban communities, ensuring economic opportunities are generated for the benefit of all*

*Improve the health and sustainability of the organisation*

This vision and priorities were informed by public consultation and market research conducted throughout 2002/03, and reflected the main concerns of the elected Councillors.

To make sure we remain on the right track, we continue to consult through Mori Resident Polls, Community Voice and, more recently, the Best Value Performance Indicator General Satisfaction Survey.

The Council's corporate priorities drive the whole of the organisation's activities for the coming four years, through an integrated strategic and financial planning process.

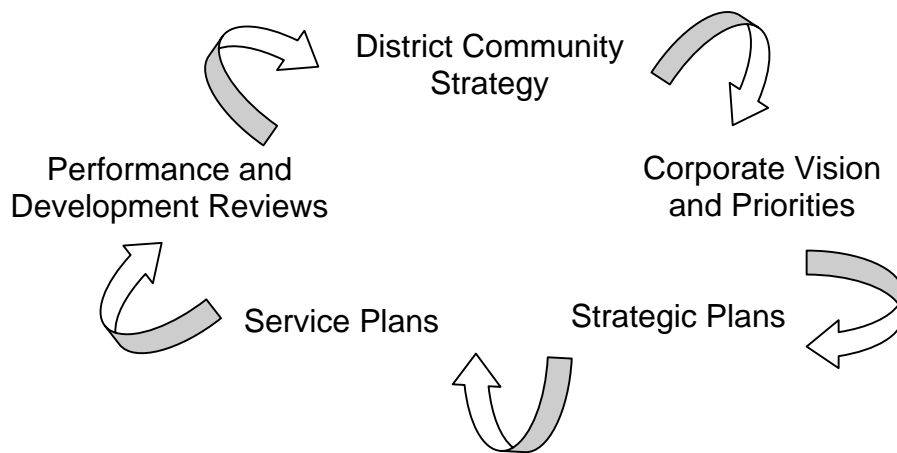
The Executive, which is a team of 7 Members including the leader of the Council, has set targets for the Council to achieve in each of the priority areas (details of these are contained in section 4. These targets help guide the Council's staff and senior management in their day-to-day service delivery and forward planning not only as part of the Council's contribution to delivering the Community Strategy but also in managing the Council's core service functions.

### SECTION 3: SERVICE PLANNING AND FINANCIAL MANAGEMENT FRAMEWORK AND PERFORMANCE MANAGEMENT

It is crucial that our resources are directed towards the right issues and that targets are then set to measure and ensure the desired aims.

That's why East Herts' uses an integrated **service planning and financial management framework** to ensure all services deliver the District Community Strategy and the Corporate Priorities.

This framework is shown below:



The **District Community Strategy** is the overarching plan for East Herts, driven by the community and to which the Council and key partners work towards delivering.

The **Council's Vision and Priorities** deliver the aims of the Community Strategy. Although set, the vision and priorities are reviewed yearly to ensure they are still relevant.

**Strategic Plans** are produced every year by Assistant Directors. They set out how the Council's priorities will be delivered by setting service targets.

**Service Plans** are produced every year by Heads of Service and set out what key actions need to be undertaken to deliver the service targets contained in the Strategic Plans and to identify the statutory obligations of the service. These actions are linked to key performance indicators, so achievement can be measured and tracked.

The Strategic and Service Plans then feed into a four-year budget-planning model, which the Council uses to plan its expenditure and to make sure that financial resources are available to fund actions in priority areas.

**Performance and Development Reviews** set out individual priorities and targets for staff to undertake in order to deliver their Service Plan. This also involves looking at training and development needs.

Progress on priorities and targets are monitored through the Council's **performance monitoring system**. This is made up of the following:

	<b>In terms of performance indicators:</b>	<b>In terms of priorities and actions</b>
Exception Reporting	Monthly reports on performance submitted to <b>Directors Board</b> on an exception basis where corrective action is agreed as necessary	Non applicable
Monthly Reporting	<b>Portfolio holders</b> receive monthly reports on those services relevant to their area of responsibility.	Non applicable
Quarterly Reporting	Reports submitted quarterly to <b>Performance Scrutiny</b> on a key basket of national and local indicators.	Reports submitted quarterly monitoring priorities and actions contained in the following: <ul style="list-style-type: none"> <li>➤ Strategic Plans (<b>Performance Scrutiny</b>)</li> <li>➤ Service Plans (<b>Director's Board</b>)</li> <li>➤ Best Value Action Plans (<b>Performance Scrutiny</b>)</li> </ul>
Annual Reporting	Estimated outturn performance and actual performance submitted to <b>Performance Scrutiny</b> and then <b>Executive</b>	Details on achievements for the year and future plans submitted to <b>Performance Scrutiny</b> and then <b>Executive</b>

The monitoring of priorities and targets has been enhanced by the recent purchase of a performance management software system. This enables all

monitoring to be co-ordinated and analysed electronically, with benchmarking information available for national indicators.

## SECTION 4: EAST HERTS PRIORITIES

This section provides a detailed study of all seven corporate priorities, demonstrating what the Council has set itself to do over the next four years, providing a summary of key achievements, as well as a flavour of what is coming up over the next 12 months.

### **1) *Provide leadership to our work with others aimed at reducing people's fear of crime.***

East Herts is aiming to:

- Work with the police to reduce levels of car crime (3% reduction by 2005), robbery (5% reduction by 2005) and burglary (17% reduction by 2005) – **Policy and Performance**<sup>4</sup>
- Increase access to leisure facilities and out-of-school activities for young people by 2% a year – **Direct and Contract Services**
- Work to combat drugs and drug-related crime in the District – **Policy and Performance**
- Introduce CCTV into Bishop's Stortford by March 2005 – **Development Control**
- Implement local area strategies by March 2007 in the five sub-areas of the District, to improve the quality of life in the local areas, and enhance community cohesion – **Policy and Performance**
- Combat town centre disorder (target 7% reduction by 2005) – **Policy and Performance**
- Develop and implement a communications campaign, in partnership with Herts Police and other partners, to raise awareness of the relative security of life in East Herts and reduce residents' fear of crime – **Communications**

### **Achievements in 2003/04**

Through the Crime and Disorder Partnership a wide range of activities have been undertaken to meet the priorities of reducing burglary, car crime, violent crime, anti social behaviour and to combat drugs and drug related crime:

- Work has started on upgrading St Andrew's Street car park in Hertford to meet the national "secure by design" standard.

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<sup>4</sup> These targets were set following the first Crime and Disorder Audit that was undertaken to inform the three-year East Herts Community Safety Strategy. Every three years the Government requires local authorities to undertake the audit, which for East Herts will be in 2004/05. The findings from this audit will inform the future Community Safety Strategy and strategic targets

- A new “mobile police station” has been introduced and has visited 36 village locations within the District. These locations are revisited on a rotational basis.
- All pub licensees in the District have been offered places on free drug awareness training sessions.
- A counselling service has been made available for victims of domestic violence. In addition a Domestic Violence website was launched in November 2003, enabling c.500 visits per month to access information and advice.
- Twelve community safety open days held throughout the district in partnership with the Police, offering general crime prevention advice to members of the public.
- 25 Acceptable Behaviour Contracts (ABC), which last for six months, and one Anti Social Behaviour Order (ASBO) have been issued to young people throughout the district, for example in Much Hadham, Hertford, Ware and Bishop’s Stortford to combat anti-social behaviour.

Much of this activity has been funded through a grant of £114,405 through the “Building Safer Communities” fund from GO-East. The partnership also secured additional funding of £60,000 to reduce crime in rural locations.

#### **Did you know?**

##### **We have (through the Crime and Disorder Partnership):**

- Involved our car park attendants in an initiative to reduce theft from vehicles in our car parks, contributing to a fall in car crime of 15% (comparison of first 6 months 2003 to first 6 months 2002)
- Introduced a summer activities programme specifically for teenagers with 565 taking part

Town centre disorder has been a priority for a multi agency response in the grounds of Ware Priory. The Council, working in partnership with the Police, Youth Service, Town Council and the local community have secured a 54% reduction in incidents of disorder in the Priory grounds. The reduction was achieved through environmental improvements, additional youth outreach work and the introduction of an alcohol ban.

In Bishop’s Stortford, CCTV equipment has been installed around the YMCA building in the town centre. Both Hertford and Bishop’s Stortford have pub-watch and shop-watch schemes, which have been established with help from the Partnership.

In addition to the drug awareness training offered to all licensed premises within the district, training has been provided for front line workers within the council on how to identify and report drug paraphernalia. Further awareness has been delivered through the production of leaflets, promotion of a help line on the reverse of pay and display tickets and drug awareness being carried out in secondary schools.

### **Targets for 2004/05**

- Work with the Community Safety Partnership to promote crime prevention measures
- Further develop the existing play scheme plan to increase the range of activities available to young people during school holidays
- Re- programme and increase leisure facilities/activities to increase availability to young people
- Develop schemes to introduce CCTV in both Bishop's Stortford and Ware
- Work with Local Area Partnerships to deliver area Community Strategies
- Work with Police and Community Safety Partnership to make town centres safer
- Work with our partners to increase the number of Police Community Support Officers in East Herts and investigate the feasibility of introducing accredited street wardens

## 2) *Improve standards of neighbourhood management in our towns and villages.*

East Herts is aiming to:

- Achieve annual monitoring results of 98% high or acceptable levels of cleanliness for streets, grass and landscaped areas – **Direct and Contract Services**
- Achieve year on year service improvements in refuse collection, street cleansing and grounds maintenance, in partnership with our service contractors – **Direct and Contract Services**
- Continue to use our development control powers to ensure high-quality design in all new buildings and developments – **Development Control**
- Take pro-active enforcement measures against environmental crime – target 500 enforcement actions taken each year – **Regulatory Services**
- Encourage eight Parishes to develop Parish Plans by 2007 – **Policy and Performance**
- Take action to make fit or demolish 3% of unfit private-sector dwellings each year – **Regulatory Services**

### **Achievements in 2003/04**

High standards have been maintained in service delivery in refuse collection, street cleansing, grounds maintenance and leisure services e.g. Pools and Castle Hall despite a significant increase in development projects and significant staffing shortages. Public satisfaction with the Council's refuse, recycling and street cleansing services has increased significantly, reflecting well on the Council's decisions to prioritise investment in these services.

Development Control powers have been successfully used during 2003/04 to ensure high quality design in new buildings and developments. Success can be seen from the ongoing discussions that took place with two developers, for example the Herts and Essex Hospital site in Bishop's Stortford and Yorks Yard, Priory Street, Ware.

The target for 2003/04 to take 500 enforcement actions against aspects of environmental crime has been achieved, as well as 130 enforcement actions carried out for illegal trade waste.

#### **Did you know?**

##### **We have:**

- Provided an extra 30 dog bins per year across the district over the



past four years

- Increased the average speed with which abandoned vehicles are removed to 7 days
- Doubled the number of major planning applications determined in 13 weeks, up from 17.5% in 2002/03 to 34%. Although this is significantly short of the Government's new target of 60%, improvement is being made.

The Council's policy of supporting the development of Parish Plans has received a great deal of local interest. Aston Parish's Plan is nearing completion, and work is underway to adopt as much of the plan as possible as Supplementary Planning Guidance.

Little Hadham, Albury and Datchworth have all expressed interest in developing Parish Plans.

Braughing Parish has adopted a slightly different route, with the development of a Village Design Statement. The Council endorsed this in May 2003, with a section of it adopted as Supplementary Planning Guidance.

To assist in tackling unfit private sector dwellings a new Private Sector Housing Strategy has been produced.

### **Targets for 2004/05**

- Deliver annual contract improvement plans for Grounds Maintenance, Refuse and Recycling and Street Cleansing with cleanliness as a delivered aspect, for example reviewing cleanliness of Town Centres in the evening
- Promote good urban design through the production of SPG Design Guides
- Undertake in 2004/05 1,000 proactive enforcement measures against environmental crime
- Provide information and support to Parish Councils and local groups in developing local area plans
- Take action to make fit or demolish 3% of unfit Private Sector dwellings each year

### **3) *Protect and provide support to the most vulnerable, in partnership with others***

East Herts is aiming to:

- Take action to reduce housing need, by commissioning 200 new affordable dwellings each year – **Policy and Performance**
- Produce and publish a revised private sector housing assistance strategy by July 2004 that targets home renovation assistance at those most in need – **Regulatory Services**
- Achieve the provision of a minimum of 30% affordable homes from all residential development schemes of 25 or more units in the District's main settlements – **Development Control**
- Develop a pro-active approach to encouraging Benefits and housing grants take-up by elderly people, ethnic minorities and disabled people, by out-reach to 100 people each year – **Financial Services and Regulatory Services**
- Provide a prompt and accurate Benefits service, ensuring new claims are processed within 35 days and 86% of renewals are processed before expiry by 2006/07 – **Financial Services**
- Ensure that at least £0.5 million of the Council's discretionary grants programme is used to support groups providing services to vulnerable people within the community – **Policy and Performance**
- Develop and implement new homelessness and housing allocations strategies – target to reduce homelessness application processing time in line with the top quartile nationally – **Policy and Performance**

#### **Achievements in 2003/04**

During 2003/04 a total of 52 new affordable housing units have been completed. For example through the successful Section 106 negotiations of the St Margaret's Farm site in Stanstead Abbots and the Gates Garage site in Hertford.

However this is significantly short of the Council's target of 200 new homes per year, and reflects the difficulties experienced in securing housing through Section 106 agreements, and few major sites coming forward for development during this year.

A great deal of work has been undertaken to increase the level of achievement during 2004/05 to ensure the level of 200 is achieved. For example a revised Supplementary Planning Guidance on Affordable Housing is in the process of being produced. The housing and planning teams have been involved in negotiations to secure 55 units of affordable housing on the old Addis Factory site in Hertford, and have contributed to the development brief for the Bishop's Stortford Goodsyrd site.

### **Did you know?**

#### **We have:**

- Provided 300 new affordable homes in the last four years – whilst below our target, this shows significant success
- Awarded annual grants of £500,000 to groups providing support to vulnerable people
- Reduced the average time to process new Housing Benefit claims from 40 days to 35 days, the Government target for all Councils

The Council's Housing Benefits service continued to provide an improved service, building on the improvements made as a result of the Best Value Review. The Benefits service was inspected during December 2003 by the Benefits Fraud Inspectorate and received a "fair to good" rating (in line with the rest of the County). Fraud detection targets continue to be exceeded.

During the year, the Council developed a new Homelessness strategy, and devised a multi-agency "toolkit" aimed at signposting people at risk of homelessness to appropriate support agencies.

#### **Targets for 2004/05**

- Secure through Section 106 obligations for 600 new affordable homes by March 2007
- Bring back in to use 11 empty properties by March 2005 and develop an empty property register
- Investigate the potential for including loans and equity release schemes in the Private Sector Housing Assistance Policy
- Monitor the performance of the Handy Person Scheme and report progress on the schemes first year of operation by March 2005
- In partnership with Money Advice Unit approach and encourage benefits and Housing Grant take up by elderly, ethnic minorities and disabled people, by outreach to 100 people each year
- Provide a prompt and accurate Benefit Service, ensuring new claims are processed within 35 days by 2006/07
- Review housing advice, homelessness and hostel service, so that the service can be redesigned to increase emphasis on homeless prevention and the range of accommodation options for people at risk of homelessness

- Review the Council's 3 year revenue grant programme to ensure agreements are in line with Community Strategy priorities

**4) Protect our natural assets through recycling and other initiatives that achieve economic and environmental balance**

East Herts is aiming to:

- Achieve 12% recycling by 2003/04, 18% by 2005/06 and plan to meet the county target of 50% by 2012 – **Direct and Contract Services**
- Develop and support waste minimisation initiatives to hold waste growth to under 2% per annum – **Direct and Contract Services**
- Encourage sustainability in building design and construction – **Development Control**
- Develop a home energy efficiency service, giving advice to 750 homeowners a year – **Regulatory Services**
- Increase the proportion of sustainable products and services purchased by the Council – **Communications**

**Achievements in 2003/04**

A number of waste minimisation initiatives have taken place during the year to ensure waste growth remains under 2% per annum, such as:

- Recycling shows in 44 schools in 2003/04 (covering 6000 children).
- 'Cash for Cans' scheme introduced
- Re-usable nappies scheme implemented
- Regular articles in Link Magazine.
- 'Re-think Rubbish' campaign (March 2004)
- Significant increase in public satisfaction with recycling (PI survey)

In partnership with the private sector East Herts acquired a depot, for the current refuse and recycling contractor to use. It is intended for other contractors to relocate there, to ensure synergies and bring further economies of scale. This is a notable success as in the past contractors have had difficulty locating suitable premises in the East Herts area.

The Council established a home energy efficiency advice service. This service distributed over 750 leaflets and visited 240 homes to give energy advice.

**Did you know?**

**We have:**

- Exceeded the government's recycling target for 2003/04 which was 12%

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|--|
| <p>➤ Introduced paper kerbside recycling to 42,000 homes in the district and kerbside green waste collections to 12, 500 homes</p> |
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The Council is part of a Countywide consortium, which has sought tenders for office supplies. The specification asked bidders to supply details of their environmental policies as part of the tendering process. This work will feed into the development of a green procurement policy, which is now scheduled to take place during 2004/05.

### **Targets for 2004/05**

- Implement East Herts Recycling Plan by expanding the kerbside green waste collection to the remainder of Bishop's Stortford, Ware, Buntingford and other locations and the paper collection service by offering the service to schools within the existing paper rounds
- Increase enforcement to exclude illegal trade waste from household waste stream
- Investigate best practice and innovation in design and construction techniques and publish a house builders guide
- Increase the number of homeowners on receipt of Home Energy Advice Service to 1500
- Undertake a sustainability audit of East Herts Council

## 5) *Create opportunities for improving access to services and public involvement in Council business*

East Herts is aiming to:

- Enable electronic access to 100% of Council services by December 2005 – **All Divisions**
- Increase turn-out in local elections by 2% in May 2007 – **Communications**
- Undertake Disabled Access audits of all services by 2006/07 – **All Divisions**
- Increase participation in leisure and cultural events by 2% a year – **Direct and Contract Services**
- Increase public satisfaction with information provision by 5% a year through targeted brand management and public communications – **Communications**
- Increase public involvement in the Council by 10% a year to encourage active citizenship and ensure all residents have the opportunity to influence local democracy – **Communications**
  - Enhance customer satisfaction with access to services, on the telephone, on-line and face to face
  - Increase functionality of the website by 5% annually; 76% 2004/05, 81% 2005/06 and 86% 2006/07
  - Achievement of customer services standards 80% by 2004/05, 85% by 2005/06 and 90% by 2006/07
  - Proportion of complaints handled within timescales benchmarking 2004/05 plus 5% improvement annually
  - Increased satisfaction with complaint handling by 25% by 2006/07 – benchmark through 2003/04 BVPI data at 35% satisfaction
- Ensure 100% of information about the Council and its services is easily accessible – **Communications**

### **Achievements in 2003/04**

A review of corporate branding has been completed.

A more proactive approach to media relations has been undertaken through the launch of a weekly press cuttings service to members and officers, press briefings on key issues, and a media training programme, including media contacts.

### **Did you know?**

#### **We have:**

- Introduced a new telephone system this year to increase customer access to staff

#### **And according to our latest MORI residents survey:**

- Four in five residents say Council staff were friendly and helpful when they last contacted the Council
- The proportion of residents who say that they feel informed by the Council is at its highest since 1997 at 59%, placing East Herts near the top when compared to other districts

The Best Value Review of Front Line Services was concluded during 2003/04, resulting in a Customer Relations Strategy for East Herts.

The Communications division is taking the lead role in the corporate electronic government initiative. The Implementing Electronic Government 3 statement was accepted by the Council and central Government, providing capital investment for the introduction of Customer Relationship Management. The Council continues to participate actively in the County-wide Local Government On-Line project, enabling joint procurement of new technology for e-government. The new digital telephone system was introduced in October 2003, enabling direct-dial access to Council staff, and an improved switchboard system.

Community Voice was launched in October 2003. The local Community Voice meetings have already seen increased public involvement, with a 50% increase in public attendance, compared to the former Area Forums.

#### **Targets for 2004/05**

- Continue delivery of e-government strategy in partnership with Herts LGOL (Local Government OnLine) Project – Target 100% of Council Services enabled electronically
- Conduct public consultation exercises on access to democratic decision-making
- Increase voter turnout by 2%
- Undertake disabled access audits for new external customer service access points
- Market test Leisure Services
- Launch and implement a new complaints procedure



- Develop a corporate strategy for the use of Geographical Information System (GIS) to map service delivery

### **Case Study 1 – Team East Herts**

In November 2002 East Herts commissioned MORI to undertake the first staff satisfaction survey since the new management structure had been put in place. Acting on staff opinions a number of internal communications were swiftly put into action, including,

- An intranet for staff, created by staff. Corporate information sits alongside social news on the site, which is accessible through the council's external website
- Face to face staff briefings every six months. Flexible dates, times and locations are offered to encourage high staff attendance and the approach is participative
- The staff sports and social club was resurrected in March 2003, with a new name, Team Spirit. Events have ranged from quiz nights and rounders matches to a hugely successful Christmas ball, with many more planned
- An ineffective team briefing process was re-energised in September 2003 following a series of training sessions for managers with a mechanism for feedback included to encourage discussion and staff participation
- A new internal brand, Team East Herts, was launched in September 2003. All internal communications are now branded with the Team East Herts logo
- Team Update – a monthly staff magazine replaced the quarterly newsletter. It was distributed with payslips so its reception was anticipated and well known. It was re-launched under the Team East Herts brand in September 2003
- Team Questions, a process where staff can anonymously email questions to be answered by senior management was introduced in September 2003. Responses are recorded in Team Update
- Striking folders were issued to every member of staff to help them keep track of some of the most important internal communications developments, with file information that it is relevant to each individual. Folders are also given to new members of staff as part of the induction programme

Twelve months later we commissioned MORI to undertake a similar survey to see how much staff opinions had changed over the year.

Between December 2002 and December 2003, dramatic improvements were made:

- The number of staff feeling informed by the council almost doubled (from 24% in 2002 to 46% in 2003)
- Three quarters of staff understood the need for change (up by 16%), while around a third looked forward to change as a challenge

(up by 16%). Around a third felt the reasons for change were well communicated (up 8%), just under two thirds supported the need for change (up 21%)

- 15% more staff, around a third, were satisfied with feedback opportunities
- Grapevine and rumour fell from top to fourth in the list of how people received information
- Over a third of staff felt communications were open and honest (up 25%)

It is hoped that new initiatives such as a representative staff panel, staff recognition scheme etc, together with the existing programme, will help us to see more participation in internal communications and even more improvements in staff satisfaction. We have set ourselves a local performance indicator target of a two per cent improvement in staff satisfaction in 2005/06 and a further two per cent improvement in 2006/07.

### **Case Study 2 – New Phone System on its Way**

A new telephone system was introduced this year to increase customer access to staff. The new system replaced the old model, which dated back to the 1980s.

From surveys carried out within the district, it was found that over 80% of contact with the Council is via the telephone. The existing equipment could not cope with the high level of traffic with all calls routed through the switchboard.

Following a rigorous competitive tendering exercise, Philips was awarded the contract to supply everyone who works in the council's main buildings, and outlying bases such as pools and the theatre, with modern phones.

The system provides a range of business services including voice mail, group hunt mechanisms and ability to divert. It also offers direct dial facilities so that established contacts would be able to get straight through to the person they want, rather than being routed via the switchboard.

A conscious decision was made to retain our prime contact number (01279 655261) so that customers would not be aware of any operational changes to the telephone system.

Before the system became fully operational, training was provided for all staff to make them aware of the functions available on the new system and to reinforce good customer service techniques.

It is hoped that the system will help us achieve our local performance indicator target of 80% (2004/05) for all incoming and internal calls to be answered within 10 seconds (3 rings).

**6) *Preserve the unique mix of rural and urban communities, ensuring economic opportunities are generated for the benefit of all***

East Herts is aiming to:

- Adopt the East Herts Local Plan Second Review by 2007/08 – **Policy and Performance**
- Ensure that a minimum of 66% of new housing sites, up to 2011, are developed on previously developed land – **Development Control**
- Implement the Local Plan Second Review – Village Development Strategy in order to meet rural community needs, strengthen village life and encourage vital and viable rural communities. Target all 12 Category 1 villages to be assisted through the Council's community development programme by 2007 – **Policy and Performance**
- Continue the Action for Growth in the Rural Economy programme, supporting 100 rural businesses each year – **Policy and Performance**
- Develop the District's town centres as local transport hubs, specialist shopping and business service centres, aiming to increase footfall by 10% by March 2007 – **Policy and Performance**
- Develop policies and procedures for the introduction of Decriminalised Parking Enforcement by October 2004 – **Direct and Contract Services**
- Develop a District Licensing Policy by December 2004 – **Regulatory Services**
- Influence the Government to avoid the expansion of Stansted Airport beyond its current capacity being included in future legislation – **Communications**

**Achievements in 2003/04**

The Local Plan Review has been working towards Revised Deposit, which is scheduled for early Summer 2004.

A series of Local Plan Executive Panel meetings began in November 2003 and will continue through into 2004/05. The Panel has been considering the 10,000 representations received to the 2000 Deposit Plan, and recommending to the Executive and Full Council, what action to take in respect of each one, and whether any changes should be made to the Plan for the Revised Deposit version.

A Local Plan Inquiry Inspector has been appointed by the Government's Planning Inspectorate, to begin an anticipated year long Public Inquiry, from Spring 2005.

The Government's Sustainable Communities Plan is leading to pressures to develop large quantities of new housing both within Hertfordshire, and

on our borders. Throughout the whole of 2003/04, the environmental planning team have been involved in a great deal of detailed work to track, monitor and respond to emerging Regional Planning Guidance. This work will continue into 2004/05, with the publication of a new Regional Spatial Strategy expected by September at the latest.

### **Did you know?**

#### **We have:**

- Developed strategies for on and off street car parking and consulted communities and stakeholders about them
- Drawn up a policy to support Farmers Markets in the villages

The Council's flagship AGRE (Action for Growth in the Rural Economy) programme has, gone from strength to strength this year. The core programme, which offers business advice and training to rural enterprises, generated external funding in the region of £300,000 – enough to keep the project operating for the whole of the coming financial year. In addition, the programme developed two important spin-off projects: "Grown in Herts", which aims to stimulate markets for local food produce, and "Action Against Rural Crime", which offers crime prevention advice and security grants to farm premises and rural landowners.

Work has been ongoing throughout the year to develop a Markets licensing policy that will enable the Council to support the development of farmers markets both in the villages and in town centres.

Considerable progress has been made towards introduction of decriminalized parking enforcement (DPE), the creation of controlled parking zones and changes to off street parking. This new service is being developed as a direct result of earlier consultation undertaken in respect of our own car parks.

However, progress in adopting DPE powers has been slower than desired – ensure appropriate consultation was undertaken at each step but will inevitably lead to a longer than desired period of limited enforcement on street. This will also affect congestion resulting from on -street parking in our Town Centres and usage levels in our off-street parking facilities.

While there have also been delays in the replacement of ticket machinery in our car parks, this will happen early in the next financial year. We will also, in line with the strategy adopted, obtain 'Secure by Design' status for St Andrew's Street Car Park in Hertford over the next month or two.

Despite an active lobbying campaign in partnership with Essex and Herts, the government failed to take into account our arguments against unsustainable development in their proposals of airport growth in the South East. The Council has now taken the decision to join with Hertfordshire and Essex County Councils, Uttlesford and North Herts is challenging the White Paper through Judicial Review.

### **Targets for 2004/05**

- Co-ordinate the Council's response to Regional Planning Guidance 14 to protect the sustainability of our local communities
- Implement programme of Development Brief Production and site specific development briefs
- Ensure that at least 66% of new housing sites are on previously developed land
- Secure resources for the continuation of the AGRE programme and spin-off projects (such as Grown in Herts, Action Against Rural Crime etc)
- Market test parking enforcement activities
- Undertake informal and formal consultation with residents on 3 Controlled Parking Zones (CPZ) scheme designs
- Establish a comprehensive Licensing service.
- Continue to work with neighbouring authorities in lobbying against unsustainable developments e.g. Stansted Airport

## **7) Improve the health and sustainability of the organisation**

East Herts is aiming to:

- Ensure the highest standards of corporate governance are maintained by implementing the Council's Corporate Governance statement and monitoring arrangements by April 2005 – **Law and Control**
- Achieve value for money across the Council's services and activities by achieving 2% efficiency savings each year – **Financial Services**
- Achieve Investors in People Status across the Council as a whole by December 2004 – **Human Resources**
- Achieve level 2 of the Equality Standard by March 2004 and maintain it thereafter – **Human Resources**
- Improve staff satisfaction with information provision from 24% (2002) to national benchmark of 41% (2004) and 2% annually thereafter through proactive and two-way internal communication mechanisms – **Communications**
- Improve public satisfaction with East Herts Council by 2% each year through the development of a customer-focused culture across the Council – **Communications**
- Demonstrate that East Herts is achieving the highest quality services, by obtaining three quality awards by April 2007 – **Policy and Performance**
- Develop organisational learning and the capacity to develop and improve, in order to achieve top quartile performance as a District Council by March 2007 – **Policy and Performance**

### **Achievements in 2003/04**

The Council's principal operating procedures and Codes have all been reviewed during the course of the year:

- The Council's Code of Corporate Governance approved on 25 February 2004
- Member/Officer and Statutory Officer Protocols adopted by Council.
- A new checklist for approval of reports has been integrated across the Council, and is applied when reports are prepared.
- The Council's constitution was reviewed, and a new scheme of delegation put in place.
- The Section 151 Officer, the Head of Paid Service and the Monitoring Officer have been involved in the decision-making of the Council to ensure that statutory duties are met.

- A risk register has been introduced. The register is updated on a quarterly basis. Results are reported to Performance Scrutiny Committee.

The external audit gave an unqualified opinion of the Council's accounts and a favourable review of the Internal Audit function.

Both the Council's Capital Strategy and Asset Management Plan received "Good" ratings from Go-East, improving on the "satisfactory" ratings achieved the previous year,

2003/04 has been the first year of operation of the Council's new corporate approach to strategic and financial planning, with the 2004/05 estimates being developed as a result of the Council's adopted service development plans. As a result, a total of £850,000 was identified through efficiency savings across all service areas.

The target of achieving £1.6m in Council balances was achieved.

The Council has fallen short on paying creditors within 30 days of receipt of invoices. Remedial action has been taken to revise payment processing to address this issue.

The achievement of level 2 of the Equality Standard by March 2004 was always going to be a hard target as recognised at the outset but steady progress has been made, with level one being achieved. For example:

- A Corporate Group has been established to look at current practices and ways to improve.
- The monitoring of staff and external customers has been strengthened.
- A draft Diversity Policy has been prepared and a draft Race Equality Plan is in the process of being produced.
- Members' training on diversity has proved successful and more training courses are to follow.

Level two will still be a target for March 2005.

This year saw a 22% improvement in staff satisfaction with information provision (exceeded Strategic Plan target one year ahead of schedule) through internal communication developments such as Team Brief, Staff Briefings and enhancement of the staff magazine.

Much of the year has been spent in preparing the Council for its CPA inspection, which took place in January. As a result of this inspection the Council was rated as a 'Good' authority. More information about the outcomes of the inspection can be found in section 5.



Performance monitoring and management throughout the Council has continued to improve during the course of the year. The Performance Scrutiny Committee has played an active role in tracking the Council's progress against all national indicators; the Directors Board has developed a pro-active approach to tackling problems in service performance. During 2003/04, 56% of national performance indicators improved (This is based on 28 out of 50 indicators where data is available for 2002/03 and 2003/04), with 53% achieving top quartile performance of District Councils. (This is based on 21 out of 40 indicators where data is available for 2002/03 and 2003/04).

(Data to be updated once all outturn performance is available)

### Targets for 2004/05

- Prepare IIP bid for assessment in December 2004
- Develop an integrated Human Resources Strategy
- Support initiatives to strengthen organisational pride e.g. staff awards scheme
- Develop a range of mechanisms to strengthen staff feedback and dialogue
- Carry out a base budget review of all Council expenditure to meet 2% efficiency savings
- Ensure adherence to Prudential Code, Financial Regulations and comply with statutory duties e.g. Section 151 responsibilities, the Head of Paid Service and Monitoring Officer
- Implement the post CPA Improvement programme
- Develop and implement a corporate approach to project management

### **Case Study 3 – Performance and Development Review Scheme (PDRS)**

The Councils seven corporate objectives were finalised early in 2003 and therefore it was vital to find a way to link the personal objectives, targets and training needs of all employees to them. The Council at the time had in place an appraisal scheme but there was an urgent need to align this more closely with the corporate aims and objectives of the organisation.

The new PDRS scheme, designed and implemented by the Human Resources Unit, ensures that the whole organisation is working in the same direction. The process starts with Members who carry out a review with Executive Directors who in turn carry out a review with Assistant Directors and so on down the line until all employees have had a review meeting with their line manager.

The review format allows employees and their line managers to look at what has been achieved, what is outstanding and what the constraints

have been. It also reviews training and development events and how these have contributed to the objective and targets for the individual.

An individual action plan, detailing tasks and targets for the future is generated with reference to the Service Plan for the individual Service. Likewise an individual training and development plan is drawn up and agreed. The later, submitted to Human Resources, forms the basis of the Corporate Training Programme. The process revolves around an annual timetable, which includes a six monthly review and is tied in with the whole service planning and financial management framework.

Through the scheme all employees know what is required of them and how their own role in the organisation fits with the corporate objects. It ensures that the whole organisation works together and pulls in the same direction.

## **SECTION 5: CPA AND BEST VALUE**

### **Comprehensive Performance Assessment**

East Herts was rated as a 'Good' authority with an improving performance that is travelling in the right direction.

East Herts Council, along with the other nine district and borough councils in Hertfordshire, was inspected in January 2004 as part of the Comprehensive Performance Assessment (CPA). Each were rated as either excellent, good, fair, weak or poor.

As a result of the inspection, the team found that the council is doing well in some areas:

- Challenging but realistic aims that reflect the needs of the local community. These aims are based on effective consultation with local people
- Improved processes and the quality of its services, including recycling and collection of revenues. Most local people are satisfied with the services they receive (top quartile, 74 per cent)
- Improved performance in recycling and housing benefit which are important to local people
- Increased effectiveness at a regional level.

However the team did identify some areas for improvement:

- The council is not serving all sections of the community well, as demonstrated by poor performance on the time taken to process planning applications and homelessness decisions and
- Most new initiatives and developments are too new for the council to demonstrate sustained focus.

These recommendations have been accepted by East Herts and an improvement plan has been drafted setting out how these recommendations will be implemented. In addition a CPA Steering Group has been set up, to monitor the implementation of the plan.

The Council will work closely with the Audit Commission to these recommendations are achieved. In addition Performance Scrutiny will oversee the implementation of the improvement plan.

## CPA Improvement Plan

Outcome	Link to Priority	Action	Measured by	By When	By Whom	
Cultural change programme implemented throughout organisation	Priority 7	Assess the effectiveness of the implementation of the cultural change programme	Perception of staff panel	Nov 2004	BVR Organisational Development AD Communication AD Human Resources	
			Staff Survey	Nov 2005		
			Exit Interviews/Post Induction Survey	3 monthly reports to Directors Board		
		Values in place and competency framework introduced for Staff and Members	Developed and integrated with Individual Performance and Development Review Scheme (PDRS)	Sept 2004	BVR Organisational Development AD Human Resources	
			Perception of staff panel	Nov 2004		AD Communication
		Introduce a range of measures to increase staff participation	Use of staff suggestion scheme	Dec 2004	AD Communication	
			Use of Team Questions	Ongoing		
			% of staff participating in the staff panel	Nov 2004		
			% of staff participating in the staff survey	Nov 2005		
			% of staff attending training courses	Ongoing		AD Human Resources
			% of staff attending staff briefings	Ongoing		AD Communication
			Feedback on team brief	Ongoing		
		Human Resources Strategy implemented	Human Resources Strategy adopted	Sept 2004	BVR Organisational Development AD Human Resources	
			Human Resources Service fit for purpose to deliver	Sept 2004		

Outcome	Link to Priority	Action	Measured by	By When	By Whom
Enhanced implementation of performance management framework	Priority 7	Performance information as tool to drive improvement fully embedded throughout organisation	Performance Software system fully implemented.	September 2004	AD Policy and Performance
			% of performance indicators that have improved compared to previous year	April 2005	Heads of Service
			% of targets achieved	April 2005	
			Content of team briefs	Ongoing	
		Performance scrutinised by Directors Board	% of corrective action taken against 'Red' faced indicators	Monthly	Directors Board
		Performance scrutinised by Members.	Participation of Members in Training and Development	Ongoing	Performance Scrutiny
		PDRS fully integrated into performance management framework and leading to greater clarity for individuals linking their role to corporate priorities	IIP achieved for the whole of the Council	Dec 2004	AD Human Resources
			HR audit of scheme completed	July 2004	
			Staff Survey	Nov 2005	AD Communications
		PDRS be reviewed to include responsibilities for budget management	Review of PDRS Scheme completed	Sept 2005	AD Human Resources
		Review of local performance indicators	Local performance indicators relevant to corporate priorities and service plans	June 2004	AD Policy and Performance
		Procurement Strategy and Action Plan implemented.	Increase in Value for Money	Dec 2004	AD Law and Control
Undertake post implementation review in respect of key project implementations (including IT projects)	Evaluate that the efficiency savings identified are in line with the planned expectations	Ongoing	All Managers as appropriate		

<b>Outcome</b>	<b>Link to Priority</b>	<b>Action</b>	<b>Measured by</b>	<b>By When</b>	<b>By Whom</b>
Improved Corporate Governance	Priority 7	Relationship between members and officers based on trust and honesty	Measured by the effectiveness of Corporate Governance on an annual basis and approval and publication of the statutory statement of internal control	Ongoing	AD Law and Control/Council
		Timely advice from statutory officers always sought and given as part of the decision making process in a formal and structured way	No financial or legal irregularities	Ongoing	AD Law and Control and Finance
		Risk management is mainstreamed into decision making	New risks identified in respect of the delivery of services	Apr 2004	Directors Board
		Risk Register reviewed and update annually and appropriate benchmarking exercises undertaken		Annually	Strategic Risk Management Group
		The annual audit plan be produced based on an updated assessment of risks	90% of the planned work is achieved	Annually (June)	AD Finance
		Role and responsibilities of senior managers are clarified and understood	Measured by the effectiveness of Corporate Governance on an annual basis and approval and publication of:	Feb 2004	Leader and Directors Board
		Staff know where decisions are taken and the reason behind them	a) The statutory statement of internal control by Internal Audit and b) The Corporate Governance Statement of Assurance by the Corporate Governance Group	Ongoing	Directors Board AD Communications
		Project management skills available throughout the organisation through training and development		July 2004	AD Policy and Performance AD HR

<b>Outcome</b>	<b>Link to Priority</b>	<b>Action</b>	<b>Measured by</b>	<b>By When</b>	<b>By Whom</b>
Improved Corporate Governance	Priority 7	The probity of member decision making is continually reviewed through the Standards Committee	Review protocols for Members and Officers	May 2005	Standards Committee AD Law and Control
			Planning Code for Members approved	June 2004	
			Recommendations from the Standards Board reported to the Standards Committee	As and when the Standard Committee meets	
			Review of decisions coming from the Standards Board	Annually	
		Recommendations from internal and external audit are acted upon within defined timescales	Measured by the effectiveness of Corporate Governance on an annual basis and approval and publication of: a) The statutory statement of internal control by Internal Audit and b) The Corporate Governance Statement of Assurance by the Corporate Governance Group	May 2004	Executive Directors Performance scrutiny
		Review process put in place to ensure compliance with the Code of Corporate Governance		Annually	AD Financial Services
		Arrangements in place for Members to monitor the CIPFA/SOLACE Governance Framework		Ongoing	AD Financial Services
Priorities are achieved through effective partnerships	Priority 1 Priorities 1-6	Local Strategic Partnership (Herts Together) delivering benefits to local people	Action plan targets agreed	June 2004	AD Policy and Performance
			% of actions completed	March 2005 then annually	
			£ of pooled budgets to deliver actions	Annually from 2005/06	
			Qualitative evaluation of engagement	Annually from Autumn 2005	

Outcome	Link to Priority	Action	Measured by	By When	By Whom
Priorities are achieved through effective partnerships	Priority 1 Priorities 1-6	CRDP reducing crime and the fear of crime	% of actions completed	Annually from 2005/06	AD Policy and Performance
			Audit of Crime Reduction Partnership	April 2004	
		Hertfordshire Waste Partnership work plan to be agreed by Waste Strategy Implementation Group	% of actions completed, recycling targets achieved locally and County wide, waste tonnage increases minimised	Annually	AD Direct and Contract Services
		To include mechanisms in all major contracts to develop partnership working with the authority and each other and the delivery of continuous improvements	Annual Improvement Plans	Annually on anniversary of contract award.	
Achieved sustainable budgets in line with priorities	Priority 7	First phase implementation of findings identified through base budget review	Re-direction of resources in line with priorities	Sept 2004	Executive Board
		Base budget requirements are re-assessed in context of corporate priorities and non priorities and fed into 2006/07 budget	Re-direction of resources in line with priorities	Sept 2005	Executive Board
		Savings are explicit and links to growth in priority areas clearly made	Re-direction of resources in line with priorities	Oct 2004	AD Finance Portfolio Holder Resources
		Set long term targets to reduce variance against original estimate on operational budgets in line with best practice. <ul style="list-style-type: none"> <li>• 3% in 2003/04</li> <li>• 2% in 2004/05</li> <li>• 1% in 2005/06</li> </ul>	Improved budgetary control overall Conformed with best practice More effective use of Council resources	Oct 2004	Directors Board
				Oct 2005	
Oct 2006					



Outcome	Link to Priority	Action	Measured by	By When	By Whom
Achieved sustainable budgets in line with priorities	Priority 7	Ensure that the capital programme is in line with the Council's Corporate priorities	Project Appraisal Documents linking to the Corporate Priorities	Ongoing	Capital Strategy Group
		Improve capital planning and performance	% spend against original budget 75% -2004/05 80% - 2005/06 85% -2006/07	Annually	
Services improve in priority areas	Priorities 1-7	Development Control services meeting the needs of the local community and delivering corporate priorities	Government development control targets met for:	March 2005	AD Regulatory Services
			<b>2004/05</b> - East Herts were given targets by Government for 2004/05. The targets proposed for this year are 2% higher than what was originally set in an effort to speed up improvement in the service for major, minor and other applications		
			<b>2005/06</b> – Target set to achieve national targets for all local authorities in terms of major, minor and other applications		
	<b>2006/07</b> – Targets set to exceed national targets for all local authorities in terms of major, minor and other applications	March 2007			
		Leisure services meeting the needs of the local community and delivering corporate priorities	Audit Commission Inspection	2004/05	AD Contract Services

<b>Outcome</b>	<b>Link to Priority</b>	<b>Action</b>	<b>Measured by</b>	<b>By When</b>	<b>By Whom</b>
Services improve in priority areas	Priorities 1-7	Housing services meeting the needs of the local community and delivering corporate priorities	Audit Commission Inspection	2005/06	AD Policy and Performance AD Regulatory Services
		Top quartile performance in indicators supporting corporate priorities	Comparative performance data	Mar 2006	Directors Board
			60% of performance indicator in top quartile of District Councils	April 2005	Performance scrutiny Executive
			70% of performance indicator in top quartile of District Councils	April 2006	
Customer satisfaction increase in line with priority areas	MORI Survey	Mar 2005			
Enhanced performance in equality and diversity in a more representative workforce to better serve the community	Priorities 1-7	Achieve level 2 of the Equalities Standard	Level 2 of the Equalities Standard achieved % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition % of local authority employees from minority ethnic communities	Mar 2005	AD Human Resources
		Achieve level 3 of the Equalities Standard	Level 3 of the Equalities Standard achieved % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition % of local authority employees from minority ethnic communities	2006/07	AD Human Resources
		Implement Race Equalities Scheme	Race Equalities Scheme in place	Mar 2005	AD Human Resources



