

# Public Document Pack



Chairman and Members of the Council

Your contact: Rebecca Dobson

Ext: 2082

cc. All other recipients of the Council agenda

Date: 24 January 2020

Dear Councillor

## **COUNCIL - 29 JANUARY 2020**

Please find attached the following reports which were marked "to follow" on the agenda for the above meeting:

5. Executive Report - 21 January 2020 (Pages 3 - 18)

10. Corporate Plan 2020/21 (Pages 19 - 30)

Please download this pack via ModGov private app, or access via the intranet link in the notification email. If printing, please take these papers with you to the meeting next Wednesday

Yours faithfully

Rebecca Dobson  
Democratic Services Manager

**MEETING** : COUNCIL  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 29 JANUARY 2020  
**TIME** : 7.00 PM

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# EXECUTIVE MEETING ON 21 JANUARY 2020



## RECORD OF DECISIONS

Date of publication: 22 January 2020

***The following items were recommended to Council, and are therefore not subject to call in procedure.***

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
7	Bishop's Stortford High School Site (BISH6) Masterplanning Framework	To recommend to Council that the Masterplan Concept Document for the Bishop's Stortford High School site, as detailed at Appendix	As part of the Council's Masterplanning Process in the District Plan, to provide a framework of visions and objectives which would be taken into account as a	None, as the District Plan requires strategic sites to undertake a Masterplanning process.	Cllr G McAndrew in that he is a Governor of The Bishop's Stortford High School

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		A to the report, be agreed as a material consideration for Development Management purposes.	material consideration for Development Management purposes for the site.		
8	South of Hertford (HERT5) Masterplanning Framework	To recommend to Council that the Masterplanning Framework for the Mangrove Road (HERT5) site, Hertford, as detailed at Appendix A to the report, be agreed as a	As part of the Council's Masterplanning Process in the District Plan, to provide a framework of visions and objectives which would be taken into account as a material consideration for Development	None, as the District Plan requires strategic sites to undertake a Masterplanning process.	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		material consideration for Development Management purposes.	Management purposes for the site.		
9	East of Manor Links (BISH9) Masterplanning Framework	To recommend to Council that the Master Plan Document for the East of Manor Links site, Bishop's Stortford, as detailed at Appendix A to the report, be agreed as a material	As part of the Council's Masterplanning Process in the District Plan, to provide a framework of visions and objectives which would be taken into account as a material consideration for Development Management purposes	None, as the District Plan requires strategic sites to undertake a masterplanning process.	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		consideration for Development Management purposes.	for the site.		
10	Bircherley Green – Hertford Town Centre Urban Design Strategy Update	To recommend to Council: (a) That the findings of the Hertford Town Centre Urban Design Strategy Update reports, Hertford Town Centre Retail Health Check	To enable the Council to consider an updated understanding of current market conditions in Hertford, and to inform consideration of the emerging development proposals for the Bircherley Green site, and any other Hertford Town Centre sites and	Not to agree the reports as material considerations for Development Management purposes would lessen the weight that could be given to them.	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>(The Retail Group), October 2019, and Bircherley Green Property Market Report (AspinalVerdi), October 2019, be noted; and</p> <p>(b)The Hertford Town Centre Urban Design Strategy Update reports, Hertford Town Centre Retail</p>	<p>initiatives.</p>		

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>Health Check (The Retail Group), October 2019, and Bircherley Green Property Market Report (AspinalVerdi), October 2019, be agreed as material considerations in respect of informing Development Management</p>			



<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>decisions taken regarding Bircherley Green, or other Hertford Town Centre sites, as appropriate; and</p> <p>(c) The Council works in partnership with Hertford Town Council, Hertfordshire County Council and other key</p>			

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>stakeholders to agree the appropriate mechanism to support the improvement of economic/retail performance and environmental considerations within Hertford Town Centre, to include reviewing the membership of</p>			

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		the HUDS Steering Group.			
11	Corporate Plan 2020/21	To recommend the Council adopts the new Corporate Plan.	To set the Council's strategic direction.	The new Corporate Plan priorities have been developed through a process involving officers, members and key partners. No alternatives are currently being considered, as to do so would disregard the development	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
				process which has been undertaken.	
12	Sustainable Medium Term Financial Plan 2020/21 - 2023/24	To recommend to Council that: a. the East Herts share of Council Tax for a band D in 2020/21 be set at £174.09;  b. the updated position on the Medium Term Financial Plan and Budget for	The Council is required to set a balanced budget in advance of the beginning of each financial year in accordance with the provision of the Local Government Finance Act 1992.	The budget process included consultation and discussion around alternative savings options; the report contains those which have been recommended.	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>2020/21 including the budget pressures and risks be approved;</p> <p>c. the new savings and income generating proposals for 2020/21 onwards as shown in Appendix 'B' be approved;</p>			

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		<p>d. the Capital Programme as set out in Appendix 'C' be implemented;</p> <p>e. the schedule of charges set out in Appendix 'D', each with an average increase of 2.5% for 2020/21, be approved; and</p>			

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>f. that authority to determine the most appropriate amendments to car parking charges to achieve the increased income included in the MTFP be delegated to the Head of Operations acting in consultation</p>			

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		with the Head of Strategic Finance and Property and the Executive Member for Environmental Sustainability.			
13	Capital Strategy 2020 Onwards	To recommend to Council that the Capital Strategy 2020 Onwards, as shown in Appendix A to the report, be approved.	To ensure compliance with the government's reporting requirements, due to revisions of national guidance.	To retain the current Capital Strategy without revision would result in non-compliance with statutory	None



<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
				requirements.	
14	Treasury Management Strategy 2020/21	<p>To recommend to Council that</p> <p>(a) the Treasury Management Strategy and Annual Investment Strategy set out at Appendix A, including the prudential indicators discussed in</p>	To ensure the Council's cash flow is adequately planned, capital plans are funded and adequate security of sums invested is provided for.	None, as the treasury management strategy report is a statutory document.	None

<u>No.</u>	<u>Item</u>	<u>Decision</u>	<u>Reasons for the Decision</u>	<u>Details of alternative options considered and rejected at a meeting</u>	<u>Any declarations of conflict of interest by Executive Members and/or dispensations granted</u>
		<p>paragraphs 3.6 of the report, be approved; and            (b) The credit and counterparty risk management and approved countries list discussed in paragraph 3.7 of the report be approved.</p>			

## East Herts Council Report

### Council

**Date of Meeting: 29 January 2020**

**Report by: Linda Haysey, Leader of the Council**

**Report title: Developing a new Corporate Plan**

**Ward(s) affected: All**

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### Summary

#### RECOMMENDATIONS FOR COUNCIL

- a) That the new Corporate Plan is considered for adoption by Full Council.**

#### 1.0 Proposal(s)

- 1.1 The council's current Corporate Strategic Plan runs from 2016/17 to 2019/20. The Plan sets the strategic direction for the council, and the priorities that guide the council's work. Progress and updates regarding the current Corporate Strategic Plan priorities are regularly reported to the Performance, Audit, Governance and Oversight Committee (PAGO).
- 1.2 The current Corporate Strategic Plan is due for review. This report:
- outlines the approach taken towards the development of new corporate priorities;
  - presents the priorities which will form the basis of the new Corporate Plan.

## 2.0 Background

- 2.1 Since the development of the last Corporate Strategic Plan in 2016 progress has been made in different areas alongside various changes locally and nationally. Major capital projects such as investing in Hertford Theatre, Old River Lane and leisure services are proceeding at pace, the District Plan has been adopted and we are anticipating the applications for Harlow and Gilston Garden Town in 2020.
- 2.2 Externally, the landscape regarding sustainability and climate change is gathering momentum. Many councils, including East Herts, have made significant sustainability commitments which build on the work undertaken over the past few years. East Herts Council also acknowledges the community leadership role it has in addressing this global challenge and recently held an environmental and climate change forum to gather stakeholders and consider collective actions.
- 2.3 Digital transformation and innovation shape to an even greater extent the ways in which we lead our lives, and the ways in which our customers prefer to access services. The council has already made significant advances in its provision of online services, meaning that our residents and businesses can access and receive information about our services in ways that best suit them.
- 2.4 At the same time, local authorities continue to face increasing pressure on services with limited resources, meaning that it is vital for the council to continue to pursue its efforts in the following areas:
  - o Developing our commercial approach and to seek out new and innovative income sources;
  - o Encouraging business growth and development

across the district;

o Enabling our communities to work collaboratively with us and our partner organisations, in order to provide services where they are most needed and where they will make the most difference.

2.5 Against this background, Executive Members have been working to develop the council's priorities for the period 2020 - 2024. The development process began on 6th July 2019 when the administration held an away day, during which initial priorities for the council were identified. Since then a number of smaller workshops have taken place to refine these priorities further. Discussions involved senior officers and partners (including the Council for Voluntary Services, the Citizen's Advice Service, the London Stansted Cambridge Corridor, The Digital Innovation Zone and the Local Enterprise Partnership).

2.6 This development process has defined an overarching vision, underpinned by 4 cross-cutting themes. Each of the themes has an associated set of actions and priorities which will be delivered. The draft corporate plan can be found at Appendix A.

2.7 The draft plan was shared at Performance, Audit, Governance and Oversight Committee on 14<sup>th</sup> January 2020 and the following comments were made:

- The plan needs to ensure council priorities and resources support all of the five towns and surrounding villages
- Sustainability has a wider application than just the environment and should cover the built environment and protection of heritage assets. Sustainability as a concept also needs to be mainstreamed across all of the themes

- Digital as a term can be quite vague and means different things to different people. The language of technology could be used instead (but acknowledging that it may not work with the 'seed' acronym)
- The committee look forward to seeing more detail in due course about how the priorities would be owned and delivered by Members and officers alike

2.8 Executive considered this feedback along with that of stakeholders (eg. the Bishop's Stortford Climate Change Action Group who provided written feedback on the priorities) at their meeting on 21<sup>st</sup> January. The latest draft proposed to Council incorporates changes based on this feedback.

2.9 It is worth noting that the corporate plan is a high level statement of the council's priorities and objectives designed to drive and direct other strategies and plans. It is not a detailed set of actions and targets covering everything the council does. However these detailed action plans will sit underneath the corporate plan and be reported to the Performance, Audit, Governance and Oversight Committee and Executive on a regular basis.

## Appendix A –Draft Corporate Plan

### **3.0 Reason(s)**

3.1 To seek Council views on the new Corporate Plan.

### **4.0 Options**

4.1 The new Corporate Plan priorities have been developed through a process involving officers, members and key partners. No alternatives are currently being considered, as to do so would disregard the development process which has been undertaken.

## **5.0 Risks**

- 5.1 There is no legal requirement for councils to develop a corporate plan, however, should the Council fail to adopt new corporate priorities the risks arising may be organisational and reputational.
- 5.2 The impact of these risks would be moderate, and the likelihood unlikely.

## **6.0 Implications/Consultations**

- 6.1 The new Corporate Plan priorities will guide the organisation's work over the coming four years. They will be reviewed on a regular basis.
- 6.2 Informal consultation on all the draft priorities has taken place with key partner organisations working across the district.
- 6.3 The priority 'Sustainability at the heart of everything we do' will ensure that all the Council's work is considered from an environmental and sustainable perspective.

## **Community Safety**

No

## **Data Protection**

No

## **Equalities**

No

## **Environmental Sustainability**

Yes

## **Financial**

No

**Health and Safety**

No

**Human Resources**

No

**Human Rights**

No

**Legal**

No

**Specific Wards**

No

**7.0 Background papers, appendices and other relevant material**

Appendix A –Draft Corporate Plan

**Contact Member**

Linda Haysey, Leader of the Council

[linda.haysey@eastherts.gov.uk](mailto:linda.haysey@eastherts.gov.uk)

**Contact Officer**

Ben Wood, Head of Communications, Strategy and Policy

Contact Tel No 01992 531699

[benjamin.wood@eastherts.gov.uk](mailto:benjamin.wood@eastherts.gov.uk)

**Report Author**

Kirsty McKenzie, Policy Officer


[kirsty.mckenzie@eastherts.gov.uk](mailto:kirsty.mckenzie@eastherts.gov.uk)





A close-up photograph of a hand watering a small green seedling. The hand is positioned at the top, with water dripping from the fingers onto the plant. The background is a soft, out-of-focus green. The text is overlaid on the right side of the image.

# EAST HERTS: A place to grow 2020/21 – 2023/4

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[www.eastherts.gov.uk](http://www.eastherts.gov.uk)



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**S**ustainability at the heart of everything we do

**E**nabling our communities

**E**ncouraging economic growth

**D**igital by design



## Foreword

We have chosen the “seed” concept to represent the priorities of the Council as it characterises much of what our district offers. As well as our commitment to sustainability and being greener, East Herts is a place where you can grow whether you want to move to a new, energy efficient home, expand your business or enjoy our market towns and fantastic green spaces whilst still being in easy reach of London. My priority is continue to delivering much needed housing but ensuring this comes with the right investment in infrastructure for travel, education and health. We also have planned investments of well over £100m in the next few years to improve our leisure and arts offering as well as help keep town centres vibrant and relevant. This plan states the actions that we will undertake during 2020/21 to deliver my priorities and they will be reviewed annually.



**Councillor Linda Haysey, Leader**

# Sustainability at the heart of everything we do



Our recent declaration on climate change emphasised our appetite to continue to reduce our impact on the environment. We need to reduce reliance on cars to get around the district, improve air quality at pinch points, and increase our use of sustainable materials. We are committed to providing good quality housing with a sustainable travel infrastructure which will support the needs of our communities. We will ensure that the development planned across the district maintains the highest environmental standards, and our member champions for heritage will ensure that we uphold the character of our places.

## Where we are now

The council has made a Climate Change Declaration which affirms the council's commitment to use its powers and influence to promote carbon neutrality both on the part of the council and the district more broadly. Latest records indicate the council itself produced 2,800 tonnes of CO<sub>2</sub> in 2017 (the latest full year data), with 4.6 tonnes of CO<sub>2</sub> being produced per head across the whole district each year. We need to ensure that we collect and use relevant data in order to drive progress on climate change.

## Where do we want to get to?

- Environmental Sustainability to be at the heart of everything the council does
- The council to be carbon neutral by 2030
- Climate friendly planning and building control regulations to be in force
- Joined up multi-agency action being taken to tackle climate change
- The council to have fully used its powers and influence to promote the district being carbon neutral by 2030
- The council to achieve 65% recycling rate by 2035

## Strategy/objectives

1. We will make changes to how the council manages its own premises, people and services

## Actions/key projects in 2020/21

- 1a. Draw up a carbon assessment tool to be used to assess the carbon footprint of all council projects
- 1b. Audit the council's vehicles with a view to replacing them with e-vehicles
- 1c. Audit all our buildings to identify options to increase energy efficiency/reduce the carbon footprint

## Who

## When

2. We will use our powers to promote action by others

- 2a. Publish an Environmental Sustainability Supplementary Planning Document
- 2b. Facilitate the installation of rapid e-chargers to support a move to more e-taxis
- 2c. Survey locally active residential developers to better understand barriers to building higher energy efficient / Passivhaus properties

Environmental Sustainability Co-ordinator  
Environmental Sustainability Co-ordinator  
Property Manager  
Service Manager  
Planning Policy  
Environmental Sustainability Co-ordinator  
Head of Housing and Health

30/09/20  
31/12/20  
31/03/21  
30/12/20  
31/12/20  
31/12/20

3. We will influence and encourage others to be more environmentally sustainable

- 3a. Work with business organisations and groups to promote environmental sustainability
- 3b. Establish and run a multi-agency Environmental and Climate Change Forum
- 3c. Actively implement and encourage waste minimisation initiatives

Business and Economic Development Manager  
Head of Housing and Health  
Waste Shared service

31/03/21  
01/04/20  
31/03/21

# Enabling our communities – we will invest in our places



The quality of life on offer in East Herts – good schools, urban and rural space, historic market towns and excellent connectivity to London and Cambridge - makes it an ideal place to prosper. Our population is estimated to grow by 27,600 people by 2041, meaning we will be creating new communities as well as enabling our existing communities. We will work with partners to ensure that residents have a say in the future of their local area and that the council can enable those who most need support. Investing in major projects such as theatres and leisure services will make our district a more attractive destination for people to live, visit and invest.

## Where we are now

We are investing in several high profile projects which will improve the wellbeing of our residents. We need to ensure momentum is kept on delivery, ensure a clear and consistent narrative is understood by stakeholders and that services to our most vulnerable continue to be delivered.

## Where do we want to get to?

- Delivery of key milestones within major projects
- Deliver 150 new affordable homes each year
- Work with our vulnerable residents to prevent them becoming homeless by either maintaining their current home or assisting them to obtain more suitable alternative accommodation
- Time taken to process housing benefit claims/ changes (target: 10 days)
- Increased reach and engagements on Instagram, Facebook, LinkedIn and Twitter
- Increased referrals from the social prescribing project

## Strategy/objectives

1. We will invest in our places

## Actions/key projects in 2020/21

- 1a. Complete construction of new Grange Paddocks Leisure Centre (78 week build starting Feb 2020)
- 1b. Deliver £20m investment in Hertford Theatre
- 1c. Deliver the Castle Park project
- 1d. Support the Herts 2020 Year of Culture
- 1e. Deliver improvements to Ward Freman swimming pool in Buntingford

## Who

## When

2. We will ensure all voices in the community are heard

2. Grow our digital communications channels (Instagram, Twitter, Facebook and LinkedIn)

Head of Communications, Strategy and Policy

3. We will support our vulnerable residents

- 3a. Continue to deliver social prescribing and launch the Hertford and Bishop's Stortford Healthy Hubs
- 3b. Deliver affordable housing
- 3c. Support people with the transition to universal credit

Healthy Lifestyles Programme Officer 31/3/2021  
Housing Services Manager 31/3/2021  
Head of Revenues & Benefits Shared Service 31/3/2021

# Encouraging economic growth



The district's prosperity is supported by our proximity to London and the large employers and supply chains in our neighbouring towns. However, we also have a large number of micro-businesses operating in the district. We are committed to supporting and listening to local businesses in order to grow our local economy - providing flexible working space, creating opportunities for networking and supporting the application of new technology. To enable future prosperity we must plan for it - our District Plan protects existing employment space and plans for more of it. We are committed to ensuring that housing growth is delivered alongside the right infrastructure.

## Where we are now

The district plan has been adopted and key sites are being developed. The local economy remains robust with high numbers of small and micro-businesses operating across different sectors. However we need to ensure that investment in infrastructure is realised to ensure we build communities not just housing estates. Equally we need to ensure that employment land is retained on current sites and built out within any new developments.

## Where do we want to get to?

- Increase capital and revenue income from Millstream Property Investment Ltd to support key council priorities
- Increase the number of subscribers to the East Herts Lottery
- Increase the number of Launchpad users and the income generated from the facility
- Article 4 directions implemented on the 32 designated employment sites across our towns and villages within the District Plan
- Delivery of at least 839 new dwellings per year
- Determine 80% of minor/other applications within 8 weeks
- Determine major planning applications within 13 weeks

## Strategy/objectives

1. We will develop new sources of income

## Actions/key projects in 2020/21

- 1a. Deliver the Millstream Property Investment Ltd's Business plan  
1b. Grow the East Herts Lottery

## Who

Head of Housing and Health  
Housing and Health Projects Officer

## When

31/3/21  
31/3/21

2. We will support businesses growth

- 2a. Expand the Launchpad in Bishop's Stortford and Ware  
2b. Provide discretionary business rate grants to incentivise new businesses to set up/ existing businesses to expand

Business and Economic Development Manager  
Head of Communications Strategy and Policy

31/3/21  
30/12/20

3. We will create viable places

- 3a. Begin construction of the multi-story car park on the Old River Lane site  
3b. Implement Article 4 Directions on designated employment sites  
3c. Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire  
3d. Delivery of the strategic sites allocated in the District Plan in accordance with the housing trajectory

Project Manager  
Economic Development Officer  
Chief Executive

30/12/20  
31/1/21  
31/1/21  
31/3/21

# Digital by design



East Herts is made up of many different towns, villages and communities. The use of new technology and digital connectivity are key to providing the best possible services for all our residents and businesses, in towns and rurally. The way people work, interact, and access goods and services is changing rapidly. Connecting people with ideas and information can help us address some of the district's difficult issues – such as social isolation and access to services in rural areas. We will work with partners such as the Digital Innovation Zone to put in place strong foundations for digitally enabled communities, particularly new communities such as Harlow and Gilston Garden Town. At the same time, the council will continue to transform its own services so they are more customer responsive and maximise the use of digital technology.

## Where we are now

The geographic make up of the district means telephony remains the channel of choice for residents. Equally footfall into our main reception areas remains high. Whilst we recognise the importance of providing these services we also need to ensure demand is managed where possible. Alongside this we need to work with partners and the private sector to ensure the digital technology and infrastructure is in place for new developments.

## Where do we want to get to?

- Increase proportion of customer contacts undertaken via the website
- Ensure 80% of govmetric ratings for face to face are rated as good
- Ensure 50% of govmetric ratings for web and email are rated as good
- Increase SOCITM ratings
- Increase % of households that have signed up to self service
- Increase % of businesses that have signed up to self service
- Increase % of landlords that have signed up to self service

## Strategy/objectives

1. We will improve the customer experience for those who use council services

## Actions/key projects in 2020/21

- 1a. Sign up to the MHCLG Digital Declaration
- 1b. re-design reception areas to encourage customer self-service
- 1c. Put core staff competences in place for all staff which include customer focus and making effective use of digital solutions

## Who

- Deputy Chief Executive  
 Head of Communications, Strategy and Policy  
 Head of HR

## When

- 30/9/20  
 31/3/21  
 31/3/21

2. We will work with partners to ensure our communities are digitally enabled

- 2a. Ensure fibre to the premise (FTTP) is provided on all new developments
- 2b. Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'place'
- 2c. Support the Digital Innovation Zone to lobby for investment in our towns and villages
- 2d. Provide a programme of business networking and awareness raising on GDPR and cyber-security

- Principal Planning Officer  
 Senior Planning Project Officer  
 Deputy Chief Executive  
 Economic Development Officer

- 31/3/21  
 31/3/21  
 31/3/21  
 31/1/21