



**MEETING** : EXECUTIVE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : TUESDAY 6 MARCH 2012  
**TIME** : 7.00 PM

## **PLEASE NOTE TIME**

### **MEMBERS OF THE EXECUTIVE**

- |                              |   |
|------------------------------|---|
| Councillor Tony Jackson      | - Leader of the Council   |
| Councillor Malcolm Alexander | - Deputy Leader and Executive Member for Community Safety and Environment |
| Councillor Mike Carver       | - Executive Member for Planning Policy and Economic Development           |
| Councillor Linda Haysey      | - Executive Member for Health, Housing and Community Support              |
| Councillor Michael Tindale   | - Executive Member for Finance  |

**CONTACT OFFICER: Martin Ibrahim**

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## **PERSONAL AND PREJUDICIAL INTERESTS**

1. A Member with a personal interest in any business of the Council who attends a meeting of the Authority at which the business is considered must, with certain specified exemptions (see section 5 below), disclose to that meeting the existence and nature of that interest prior to the commencement of it being considered or when the interest becomes apparent.
2. Members should decide whether or not they have a personal interest in any matter under discussion at a meeting. If a Member decides they have a personal interest then they must also consider whether that personal interest is also prejudicial.
3. A personal interest is either an interest, as prescribed, that you must register under relevant regulations or it is an interest that is not registrable but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of the Council more than it would affect the majority of inhabitants of the ward(s) affected by the decision.
4. Members with personal interests, having declared the nature of that personal interest, can remain in the meeting, speak and vote on the matter unless the personal interest is also a prejudicial interest.
5. An exemption to declaring a personal interest applies when the interest arises solely from a Member's membership of or position of general control or management on:
  - any other body to which they have been appointed or nominated by the authority
  - any other body exercising functions of a public nature (e.g another local authority)

In these exceptional cases, provided a Member does not have a prejudicial interest, they only need to declare their interest if they speak. If a Member does not want to speak to the meeting, they may still vote on the matter without making a declaration.

6. A personal interest will also be a prejudicial interest in a matter if all of the following conditions are met:
  - the matter does not fall within one of the exempt categories of decisions
  - the matter affects your financial interests or relates to a licensing or regulatory matter
  - a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.
7. Exempt categories of decisions are:
  - setting council tax
  - any ceremonial honour given to Members
  - an allowance, payment or indemnity for Members
  - statutory sick pay
  - school meals or school transport and travelling expenses: if you are a parent or guardian of a child in full-time education or you are a parent governor, unless it relates particularly to the school your child attends
  - housing; if you hold a tenancy or lease with the Council, as long as the matter does not relate to your particular tenancy or lease.
8. If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that interest and its nature as soon as the interest becomes apparent to you.
9. If you have declared a personal and prejudicial interest, you must leave the room, unless members of the public are allowed to make representations, give evidence or answer questions about the matter, by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose. However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe proceedings.

## AGENDA

1. Apologies

*To receive apologies for absence.*

2. Minutes

*To approve the Minutes of the meeting held on 7 February 2012  
(previously circulated)*

3. Leader's Announcements

4. Declarations of Interest

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

5. Issues Arising from Scrutiny (Pages 5 - 8)

6. Service Plans 2012/13 (Pages 9 - 46)

7. Residents Survey 2010 Analysis and Action Plan (Pages 47 - 106)

8. 2011/12 Estimates and 2012/13 Future Targets (Pages 107 - 122)

9. Monthly Corporate Healthcheck - January 2012

*To follow.*

10. Urgent Business

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

## EAST HERTS COUNCIL

EXECUTIVE – 6 MARCH 2012

### REPORT BY SCRUTINY COMMITTEE CHAIRMEN

#### ISSUES ARISING FROM SCRUTINY

WARD(S) AFFECTED: All

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

- This report details the comments and recommendations made by the Scrutiny Committees since the last meeting of the Executive and should be read in conjunction with reports of the Executive Members found elsewhere on the agenda.

<b><u>RECOMMENDATION FOR DECISION:</u></b>
(A) <b>That the report be received.</b>

#### 1.0      Background

#### 1.1      Scrutiny meetings have been held recently as follows:

Joint meeting of Scrutiny Committees – 14 February 2012

#### 2.0      Report

#### 2.1      **Service Plans 2012/13** **(Agenda Item 6)**

The joint meeting of Scrutiny Committees agreed that the Executive be informed that (A) the Service Plan activity for 2011/12 now submitted should be approved;

(B)      the outcomes detailed in the Service Plans should be more measurable;

(C)      opportunities should be explored for a joint approach to litter clearance activities in the vicinity of fast food outlets;

and

(D) Officers should explore cooperative and partnership approaches to timely litter and leaf clearance across the District.

## 2.2 **Residents Survey 2011** **(Agenda Item 7)**

The joint meeting agreed that the Executive be informed that the Joint Scrutiny Committees had the following comments:

(A) the ORS Residents Survey Report be noted;

(B) the following priority areas for further investigation by Officers be approved:

- the Government's ideas in relation to the provision of decent and suitable affordable housing;
- whether the choice based lettings scheme should be amended so there was a greater emphasis on the awarding of points on a more local basis than the District level;
- the provision of more activities for teenagers to address issues of teenagers congregating and causing anti-social behaviour;
- reiterating that there should be no move back to weekly refuse collections and more work should be undertaken to improve the situation regarding increasing recycling facilities for flats;
- addressing the high level of dissatisfaction of residents in respect of complaints and the time taken for the Authority to respond;
- whether more could be done to address residents' views that the Authority should do more to engage with residents and publicise the Council's activities; and

(C) Officers be requested to develop an action plan in response to the priorities identified by the Joint Scrutiny Committees.

## 2.3 2011/12 Estimates and Future Targets (Agenda Item 8)

The joint meeting agreed that the Executive be informed that the Joint Scrutiny Committees have the following comments:

- (A) the estimates for 2011/12 be noted;
- (B) the data quality spot checks detailed in paragraph 6.3 of the report now submitted, be noted;
- (C) the targets detailed in paragraphs 5.1 – 5.3 of the report submitted to either improve, reduce or retain performance, be approved; and
- (D) the Unit Cost indicators detailed in paragraph 7.1 of the report submitted should not be included in the list of PI estimates and targets.

## 3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

### Background Papers

None

Contact Members: Councillor D Andrews, Chairman, Corporate Business Scrutiny Committee.  
Councillor Mrs D L E Hollebon, Chairman, Environment Scrutiny Committee.  
Councillor G McAndrew, Chairman, Community Scrutiny Committee.

Contact Officer: Jeff Hughes – Head of Democratic and Legal Support Services, Extn: 2170.

Report Authors: Martin Ibrahim - Democratic Services Team Leader,  
Marian Langley – Scrutiny Officer

## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/Objectives ( <i>delete as appropriate</i> ):	This report seeks to summarise scrutiny activities, which in general terms, support all of the Council's objectives.
Consultation:	This report assists the wider consultation process in reporting issues arising from scrutiny to the Executive.
Legal:	The Constitution requires issues arising from Scrutiny to be reported to the Executive.
Financial:	None
Human Resource:	None
Risk Management:	None



## EAST HERTS COUNCIL

### JOINT SCRUTINY COMMITTEE – 14 FEBRUARY 2012

### THE EXECUTIVE – 6 MARCH 2012

### REPORT BY LEADER OF THE COUNCIL

### 2012/13 SERVICE PLANS

WARD(S) AFFECTED: ALL

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

- The purpose is to set out the planned service activity for 2012/13. Members are asked to scrutinise the attached plans and that Executive be recommended to agree the 2012/13 Service Plans at their meeting on 6 March 2011.

<b><u>RECOMMENDATION FOR JOINT SCRUTINY COMMITTEE:</u></b> that	
(A)	The attached service plan activity for 2012/13 be scrutinised and that planned activity for 2012/13 be recommended to the Executive for approval.

<b><u>RECOMMENDATION FOR THE EXECUTIVE:</u></b>	
(A)	The attached service plan activity for 2012/13 be agreed.

#### 1.0 Background

- 1.1 East Herts uses an integrated service planning and financial management framework to ensure that all services deliver the Council's corporate priorities.
- 1.2 Service Plans are produced every year by Heads of Service and set out what key actions need to be undertaken to deliver the corporate priorities and key objectives, in line with the budget. These actions are linked to key performance indicators, so that achievement can be measured and tracked.

## 2.0 Report

- 2.1 All service plans have been checked to ensure compliance with the service planning guidance and all sections have been completed. For ease, only Table 3a, which sets out the key actions for each service, have been detailed in **Essential Reference Paper 'B'**. The rest of the service plan, which largely contains contextual information about the service, will be published on the Council's intranet site to support Table 3a.
- 2.2 Overall, the actions detailed reflect the Consolidated Budget report that was presented to Joint Scrutiny Committee on 17 January 2012.
- 2.3 The 2012/13 Service Plan activity will be monitored on six monthly basis but will be reported to the relevant scrutiny committee for each service (like the Corporate Healthcheck Report), rather than all 12 being reported to Corporate Business Scrutiny.

## 3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

### Background Papers

None.

Contact Member: Councillor A Jackson – Leader of the Council.

Contact Officer: Lorna Georgiou, Performance and Improvement Coordinator, Extn: 2244.

Report Author: Lorna Georgiou, Performance and Improvement Coordinator, Extn: 2244.

## ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p><b>Promoting prosperity and well-being; providing access and opportunities</b>  <i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p><b>Fit for purpose, services fit for you</b>  <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p><b>Pride in East Herts</b>  <i>Improve standards of the built neighbourhood and environmental management in our towns and villages.</i></p> <p><b>Shaping now, shaping the future</b>  <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p><b>Leading the way, working together</b>  <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
<p>Consultation:</p>	<p>There are no specific consultation implications, although all Service Heads should have consulted staff in the development of their service plans</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>Financial implications to these action plans were discussed separately in the budget reports that were presented to CMT on 21 December 2010 and a joint meeting of Corporate Business Scrutiny Committee with Community and Environment Scrutiny on 18 January 2011 and Executive on 8 February 2011. Any changes that may arise to the financial implications contained in the service plans will be updated prior to 1 April 2011.</p>
<p>Human Resource:</p>	<p>There are no direct human resources implications.</p>
<p>Risk Management:</p>	<p>Individual actions have been risk assessed, but the risks involved in not implementing the integrated service planning and financial management framework could</p>

	result in the Council's corporate priorities not being delivered.
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Action Plan					Connections
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	<div>If the action impacts on another service in terms of support/input, please specify below:</div> <div>Resources</div>

Prosperity

By 2015 - Manage the environmental health of East Herts.

12-CR01	Improve the Council's health and safety and risk management arrangements.	Target: Simplify the Health and Safety Policy and Risk Assessment process, Outcome: More efficient and user friendly arrangements in place. Critical Success Factors: Support from other services. Environmental Impacts: Requirement to ensure that environmental criteria are included in Health and Safety Policy and risk assessment process.	30 June 2012	Manager of Corporate Risk/ Risk Assurance Officer
12-CR02	Undertake Insurance compliance inspections	Target: Commence compliance inspections in line with Internal Audit recommendations. Outcome: Higher levels of assurance re insurance cover. Critical Success Factors: Support from other services. Environmental Impacts: Potential increase in business travel.	31 December 2012	Manager of Corporate Risk/ Risk Assurance Officer

People

By 2013 - Delivering financial efficiencies through shared service arrangements with other public sector bodies.

12-CR03	Support Internal Audit Partnership working. Strengthen governance and anti-fraud arrangements.	Target: Ensure that Shared Internal Audit Service responsibilities are well defined and that strong anti-fraud measures are in place within the Council. Outcome: Greater resilience, optimised use of resources, Shared service well embedded and savings delivered. Critical Success Factors: Support from other services and other authorities. Environmental Impacts: Greater opportunity for electronic working.	30 September 2012	Manager of Corporate Risk
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Action Plan					Connections	
Page 14 Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
12-CR04	Develop collaborative arrangements with other authorities on key areas of procurement activity and develop a Procurement Plan.	<b>Target:</b> Ensure that the Council has capacity and capability to commission and procure value for money services and supplies. <b>Outcome:</b> Greater resilience, optimised use of resources and savings delivered. <b>Critical Success Factors:</b> Support from other services and other authorities. <b>Environmental Impacts:</b> Requirement to ensure that environmental criteria are included in procurement policies and practices. Also Procurement Officer will advise on means by which environmental criteria should be considered in major procurement exercises.	30 June 2012	Manager of Corporate Risk/ Procurement Officer		
12-CR05	Undertake a fundamental review of Risk Management Strategy to include development of Shared Services Risk Register.	<b>Target:</b> Using examples of good practice from other authorities undertake a comprehensive review of the Risk ManagementStrategy. <b>Outcome:</b> Relevant, Current Strategy in place. <b>Critical Success Factors:</b> Support from other services and other authorities. <b>Environmental Impacts:</b> N/A.	30 June 2012	Manager of Corporate Risk/ Risk Assurance Officer		
12-CR06	Support revision of Business Continuity Plan	<b>Target:</b> Provide significant input into development of Business Continuity Plan that incorporates shared services implications. <b>Outcome:</b> Relevant Plan in place. <b>Critical Success Factors:</b> Support from other services and other authorities. <b>Environmental Impacts:</b> N/A	30 June 2012	Manager of Corporate Risk/ Risk Assurance Officer		

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
Prosperity						
By 2013 - Sustain customer satisfaction with the council, as a result of improved customer services and website access.						
12-	To establish a section for easy access to information on the Council's website	<b>Target:</b> To satisfy 20% of Freedom of information requests through website content and implementation of new web based Freedom of Information management system. <b>Outcome:</b> A self-service tool to allow customers to access or request information about the Council in a customer friendly way. Reduced administration time in managing information requests. Maintenance of information response times in the face of increased demand (30% year on year). <b>Critical Success Factors:</b> Web team resource to establish framework for Council Information, support from all service managers. <b>Environmental Impacts:</b> Positive, reduction in paper processes to promote electronic access to information.	31 March 2013	Head of Parking and Customer Services	Will impact all managers, will need to have arrangements to publish key information of interest on the website section when created.	Within existing resources - Web Team, Customer Service Improvement Officer, Information Manager.
12-	To deliver a new website presentation, following delivery of the website development server by IT	<b>Target:</b> To deliver even greater satisfaction with the navigation Council's website as recorded by GovMetric and associated customer comments. <b>Outcome:</b> Delivery of a new front page to the website that is easier to navigate with simplified information clusters, based on customer demand and use statistics. <b>Critical Success Factors:</b> Web team resources to develop the changes. It network resources to deliver and maintain the website development server. <b>Environmental Impacts:</b> Positive, reduction in paper processes to promote electronic access to information and self-service by customers.	01 August 2012	Head of Parking and Customer Services	Will impact all services by delivering a simplified and customer based design for accessing those services most likely to be taken up on-line.	Within existing resources, completely dependent upon IT networking resources to deliver and maintain the website development server.

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>By 2013 - Answer 80 per cent of enquiries from the public at the first point of contact, which ever way they choose to contact us, with the same high-level of knowledge and expertise.</b>						
12-	To implement and roll out the new Information Management system for effective and efficient management of FOI requests.	<b>Target:</b> To deliver at least 85% FOI Requests within 20 days <b>Outcome:</b> More accessible FOI process within the Council with automated reminders about outstanding information and transparency about response times across the Council. New Electronic process for the logging and case management of FOI cases. Implementation of new web based system for managing Freedom of Information requests. <b>Critical Success Factors:</b> Sufficient capacity within the web team, Customer Service Improvement Officer and Information Manager to implement the system. <b>Environmental Impacts:</b> Positive, reduction in paper processes to promote electronic access to information.	31 March 2013	Head of Parking and Customer Services	Will impact all officers in the timely management of Information requests through any new processes developed.	Within existing resources - Head of Parking and Customer Services, Information Manager and Web Team.
12-	Delivery of Council Wide Data Protection Awareness Campaign	<b>Target:</b> To deliver 100% coverage of all staff in Data protection Awareness. <b>Outcome:</b> All staff will be fully conversant and able to apply the requirements of the data protection Act in safeguarding customer data. All staff will have completed mandatory computer based training and required pass level in associated test. Enhanced Data protection information to support staff via the intranet. <b>Critical Success Factors:</b> Sufficient capacity within the web team, Information Manager and Customer Service Manager. Head of Service Support. Director Support. HR support for training and testing tool. Communications team support for campaign management.. <b>Environmental Impacts:</b> Focus on electronic learning and evaluation.	01 June 2013	Head of Parking and Customer Services	Will impact all officers in training time, an assessed evaluation and subsequent application within services of data protection principles.	Additional corporate resources to be drawn from Communications Corporate priorities fund and Corporate training fund.
12-	To draft the Council's Service Delivery Strategy which is consistent with current technical opportunities and financial constraints	<b>Target:</b> A draft Service Strategy to be produced by March 2013 <b>Outcome:</b> Focus on cost efficient service delivery and promoting a cost effective service design for the taxpayer whilst maintaining access for the needs of different customer groups. <b>Critical Success Factors:</b> That further additional work arising from Data Protection, Freedom of Information or Business Process Improvement does not increase. <b>Environmental Impacts:</b> The strategy will address environmental impacts by designing services to be delivered through self-service and reduced reliance on travel to access services face to face or paper to apply for services in a traditional manner. the strategy will take account of shifting customers to more environmentally friendly ways of accessing services.	31 March 2013	Head of Parking and Customer Services	Will influence service design approach for all services, full consultation in development of approach required.	Within existing resources - Head of Parking and Customer Services, Customer Service Manager
12-	Implementation of a voice recognition telephony system	<b>Target:</b> Implementation of voice recognition self-service telephony system for switchboard and parking services by June 2013 <b>Outcome:</b> 90% success rate on automated calls, reduced revenue costs of operation, redeployment of staffing resources to handle customer enquiries instead of switchboard, peak period resilience through automated overflows. <b>Critical Success Factors:</b> It support on telephony changes required. <b>Environmental Impacts:</b> Improved success of self-service system will decrease use of resources in multiple contacts for one call.	31 June 2013	Head of Parking and Customer Services	Will be a platform for further voice recognition self-service transactions.	Within existing resources - existing expenditure and corporate capital provision in 2012/13 and 2013/14. Improvement Officer, Customer Service Manager, IT Network Teams.



Action Plan					Connections		
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:		Resources
By 2013 - Increase the percentage of residents who agree that the council provides value for money.							
12-	Implementation of the Parking Management and Enforcement Contract	<b>Target:</b> Implementation of new services and successful operation of the new Parking Enforcemeht contract in its first year . <b>Outcome:</b> Effective management of new model contract for parking management and enforcement services. Enhanced technology to develop more efficient and effective services for our customers, particularly: self-service (on-line evidence viewer), signs and lines audit, self-service permit renewals, virtual parking permits, a mobile enforcement vehicle, a paperless parking challenge and appeals process. <b>Critical Success Factors:</b> On-going commitment of partnership authorities, good quality contract monitoring, Councillor support for proposed service developments. <b>Environmental Impacts:</b> These will be detailed within the contract to promote use of low carbon vehicles. Positive use of technology to reduce manual process, paper printing and postage with electronic documents and self-service solutions.	31 March 2013	Head of Parking and Customer Services	None		Contract has delivered £230,000 annual saving, service projects support by members will have associated approved funding.
Place							
By 2013 - Develop a practicable and pragmatic Transport Strategy and action plan which delivers integrated and value for money policies in respect to car parking, walking, cycling routes and vital bus routes.							
12-	To deliver the parking schemes associated with the 'Grange Paddocks' area	<b>Target:</b> Delivery of Grange Paddocks project by March 2014 <b>Outcome:</b> Shift of long stay parking to outskirts of Bishop's Stortford. Establishment of user paying car park at Grange Paddocks with enhanced facilities promoting walking into town, safeguarding the parking needs of residents in the area. <b>Critical Success Factors:</b> Continued political support for the endorsed scheme, support of residents for forthcoming Traffic Regulation Order. <b>Environmental Impacts:</b> Positive encouraging long stay car parking on outskirts of town to reduce congestion and pollution.	31 March 2014	Head of Parking and Customer Services	Impact on property team in getting works required completed, minimal impact on Committee service in respect of reporting Traffic regulation Orders. Impact on Leisure services through amenities offered at grange Paddocks and use by site clients.		Within existing budgets approved in the Medium Term Financial Plan (2010/11)
12-	To deliver Transportation and Parking Strategy	<b>Target:</b> The Council adopts a Parking and Transportation Strategy by June 2012 <b>Outcome:</b> A clear statement of Council policy regarding our key towns and district regarding the actions the Council can take and influence to address the local issues, ambitions and local outcomes for the district. <b>Critical Success Factors:</b> On-going engagement with Town and Parish Councils <b>Environmental Impacts:</b> The strategy will reflect and be informed by the Environmental concerns associated with transportation and parking management within the district.	30 June 2012	Head of Parking and Customer Services	Future strategies identified may lead to projects for implementation involving property services. It is a highly political topic and the Communications Team may be impacted in the publications of the strategy.		Within existing budgets - Parking Manager

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Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
If you need more lines please insert new rows, copying and pasting the formatted cells.						
People						
Please click in the blank cell below to select the relevent outcome. If you have activity that relates to more than one outcome, then click on the row detailing the activity and then click insert row here and another one will appear above. Then just copy and paste the blank outcome box into the new row.						
1	Deliver Community and Public Engagement task and finish action plan including: development of new engagement strategy and policy and strategy on new media use.	<b>Target:</b> all actions complete by 31 March 2013 <b>Outcome:</b> Improved engagement and enhanced reputation <b>Critical Success Factors:</b> use of media, strength of marketing and members interaction levels <b>Environmental Impacts:</b> n/a	31 March 2013	community engagement manager		within budget
2	Co-ordinate responses to opportunities arising from the Localism Act.	<b>Target:</b> ensure responses to localism are proportionate and managed in accordance with engagement and other policies and initiatives. <b>Outcome:</b> open, transparent and managed approach to localism <b>Critical Success Factors:</b> communication with community, public and members <b>Environmental Impacts:</b> non specific	31 March 2013	community engagement manager		within budget
3	Maximise opportunities to benefit from the Olympics, including: torch relay, sporting events, cultural events and economic opportunities.	<b>Target:</b> enable, facilitate maximum engagement in Olympics <b>Outcome:</b> increased levels of sporting, cultural and economic activity. <b>Critical Success Factors:</b> partnership with other key stakeholders incl community sports network, Towns and police <b>Environmental Impacts:</b> n/a	September 2012.	community engagement manager		within budget
Place						
Please click in the blank cell below to select the relevent outcome. If you have activity that relates to more than one outcome, then click on the row detailing the activity and then click insert row here and another one will appear above. Then just copy and paste the blank outcome box into the new row.						
4	Review sustainable community strategy and implement new LSP focus.	<b>Target:</b> achieve outcomes through the strategic partnership <b>Outcome:</b> new strategic partnership focus <b>Critical Success Factors:</b> strength of partnership <b>Environmental Impacts:</b> non specific	31 March 2013	community engagement manager		within budget
5	Community Asset Transfer of Presdales Recreation Grounds	<b>Target:</b> Transfer management of Presdales Recreation Ground to a community based management organisation, i.e. Industrial and Provident Society or Community Interest Company. <b>Outcome:</b> Asset managed for the the benefit of the community at no cost to the Council.	01 September 2012	Leisure Services Manager	Environmental Services	within budget
6	Agree 3 year Profit Surplus	<b>Target:</b> Agree 3 year Profit Surplus for Leisure contract <b>Outcome:</b> Surplus (aggregate Actual Net Income exceeds the Net Income Estimate for the first three year) is positive <b>Critical Success Factors:</b> Staff resources. Support from Financial Services. <b>Enviro</b>	30 June 2012	Leisure Services Manager	Environmental Services	within budget

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Action Plan					Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:			Resources
Prosperity								
Please click in the blank cell below to select the relevent outcome. If you have activity that relates to more than one outcome, then click on the row detailing the activity and then click insert row here and another one will appear above. Then just copy and paste the blank outcome box into the new row.								
7	Implement new corporate grants policy (single flexible pot).	<b>Target:</b> easier to access and administrate grants focused on council's priorities. <b>Outcome:</b> grants delivered to maximise leverage, corporate priorities and special Olympics and Jubilee criteria. <b>Critical Success Factors:</b> marketing <b>Environmental Impacts:</b> non specific	31 March 2013	community engagement manager	health and community safety for the Torch Relay			within budget
8	Maximise external funding opportunities, eg. European funding, and s.106 and ensure complementarity with grants programme and new homes bonus.	<b>Target:</b> maximise leverage from grants programmes and partnership working <b>Outcome:</b> improved social and economic well being. <b>Critical Success Factors:</b> ability to innovate and achieve synergies <b>Environmental Impacts:</b> non identified specifically at this stage	31 March 2013	community engagement manager				within budget
9	Review and manage community assets to ensure maximum efficiency, incl e.g seeking opportunities for community asset transfers.	<b>Target:</b> more efficient and effective use of community assets <b>Outcome:</b> enhanced sustainable community access <b>Critical Success Factors:</b> ability to innovate, marketing, partnership development <b>Environmental Impacts:</b> non specific	31 March 2013	community engagement manager				within budget
10	Review options for outsourcing markets	<b>Target:</b> reviewed and way forward agreed <b>Outcome:</b> most vibrant and sustainable option for markets <b>Critical Success Factors:</b> research into alternative models of provision <b>Environmental Impacts:</b> n/a	31 March 2013	economic development manager	environmental services - refuse collection			within budget
11	Successfully bid for new Business Advisor post from European RBDP	<b>Target:</b> bid for funds and recruit new Advisor post <b>Outcome:</b> more vibrant and sustainable rural business growth <b>Critical Success Factors:</b> quality of bid <b>Environmental Impacts:</b> n/a	31 March 2013	economic development manager				within budget
12	Develop a prioritised Economic action plan for East Hetrts in conjunction with key partners with identified outcomes for residents and businesses	<b>Target:</b> clear action plan for the council and its partners <b>Outcome:</b> improved economic opportunities and outcomes for residents <b>Critical Success Factors:</b> clarity and partnership cooperation <b>Environmental Impacts:</b> n/a	action plan march 2012 - impacts through the year	economic development manager				
13	Refresh front of house offer including bar/café offer and interior décor.	<b>Target:</b> re-fresh offer including introduction of limited prepacked sandwich type food offer. New soft furnishings. <b>Outcome:</b> improved footfall and business efficiency <b>Critical Success Factors:</b> customer satisfaction with offer <b>Environmental Impacts:</b> n/a	end of May 2012	Hertford Theatre Director				within budget
14	Review marketing strategy.	<b>Target:</b> design led marketing material supported by targeted audience development work <b>Outcome:</b> increased business efficiency <b>Critical Success Factors:</b> cost and quality of design and market penetration. <b>Environmental Impacts:</b> n/a	31 March 2013	Hertford Theatre Director				within budget
15	Develop improved business processes for the theatre that will facilitate better and easier customer access and operational efficiencies.	<b>Target:</b> improved business processes <b>Outcome:</b> easier access/ on line booking and operational efficiencies <b>Critical Success Factors:</b> ICT capacity and support <b>Environmental Impacts:</b> n/a	01 July 2012	Hertford Theatre Director				

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline:</b> <b>Corporate Priority: People</b>						
12-	Provide an effective service in dealing with complaints about Licensed premises, antisocial behaviour and issues dealt with by Environmental Health.	<b>Target:</b> Respond to these complainants within three working days of receipt and inform complainant of outcome in every case <b>Outcome:</b> Effective enforcement and response with reduced resource. <b>Critical Success Factors:</b> Staff workload <b>Environmental Impacts:</b> Likely impact on visual street scene, reduced littering and noise nuisance. Likely reduction in risk to public health and safety.	31st March 2013	Head of CS and H		Existing
12-	Coordinate partnership response to Anti Social Behaviour	<b>Target:</b> Continue to collate and increase database of multi agency ASB information to enable data to be collated and compared <b>Outcome:</b> Improved response and resolution of complaints <b>Critical Success Factors:</b> Partner involvement <b>Environmental Impacts:</b> Nil.	31st March 2013	ASB and Projects coordinator		Existing
12-	Review and implement revised informal consultation procedures for land drainage	<b>Target:</b> Improved and consistent consultation process in place by June 2012. Outcome: Better customer relationships as better informed and hence greater understanding of works required. More efficient and cost effective means of implementing improvements. Critical Success Factors: Dependant on management approval and available resource. Environmental Impacts: Efficient and cost effective implementation of flood alleviation remedial works,	31st March 2013	Senior Engineer - Land Drainage and Engineers		Existing
12-	Explore opportunity of developing business continuity flood risk plans for local businesses.	<b>Target:</b> First draft submitted following consultation with HCC by July 2012. Outcome: Customer awareness of flood risk management and how to reduce risk of impact on their business. Critical Success Factors: Dependant on available resource and cooperation and input from parties involve. Environmental Impacts: Risk of flooding reduced	31st March 2013	Senior Engineer - Land Drainage and Engineers		Existing
12-	Consider implications of HCC's reviews, and implement any necessary changes to DFG and HIA process.	<b>Target:</b> Provide an efficient and effective service to users following substantial process change. Outcome: Maintain good service provision. Critical Success Factors: Staff resources, HCC input and partners and Member collaboration. Environmental Impacts: None known	31st December 2012	Environmental Health Manager Residential		Existing
12-	Review Private Sector Housing Assistance Policy and complete an EIA	<b>Target:</b> Continue to provide an efficient and effective service to users in the light of current financial pressures. Outcome: maintain good service provision. Critical Success Factors: Staff resources, Partner and Member collaboration. Environmental Impacts: None known	31st December 2012	Environmental Health Manager Residential		Existing
12-	<u>Health-</u> Identify and implement opportunities presented by changes in local and central govt. i.e. Forthcoming changes in Health legislation and devolution of PCTs.	<b>Target:</b> Work with partner agencies to secure resources for health promotion <b>Outcome:</b> To ensure that East Herts is able to influence Public Health policy to the benefit of it's residents <b>Critical Success Factors:</b> Unknown landscape, decisions not within our control ie partner cooperation <b>Environmental Impacts:</b> N/A	31st March 2013	Head of CS and H	Links with Communities service, Health Engagement panel and LSP	Possible "invest to save" seed funding required
<b>Strapline:</b> <b>Corporate Priority: Place</b>						
12- Page 21	<u>Licensing</u> Identify and implement opportunities presented by changes in local and central govt. . ie Forthcoming changes in Alcohol licensing legislation.	<b>Target:</b> Identify alternate funding sources where possible <b>Outcome:</b> Reduced overhead costs <b>Critical Success Factors:</b> Night time economy businesses agreement /compliance <b>Environmental Impacts:</b> Likely impact on visual street scene, reduced noise nuisance	31 December 2012	Head of CS and H	Increased use of Web Team and IT. Democratic and Legal Services involvement	Existing

Action Plan						Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:		Resources
12-	Consider the results of the house condition survey and any impacts on the Housing Strategy and Policy	<b>Target:</b> Report the outcomes of the house condition survey to the executive, identifying any amendments required to the Housing Strategy and Policy. <b>Outcome:</b> Improved condition of private sector housing stock. <b>Critical Success Factors:</b> Adequate resources-capital and revenue <b>Environmental Impacts:</b> Mitigation-survey should identify improved energy efficiency of stock compared to last survey.	31 December 2012	Environmental Health Manager- Residential	None.		Existing or new depending on results of survey and Member decision re investment.
12-	EA Contract – Management of works required	<b>Target:</b> End of October 2012. Outcome: Risk of flooding reduced, environmental enhancements, health and safety improvements. Critical Success Factors: Dependant on EA budget, weather and available resource. Environmental Impacts: Risk of flooding reduced, sustained and improved habitat and biodiversity. Visual improvements.	31st March 2013	Senior Engineer - Land Drainage and Engineers			Existing
12-	Devise and implement programme of asset inspections on East Herts land	<b>Target:</b> Complete all scheduled inspections at required frequency. Outcome: Reduction of Councils liability regarding accident claims. Critical Success Factors: Remedial resource. Environmental Impacts: Safer environment.	31st March 2013	Senior Engineer - Land Drainage and Engineers			Existing
12-	Carry out Surface Water Management Plans (SWMPs) in high risk flood locations in liaison with Herts Highways	<b>Target:</b> Feasibility and Site work - October 2012 Modelling and final reports with Action Plan - March 2013. Outcome: Action plan produced and agreed in liaison with Herts highways should minimise the risk of flooding in existing locations and in future development areas. Flood risk management data readily available for specific locations. Responses and subsequent resource reduced. Critical Success Factors: Dependant on budget and available resource. Environmental Impacts: Reduction in flood risk and damage to natural environments.	31st March 2013	Senior Engineer - Land Drainage and Engineers			Existing
12-	Arrange for structural surveys to be carried out on EH owned bridges ( 22 No ). Carry out any resulting priority works required	<b>Target:</b> Receipt of Completed survey report from specialist structural engineers for 22 EH owned bridges by July 2012. Start Implementation of remedial works as required (by priority) in August 2012. Remedial works carried out by March 2013 dependant on budgets/priority. Outcome: Action plan produced and agreed in liaison with Herts highways should minimise the risk of flooding in existing locations and in future development areas. Flood risk management data readily available for specific locations. Responses and subsequent resource reduced. Critical Success Factors: Dependant on survey report findings and availability of resources. Environmental Impacts: Improvements to appearance, accessibility and safety of structures maintained.	31st March 2013	Senior Engineer - Land Drainage and Engineers			Existing
12-	Replacement of 2 number grilles and associated works on watercourses to comply with Health and Safety standards	<b>Target:</b> Conduct feasibility study in liaison with Asset Manager by July 2012. Carry out works to replace grilles as required by March 2013. Outcome: Dependant on budget and available resource. Critical Success Factors: Dependant on survey report findings and availability of resources. Environmental Impacts: Reduction in flood risk, safer accessibility, improvements to natural habitats.	31st March 2013	Senior Engineer - Land Drainage and Engineers			Existing
12-	Identify potential savings and investment opportunities through low carbon investment	<b>Target:</b> Provide options to be considered. Outcome: To raise the profile of East Herts council as a leader in Green technology. Critical Success Factors: Staff resource, suitable financial models, Member collaboration. Environmental Impacts: Reduced carbon generation.	31st December 2012	HoS Cs and HS	This is outside of our current work remit, but is being explored for the benefit of the organisation		Initially existing resources, but this will quickly generate additional work needing additional expert staffing within the council to deliver.

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
12-	Develop a transition model for energy partnership to prepare for the Green Deal in 2013.	<b>Target:</b> Position EHDC ready for the Green Deal. <b>Outcome:</b> Reduce risk of fuel poverty for those having measure installed. Reduce carbon dioxide emissions from fuel enriched households. <b>Critical Success Factors:</b> Adequate resources and cooperation of partners. Continued availability of funding. <b>Environmental Impacts:</b> Mitigation-reduced fuel poverty and increased carbon reduction.	31 December 2012	Environmental Health Manager-Residential	None.	Existing
<b>Strapline:</b> <b>Corporate Priority: Prosperity</b>						
12-	Recover taxi and alcohol related licensing fees in a timely fashion.	<b>Target:</b> Collect 90 % of all fees within a 90 day period following the due date or begin debt recovery by civil action. Outcome: Improve cash flow. Critical Success Factors: staff workload. Environmental Impacts: None.	31st March 2013	Licensing manager		Existing
12-	Reduce costs and improve VFM by identifying and implementing an improved structure for Environmental Health and Licensing and Community Safety services to meet the challenges of the MTFP	<b>Target:</b> Identify improved streamlined structure and implement by 2013 <b>Outcome:</b> reduced overhead costs <b>Critical Success Factors:</b> Staff engagement and contribution. Service whilst maintaining service delivery <b>Environmental Impacts:</b> Likely reduction in staff travel	31st May 2013	Head of CS and H		Existing plus HR support

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Action Plan					Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:			Resources
Strapline: Corporate Priority: People								
12-DLSS1	With the Monitoring Officer, implement a local regime for promoting and maintaining high standards of conduct by local Members under the provisions of the Localism Act.	Target: Comply with statutory requirements Outcome: Effective use of legal resources to meet customer requirements within budget. To effect improved customer services. Critical Success Factors: Utilisation of existing resources and development of potential partnership arrangements to meet statutory duties. Environmental Impacts: None	Statutory timetable to be confirmed	Head of Democratic and Legal Support Services	None.			Within existing budgets/staff resources
12-DLSS2	Participate in the development of the role of councillors as democratic champions for their local areas, including agreeing individual training plans.	Target: Implementation of desired objectives Outcome: Improved democratic engagement driving service improvement and satisfaction with the Council Critical Success Factors: Member support and resource availability Environmental Impacts: None	31 March 2013	Head of Democratic and Legal Support Services	None.			Within existing budgets/staff resources
12-DLSS3	Undertake Police Commissioner election in 2012	Target: Election processes open and transparent to all enfranchised persons Outcome: To produce election results that meet statutory requirements Critical Success Factors: Resource availability Environmental Impacts: None	30 November 2012	Head of Democratic and Legal Support Services	None.			Within existing budgets/staff resources
Strapline: Corporate Priority: Places								
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						
Strapline: Corporate Priority: Prosperity								
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						

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Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline: Place</b> <b>Corporate Priority: Safe and Clean</b>						
12-ES01	Carry out a feasibility study to identify further opportunities for commercial business and income generation by the service within the available resources	<b>Target:</b> Feasibility study complete <b>Outcome:</b> Proposals on income generation opportunities brought forward. Potential to increase income to support statutory functions <b>Critical Success Factors:</b> Staff resources; Support from legal services (powers and duties legislation); economic climate <b>Environmental Impacts:</b> Potential to improve pest control services to residents and businesses	30 September 2012	Environmental Inspection Team Manager (Lead) All ES Managers	Legal Services. Accountancy Services	Staff resources and input from Environmental Services, Legal Services, Environmental Health, Communications Team
12-ES02	Investigate the potential for extending joint working and shared services with neighbouring authorities in the areas of pest control and animal services with the objective of improving efficiency and resilience	<b>Target:</b> Undertake discussions with neighbouring authorities to identify potential opportunities <b>Outcome:</b> Establish joint business cases with the objective of improving efficiency and resilience <b>Critical Success Factors:</b> Commitment from neighbouring authorities; commitment of staff <b>Environmental Impacts:</b> Potential to improve resilience and customer response times at peak periods and during staff absences for these public health related services	31 March 2013	Environmental Inspection Team Manager	Legal Services. Accountancy Services	Staff resources and input from Environmental Services, Legal Services, Accountancy Services, Corporate Risk Manager
12-ES03	Develop and deliver a campaign to discourage littering - in particular fast food and smoking related waste.	<b>Target:</b> Deliver campaign in partnership with Waste Contractor <b>Outcome:</b> Raise public awareness about the impact of littering, enforcement and fines <b>Critical Success Factors:</b> Staff and financial resources; Contractor performance <b>Environmental Impacts:</b> Improve visual amenity and reduce environmental crime, particularly in town centres	31 December 2012	Environmental Inspection Team Manager (Lead) Waste Services Manager	Communications Team	Staff resources and input from Environmental Services, Communication Team
12-ES04	Review of Environmental Crime enforcement procedures.	<b>Target:</b> Completed review of all environmental crime enforcement procedures and increased public knowledge of environmental crime. <b>Outcome:</b> Review Environmental Crime Policies to ensure they are up to date. Improved service and customer knowledge of Environmental Crime and enforcement procedures via publicity, website improvements and customer service training. <b>Critical Success Factors:</b> Staff resources, Web and IT support. Support of external partners. Member support. Government implementing planned changes to Anti-social Behaviour legislation. <b>Environmental Impacts:</b> Reduction in Environmental Crime across the District.	31 March 2013	Environmental Inspection Team Manager	Communications Team. Community Protection and Licensing. Legal Services. Web Admin.	Staff resources. Support from Contractors and external partners such as Police, PCSO's.
12-ES05	Support the Council's objectives for leisure and health promotion through organised events in public open spaces	<b>Target:</b> At least two (2) hosted events. <b>Outcome:</b> Involvement of the local community with activities within the parks and open spaces of East Herts. Raise long term public satisfaction and community engagement. Encourage participation in outdoor sports and healthier lifestyles. <b>Critical Success Factors:</b> Staff and financial resources. Support from Leisure Services, Environmental Health and Countryside Management Service. Support from the local community and Members. <b>Environmental Impacts:</b> Increasing the community ownership and use of open spaces will assist with the recording of biodiversity information and through potential Friends of Groups lead to improvement of wildlife habitats	31 March 2013	Environment Manager - Open Spaces	Leisure Services. Environmental Health. Communications Team.	Staff resources and input from Environmental Services, Leisure Services, Environmental Health, Communications Team and DTP. Support and input from external partners such as Countryside Management Service.
12-ES06	Undertake a review of the Parks and Open Spaces Strategy and Action Plan in 2012	<b>Target:</b> Review of Strategy started in April 2012 and completed by March 2013 <b>Outcome:</b> Amend existing Strategy as required and develop a new Action Plan. <b>Critical Success Factors:</b> Staff resources, support form other Services and CMS. Community and Member support <b>Environmental Impacts:</b> Strategic environmental and biodiversity impacts taken into account	31 March 2013	Environment Manager - Open Spaces	Community Services. Leisure Services Manager Facilities Management	Staff resources

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
12-ES07	Carry out 5th Year review of Grounds Maintenance Contract	<b>Target:</b> Review completed. <b>Outcome:</b> Performance of contract reviewed and Members determine whether to re-tendered or extend from December 2014 <b>Critical Success Factors:</b> Staff resources; available market research data; Support from other authorities; Councillor involvement <b>Environmental Impacts:</b> None	30 December 2012	Environment Manager - Open Spaces (Lead) Head of Environmental Services Business Support and Development Manager Environmental Inspection Team Manager	Procurement Officer Legal Services	Staff Resources; External support may be required depending upon the nature of the review and Member requirements
12-ES08	Carry out a reievw of the customer usage and community involvement in parks and open spaces	<b>Target:</b> Review complete <b>Outcome:</b> Obtain information to direct and target future resources within Parks and Open Spaces. Build on the success of 'Friends of' groups by considering how community involvement can be developed in the future. <b>Critical Success Factors:</b> Staff resources; involvement of key partners (e.g. CMS; Friends Groups) <b>Environmental Impacts:</b> Maintain and improve upon standards of maintenance in open spaces within limited available resources	31 March 2013	Environment Manager - Open Spaces	Communications Team	Staff Resources
12-ES09	Carry out a review to consider how to further increase food waste capture and reduced organic waste in the Black Bin	<b>Target:</b> Review complete; Recommendations made <b>Outcome:</b> Increased diversion from landfill to composting <b>Critical Success Factors:</b> Staff resources; available funding <b>Environmental Impacts:</b> Reduce waste sent to landfill	31 March 2013	Waste Services Manager	Communications Team	Staff and contractor resources
12-ES10	Reduce seasonal leaf clearance programme from Autumn 2012.	<b>Target:</b> Achieve Medium Term Financial Plan savings target. <b>Outcome:</b> Cease leaf clearance programme except in identified roads at higher risk of flooding. Ensure Members are fully aware of the service change. <b>Critical Success Factors:</b> Contractor support. <b>Environmental Impacts:</b> There will be a negative impact on the visual amenity in some areas during heavy leaf fall.	30 December 2012	Waste Services Manager	None	Staff and contractor resources
12-ES11	Increase dry recycling capture rate by focussed promotions in areas of least recovery	<b>Target:</b> Targetted campaign completed <b>Outcome:</b> Halt decline in recycling capture rate resulting from economic climate. Maintain income levels from sale of recyclables. Reduce waste sent to landfill <b>Critical Success Factors:</b> Staff resources; Member involvement commitment; community involvement <b>Environmental Impacts:</b> Environmental benefits from reducing waste sent to landfill and reduction in use of non-renewable resources and CO2 emissions	31 March 2013	Waste Services Manager	Communications Team	Staff and contractor resources
12-ES12	Implement food waste collection from difficult access properties	<b>Target:</b> Food waste 'opt in' collection scheme in place for residents without bins <b>Outcome:</b> Improved range of services to difficult access properties resulting in reduction in waste sent to landfill <b>Critical Success Factors:</b> Staff resources; Take up by residents; Contractor commitment <b>Environmental Impacts:</b> Reduction in waste sent to landfill	30 September 2012	Waste Services Manager	Communications Team	Staff and contractor resources
12-ES13	Undertake further waste minimistation publicity	<b>Target:</b> Publicity campaign completed <b>Outcome:</b> Reduce waste sent to landfill below that of expected levels <b>Critical Success Factors:</b> Staff resources; community involvement; <b>Environmental Impacts:</b> Reduce waste sent to landfill	31 March 2013	Waste Services Manager	Communications Team	Staff Resources
12-ES14	Implement Business Process Improvement Recommendations for the delivery of remote and mobile working for field staff	<b>Target:</b> Remote working IT systems and procedures in place and operational <b>Outcome:</b> Improved efficiency and speed of response. MTFP financial targets achieved <b>Critical Success Factors:</b> Staff resources; approval of IT Capital Programme; Support from IT Services and Customer Services <b>Environmental Impacts:</b> Increased speed of response for dealing local environmental issues such as fly tipping, litter, graffiti which will improve the quality of the local environment	30 September 2012	Business Support and Development Manager (Lead) Environmental Inspection Team Manager	Customer Services (corporate strategy and approach to remote working) IT Services - system design, procurement, implementation and integration	Staff resouces and input from Environmental Services; IT Development and Network/Systems Support; Business Improvement resources (as determined by the Head of Customer Services).

## Environmental Services - Service Plan 2012/13

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
12-ES15	Provide business environment for remote and mobile working function within Environmental Services	<b>Target:</b> New business processes in place <b>Outcome:</b> Real time data capture resulting in faster response to issues and complaints. Demonstrable efficiency gains <b>Critical Success Factors:</b> Staff resources; support from IT Services <b>Environmental Impacts:</b> Increased speed of response for dealing local environmental issues such as fly tipping, litter, graffiti which will improve the quality of the local environment	30 September 2012	Business Support and Development Manager	IT Services	Staff resources from Environmental Services and IT Services
12-ES16	Implement web based 'self service' systems and improve access to services for customers	<b>Target:</b> Self service systems operational <b>Outcome:</b> Customers have improved access to service information and the ability make appointments / pay for services outside working hours through the web. Reduce number of telephone calls and associated staff resources, achieving MTFP targets. <b>Critical Success Factors:</b> Staff resources; Support from IT Services; IT capital and revenue funding. <b>Environmental Impacts:</b> Improved speed of response when dealing with environmental problems (in combination with Remote Working)	31 March 2013	Business Support and Development Manager	IT Services	Staff resources from Environmental Services and IT Services
12-ES17	Support the implementation of the new Hertfordshire Sustainability Forum (HSF) and work with partners to set up Local Nature Partnerships on a Hertfordshire wide basis.	<b>Target:</b> Local Nature Partnerships in place which meet criteria to receive external funding for the HSF <b>Outcome:</b> Local Nature Partnerships will widen the involvement of the community and businesses in the management and protection of biodiversity across Hertfordshire <b>Critical Success Factors:</b> Staff resources; commitment and involvement of other local authorities and HSF partners <b>Environmental Impacts:</b> Improve the management of biodiversity and protection of the environment	31 July 2012	Environmental Co-ordinator	Communications Team	Staff resources
12-ES18	Implement Climate Change Strategy and Action Plan	<b>Target:</b> Achieve councils carbon emissions reduction target. <b>Outcome:</b> Implement Building Energy Management Systems to target and reduce energy and CO2. Roll out sustainability awareness programme for staff to reduce building energy and CO2 use. <b>Critical Success Factors:</b> Staff and financial resources. Council's ongoing commitment to invest in carbon reduction. <b>Environmental Impacts:</b> Reduce the Council's carbon footprint and provide a good example to residents and businesses. Adapt Council services to cope with climate change.	31 March 2015	Environmental Co-ordinator	All Council Services	Staff and financial resources (Capital Programme)

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Facilities Management (FM) and Estates Management (EM) Service Plan 2012/13

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline: Opportunities for everyone to contribute to and access the council's services</b> <b>Corporate Priority: People</b>						
12-FM01	To support the shared services programme for FM, Print and EM Services.	<b>Target:</b> Project Plan timescales met for 2012/13. <b>Outcome:</b> Improved resilience and economy, efficiency and effectiveness of services. <b>Critical Success Factors:</b> Full support for corporate management on the use of CRU. Adequate human resources made available to support his initiative, Support from other services and partner(s) <b>Environmental Impacts:</b> None	Detailed Business Case May 2012. Implementation date TBC.	Head of PIP	Action will impact on all support services provided by FM, Print and EM to other service areas and Partner(s)	Within approved budgets. Resources needed to support the programme board
12-FM02	Implement the new service standards for Facilities and Property Team following restructure February 2012, including setting up a new helpdesk facility.	<b>Target:</b> Service restructuring implemented <b>Outcome:</b> Service engineered to meet future customer needs cost effectively. <b>Critical Success Factors:</b> Support from management and understanding from clients during the transition period. Sufficient time made available to staff to learn new tasks and to develop required skills. <b>Environmental Impacts:</b> None	30 April 2011	Facilities and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Within approved budgets
12-FM03	Implement the new service standards for Facilities and Property Team following restructure February 2012, including setting up a new document management centre.	<b>Target:</b> Service restructuring implemented <b>Outcome:</b> Service engineered to meet future customer needs cost effectively. <b>Critical Success Factors:</b> Support from management and understanding from clients during the transition period. Sufficient time made available to staff to learn new tasks and to develop required skills. Service to be promoted to internal and external customers. Adequate financial and human resources being made available <b>Environmental Impacts:</b> None	ongoing	Facilities and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Within approved budgets
12-FM04	To develop FM Performance management information	<b>Target:</b> To provide Monthly Performance figures to Director of Internal Services and Head of PIP, to facilitate management review of FM activities, through new helpdesk facility <b>Outcome:</b> Improved resilience and economy, efficiency and effectiveness of FM Services. A more accurate, and therefore fairer, assessment of FM's performance <b>Critical Success Factors:</b> Supported by staff and understood by Services. <b>Environmental Impacts:</b> None	ongoing, monthly	FM and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Within approved budgets
12-FM05	To implement 2012-13 Capital Programme schemes on time and within budget	<b>Target:</b> To implement all approved Capital Schemes for 2012/13 <b>Outcome:</b> Refurbishment and maintenance of current East Herts premises and assets, which in some instances will also ensure compliance with associated Building and Health and Safety Legislation <b>Critical Success Factors:</b> Receiving bids that are within budget and obtaining timely approval from our clients to proceed as planned. proactive use of resources allocated to ensure delivery of priority work. Contractor availability and performance; and availability of materials, plant and equipment <b>Environmental Impacts:</b> Secure reduction to C02 as per specific objectives of individual projects.	31 March 2013	Property Manager/Head of PIP	None.	Within approved budgets

Facilities Management (FM) and Estates Management (EM) Service Plan 2012/13

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
12-FM06	Ongoing review and rationalisation of the Council's assets (in line with the Asset Management Plan (AMP)) to ensure best use and generation of capital receipts through sale of surplus assets	<b>Target:</b> Holdings in line with service needs <b>Outcome:</b> Efficient utilisation of assets and VFM <b>Critical Success Factors:</b> Availability of staff resources <b>Environmental Impacts:</b> Potential energy efficiency savings. Reviews of AMP will aim to include relevant ...	31 March 2013	Asset and Valuation Manager	Services to review provision where operational assets involved (parking, customer services)	TBA
12-FM07	Review of procurement of supplies and services	<b>Target:</b> Improved efficiency and cost effective service <b>Outcome:</b> Reduced spend and dependency on single suppliers and service providers. <b>Critical Success Factors:</b> availability of resources <b>Environmental Impacts:</b> None	Ongoing	FM and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Will need to fit in with contract renewals and staff time available.
12-FM08	Review of recharges for accommodation and services	<b>Target:</b> More appropriate allocation of costs <b>Outcome:</b> More appropriate allocations of costs – Recharges based on current usage. <b>Critical Success Factors:</b> availability of resources <b>Environmental Impacts:</b> None	During 2012 - 13	FM and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Within approved resources and budget
12-FM09	Expansion of Corporate Management Unit print and scanning services	<b>Target:</b> To increase usage and value for money in corporate management unit <b>Outcome:</b> Reduction in print and archival storage costs <b>Critical Success Factors:</b> corporate support for expansion <b>Environmental Impacts:</b> none	During 2012 - 13	FM and Property Manager	To Improve efficiency and effectiveness of FM services which will impact on all service areas	Within approved resources and budget



Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
Prosperity						
12-	Production of 2011/12 (IFRS) compliant annual accounts including changes in the 2011 Code.	<b>Target:</b> Produce 2011/12accounts in line with statutory timescales <b>Outcome:</b> Unqualified external audit report <b>Critical Success Factors:</b> Availability of key staff resources, corporate input in a timely manner <b>Environmental Impacts:</b> None Identified	30 June 2012 and 30 September 2012	Head of Financial Support Services (FSS) / Accountancy Manager	All Heads of service to meet deadlines in line with the closure of accounts process and respond to requests for information in a timely fashion	
12-	Implementation of financial system upgrades.	<b>Target:</b> Achieve system upgrades in line with the implementation plan <b>Outcome:</b> Continued control of the Council's finances and provision of financial information in line with statutory (S151) requirements <b>Critical Success Factors:</b> Availability of key accountancy resources, IT staff input and external consultancy support <b>Environmental Impacts:</b> None Identified	systems substantially updated and tested by October 2012 with a live date by 31 March 2013	Accountancy Manager	IT resources available to support the process. Training needed for staff across the Funding agreed for external support authority.	
12-	Accountancy support for the Revenues and Benefits shared service	<b>Target:</b> provide accounting information in line with the shared service and external reporting requirements <b>Outcome:</b> unqualified accounts for partner organisations, timely management information to Board <b>Critical Success Factors:</b> availability of key accountancy resources and agreement of funding arrangements between partner organisations <b>Environmental Impacts:</b> None Identified	monthly management information. Year end accounts in line with statutory reporting (June and Sept 2012)	Principal Accountant	Head of Revenues and Benefits, Chief Finance Officers of Partner organisations. Head of Finance SBC.	
12-	Support for Rural Development Project in Council's role as accountable body	<b>Target:</b> Meet financial objectives <b>Outcome:</b> Funding stream secured <b>Critical Success Factors:</b> Availability of staff resources and support processes <b>Environmental Impacts:</b> TBA	31 March 2013	Principal Accountant	Accountancy role is in support of the Rural Development Project being led by the Customer and Community Services Team	A £5k income stream to Accountancy Services is anticipated from the overall administration income available to the Council
12-	Procurement action	<b>Target:</b> XXX <b>Outcome:</b> XXX <b>Critical Success Factors:</b> XXX <b>Environmental Impacts:</b> XXX				
12-	Performance action	<b>Target:</b> XXX <b>Outcome:</b> XXX <b>Critical Success Factors:</b> XXX <b>Environmental Impacts:</b> XXX				
Strapline: Corporate Priority:						
12-		<b>Target:</b> XXX <b>Outcome:</b> XXX <b>Critical Success Factors:</b> XXX <b>Environmental Impacts:</b> XXX				
12-		<b>Target:</b> XXX <b>Outcome:</b> XXX <b>Critical Success Factors:</b> XXX <b>Environmental Impacts:</b> XXX				
12-		<b>Target:</b> XXX <b>Outcome:</b> XXX <b>Critical Success Factors:</b> XXX <b>Environmental Impacts:</b> XXX				

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Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline:</b> <b>Corporate Priority: People</b>						
12-	Publish the Housing Strategy	<b>Target:</b> Obtain Council Approval <b>Outcome:</b> Strategy in place <b>Critical Success Factors:</b> Support from partners and adequate resources. <b>Environmental Impacts:</b> No direct input	2012	Housing Services Manager		None
12-	Provide young persons' accommodation in Hertford.	<b>Target:</b> Commence building in 2013 with completion in 2014 <b>Outcome:</b> Provision of 24 supported units for young people. <b>Critical Success Factors:</b> Funding, planning permission and support from partners. <b>Environmental Impacts:</b> potential increase in CO2 emissions mitigated by sustainability code.	2014	Housing Development Manager	None	Existing
12-	Hold quarterly housing forum events	<b>Target:</b> Three events held per year <b>Outcome:</b> Improved networking and information sharing with registered providers and other partners. <b>Critical Success Factors:</b> Adequate resources and responses from partners. <b>Environmental Impacts:</b> None.	2013	Housing Services Manager and Housing Development Manager	Planning Policy Team	Existing
12-	Facilitate the provision of new affordable housing investment in the district. Respond to changes in funding for affordable housing.	<b>Target:</b> Secure 200 per year new affordable houses over a 5 year period. <b>Outcome:</b> Provide 200 new affordable homes per yer. <b>Critical Success Factors:</b> Adequate level of housing development across the district with a dequate investment by registered providers and the Council. <b>Environmental Impacts:</b> Potential increase in CO2 emissions mitigated by sustainability code and adaptations.	2013	Housing \Developemt Manager	None	Exixting
12-	Implement the Local Investment Plan in conjunction with the Council's partners.	<b>Target:</b> Implement the schemes listed in the Local Investment Plan <b>Outcome:</b> Housing schemes completed. <b>Critical Success Factors:</b> Support from registered providers and other partners. <b>Environmental Impacts:</b> Potential increase in CO2 emissions mitigated by sustainability code and adaptations.	2013	Housing Developemnt Manager	None	Existing
12-	Publish the Strategic Tenancy Policy	<b>Target:</b> Obtain Member approval for the Strategic Tenancy Policy following consultation with stakeholders. <b>Outcome:</b> Strategy approved and published. <b>Critical Success Factors:</b> Engagenment and support of partners. <b>Environmental Impacts:</b> None.	2013	Housing Services Manager	None	Exiisting

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HR Service Plan 2012/13

Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline: Opportunities for everyone to contribute to and access the council's services</b> <b>Corporate Priority: People</b>						
12- HR01	To support the delivery of a three year People Strategy 2009-2012/13	<b>Target:</b> 'Making East Herts Council a great place to work' through the delivery of the actions identified in the Council's People Strategy and through actions identified in the service plan 2011/12. <b>Outcomes:</b> Measures identified are HR management target agreed by HR Committee, as detailed in the service plan, Staff Survey and achievement of the corporate objectives. <b>Critical Success Factors:</b> Council to contribute to the successful delivery of the People Strategy. <b>Environmental Impact:</b> N/A	2012/13	Head of People, ICT and Property Services	This action impacts on the whole Council and service areas	Within existing resources
12- HR02	To support the shared services programme for HR and payroll Services.	<b>Target:</b> Project Plan timescales met for 2012/13. <b>Outcome:</b> Improved resilience and economy, efficiency and effectiveness of services. <b>Critical Success Factors:</b> Support from other services and partner(s) <b>Environmental Impacts:</b> None	Detailed Business Case May 2012. Implementation date TBC.	Head of People, ICT and Property Services	Action will impact on all support services provided by HR and payroll to other service areas and Partner(s)	Resources needed to support the programme board

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Action Plan					Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources
<b>Strapline: Opportunities for everyone to contribute to and access the council's services</b> <b>Corporate Priority: People</b>						
12-ICT01	To support the shared services programme for ICT Services.	Target: Project Plan timescales met for 2012/13. Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services. Critical Success Factors: Support from other services and partner(s) Environmental Impacts: None	Detailed Business Case May 2012. Implementation date TBC.	Head of PIP  Network and Support Manager and Development Manager  Network and Support Manager and Development Manager  Network and Support Manager and Development Manager  Network and Support Manager and Development Manager	Action will impact on all support services provided by ICT to other service areas and Partner(s)	within approved budgets. Resources needed to support the programme board
12-ICT02	Projects as detailed on the Capital Programme 2012/13 and as agreed by the IT Steering Group.	Target: Capital Programme 2012/13 Outcome: Mayrise upgrade, remote and mobile working in Environmental Services, and self-service for customers through the web.Development Control and Building Control software Critical Success Factors: Support from other services and partner(s) Environmental Impacts: None	2012/13		Action will impact on services and customers	within approved budgets. Resources needed to support the programme board
12-ICT03	To further develop and refine the ICT Performance management information ensuring the stability of the network and improving response to Helpdesk calls.	Target: To provide Monthly Performance figures to Director of Internal Services and Head of PIP, to facilitate management review of ICT activities. Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services. Critical Success Factors: Support from other services. Environmental Impacts: None	ongoing, monthly		To Improve efficiency and effectiveness of ICT services which will impact on all service areas	within approved budgets
12-ICT04	To identify and implement measures to enhance user ICT skills.	Target: To develop users ICT skills and enhance their knowledge, via quarterly DMT meetings and standard ICT Training. Outcome: Improved Productivity. Critical Success Factors: Support from other services. Environmental Impacts: None	ongoing, quarterly		To Improve efficiency and effectiveness of ICT services which will impact on all service areas	within approved budgets
12-ICT05	To complete actions from the ICT Staff Survey action plan 2010/11	Target: To complete actions for the ICT staff survey 2010/11 Outcome: As identified in the action plan Critical Success Factors: Resources. Environmental Impacts: None	ongoing, quarterly		To Improve efficiency and effectiveness of ICT services which will impact on all service areas	within approved budgets

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Action Plan										Connections			
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:		Resources						
Strapline: People Corporate Priority:													
12-	DC - Effective management of large scale development proposals, possibly to include proposals for Bishop's Stortford North	Target: Appropriate decision made in all significant cases Outcome: Acceptable development permitted to proceed Critical Success Factors: Staff skills and availability Environmental Impacts: Impact of new built development	End March 2013	Head of Planning and Building Control and Development Control Manager	Housing, Open Space and Community services								
12-	Planning Policy and Development Control - managing and delivering legislative change as a result of the requirements of the Localism Act	Target:Ensuring the provisions and requirements of the Act are enabled Outcome: Greater community involvement in built environment matters Critical Success Factors: Correct understanding of requirements, professional skills and knowledge where required Environmental Impacts: Enhanced local control over built environment matters	End March 2013							Head of Planning and Building Control, DC and Planning Policy Managers			
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX											
Strapline: Place Corporate Priority:													
12-	Planning Policy - Production of and consultation on LDF Core Strategy, preferred options	Target: Consultation version available by end of 2012 Outcome: Further progress toward final Core Strategy Critical Success Factors: Staff skills and availability Environmental Impacts: Shaping of the future built environment of the district	End Dec 2012	Head of Planning and Building Control and Planning Policy Manager									
12-	Conservation - programme of Conservation Area Assessment work	Target: Undertaking of further programme of Conservation Area assessment work. Outcome: Conservation Area assessments Critical Success Factors: Appropriate professional input, consultation and Member support Environmental Impacts: Further understanding of quality of built environment	End March 2013	Head of Planning and Building Control and Conservation Officer									
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX											



Revenues and Benefits Service Plan 2012/13

Action Plan					Connections		
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources	
<b>Strapline:</b> <b>Corporate Priority:</b> <i>Prosperity (EHC) Move towards Excellence (SBC)</i>							
12-	Shared Service implementation	<b>Target:</b> March 2013 <b>Outcome:</b> Service running as one, in each area of activity <b>Critical Success Factors:</b> Processes only separate to reflect local discretions and policies <b>Environmental Impacts:</b> Smooth service delivery with minimum waste	31 March 2013	Head of Revenues and Benefits Shared Service	IT and HR are essential elements of this process.		Unknown
12-	Service Review of shared service operation	<b>Target:</b> March 2013 <b>Outcome:</b> Processes streamlined <b>Critical Success Factors:</b> Processes only separate to reflect local discretions and policies <b>Environmental Impacts:</b> Smooth service delivery with minimal waste	31 March 2013	Head of Revenues and Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc		Unknown
12-	Harmonization of processes and performance	<b>Target:</b> March 2013 <b>Outcome:</b> Service running as one, in each area of activity <b>Critical Success Factors:</b> Processes only separate to reflect local discretions and policies <b>Environmental Impacts:</b> Smooth service delivery minimal waste	31 March 2013	Head of Revenues and Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc		Unknown
12-	Environmental agenda	<b>Target:</b> March 2013 <b>Outcome:</b> Less paper and printing in the service <b>Critical Success Factors:</b> Staff working from home in a paper free environment <b>Environmental Impacts:</b> Less use of natural resources.	31 March 2013	Head of Revenues and Benefits Shared Service	The service generates large volumes of paper output for customers and officers use. Changing the way we work to minimise this output will benefit both customer, budget and environment		Unknown
12-	Deliver Excellent Customer Service	<b>Target:</b> March 2013 <b>Outcome:</b> Customer satisfaction levels sustained <b>Critical Success Factors:</b> Smooth assimilation into shared service. <b>Environmental Impacts:</b> None.	31 March 2013	Head of Revenues and Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc		Unknown

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Action Plan							Connections	
Action Code	ACTION	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:	Resources		
Strapline: People								
Corporate Priority: Opportunities for everyone to contribute to and access the council's services								
12-SD01	Work with all services to identify and promote the key projects contained within service plans, using a full range of communication tools	Target: Liaison with Heads of Service and Directors to ensure forward plan of key projects. Outcome: Key projects are promoted within existing resources Critical Success Factors: Involvement of Heads of Service and Directors Environmental Impacts: None identified						
12-SD02	Investigate fully whether social media channels can be further utilised to enhance the reputation of East Herts Council	Target: Report to CMT and relevant member committee on way forward Outcome: Social media channels utilised Critical Success Factors: Resource issues Environmental Impacts: None identified						
12-SD03	Plan and deliver an internal awards event, fully sponsored, to celebrate success and personal achievements	Target: Event to be held during 2012/13 Outcome: Attendance of 50-plus members of staff Critical Success Factors: Sponsorship Environmental Impacts: None identified						
12-SD04	Performance-type objective to be inserted here							
Strapline: Place								
Corporate Priority: Safe and Clean								
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						
Strapline: Prosperity								
Corporate Priority: Improving the economic and social opportunities available to our communities								
12-SD05	Implement any necessary changes to the Council's performance management framework, following the publication of the Localism Bill and any further review of data requirements.	Target: Comply with statutory requirements Outcome: Effective use of resources to meet budget requirements. Critical Success Factors: Utilisation of existing resources to meet statutory duties Environmental Impacts: None	timetable to be announced	Head of Strategic Direction	Support from Human Resources; IT Services	Within existing resources		
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						
12-		Target: XXX Outcome: XXX Critical Success Factors: XXX Environmental Impacts: XXX						

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## EAST HERTS COUNCIL

EXECUTIVE – 6 MARCH 2012

## REPORT BY THE LEADER OF THE COUNCIL

## THE 2011 RESIDENTS SURVEY RESULTS AND ACTION PLAN

WARD(S) AFFECTED: ALL

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

- The purpose of this report is to provide the Executive with the results of the 2011 Residents Survey. The Executive are asked to identify any issues arising from the survey which officers can investigate further to produce an action plan.

<b><u>RECOMMENDATIONS FOR EXECUTIVE DECISION: that</u></b>	
<b>(A)</b>	<b>the ORS Residents Survey Report be noted;</b>
<b>(B)</b>	<b>a small number (possibly 4 or 5) priority areas for further investigation / action by Officers be identified; and</b>
<b>(C)</b>	<b>Officers be requested to develop an action plan in response to the priorities identified by the Executive.</b>

### 1.0 Background

- 1.1 A biennial Residents' Survey has been undertaken by East Herts Council since 1993. Previously this has been conducted by Ipsos Mori. This is the second residents' survey conducted by Opinion Research Services. The survey has traditionally been used to track customer satisfaction with the Council and individual service areas, and also as a vehicle for more service specific questions relevant at the time.
- 1.2 Appropriate comparisons with previous residents' surveys, BVPI general surveys and with the 2008 Place Survey are presented where possible in this report.

- 1.3 The survey was designed to produce results that are representative of the population of East Herts. A random sample of 4,085 questionnaires were distributed to residents of East Hertfordshire on 26 August 2011, of which 19 were returned as failed mail. 1,317 completed questionnaires were returned, yielding a response rate of 32%. This is an increase in response rate of 8% since 2009.
- 1.4 The returned sample was checked against comparative data and subsequently weighted by gender, age and ethnicity. Other than returns being by self selection from within the random group the results are generally representative.
- 2.0 Report
- 2.1 **Essential Reference Paper 'B'** is the full Opinion Research Services (ORS) report on the 2011 Residents' Survey.
- 2.2 At the outset it is important to stress that the survey response levels are extremely pleasing. The response rate of 32% shows we are effectively engaging with our residents. In certain areas we have improved on previous scores.
- 3.0 Key Findings
- 3.1 The survey was broken down into a number of sections and the results are reported below to include a range of topics
- Local Area: Local facilities and services
  - Local Area: Community Safety
  - East Herts Council: Overall satisfaction ratings
  - East Herts Council : Waste and Recycling
  - East Herts Council: Leisure and Recreation
  - East Herts Council: Contact
- 3.11 **Local Area: Local facilities and services**
- Highlights:
- 3.12 Respondents were asked to identify the top five factors, which they consider are most important in making somewhere a good place to live, from a list of 22. Factors consistently identified as most important are the level of crime (65% in this survey), health services (49%), education provision (40%) and clean streets (39%).



- 3.13 Considered to be of least importance to making a place a good place to live are: cultural facilities (6%), how well people from different backgrounds get on together (6%) listed buildings and conservation areas (6%) and tackling climate change (3%).
- 3.14 Satisfaction with Parks and Open Spaces fell slightly from 75% (Place Survey) to 74%. This is not a material change and the two surveys have different approaches to collection of data. Interestingly though, only 9% were dissatisfied. 17% were neither satisfied or dissatisfied and it is possible that some of these are not parks users. Only 8% of all respondents felt that they needed improving. This can therefore be considered a very positive result for this service, reflecting the extensive improvements to many sites that have been made over the last 5 years. Details of these can be found in the report to Environment Scrutiny Committee on 13 September 2011.
- 3.15 An analysis of the results by ward suggests that Residents choose to shop in the town in the nearest vicinity to their home. However caution is needed with such indications as the smaller sample size allows lower confidence levels.
- 3.16 Residents' other main considerations when deciding where to shop are the choice and range of shops (86%), availability of parking (65%) and the cost of parking (46%). Preferring to shop online/by catalogue (9%), preferring to go to retail parks (9%) and flexible ways of parking (6%) are the least considered factors.
- 3.17 The table below illustrates the areas that residents identified in the survey as most important and most needing improvement (therefore priority areas for improvement) as well as lesser important factors that most need improving:

<b>Less Important, most needs improving</b>	<b>Most Important, most needs improving</b>
Wage levels and cost of local living	Affordable decent housing
Job Prospects	Clean Streets
Activities for teenagers	The level of crime
	The level of traffic congestion
	Public transport
	Road and pavement repairs
	Shopping facilities
	Health services

- 3.18 The areas for improvement are largely consistent with the 2009 survey. However *health services* which were rated as important but not needing improvement in 2009 are now categorised by residents as needing improvement. *Wage levels* and *job prospects*, although still rated as less important are now categorised as needing improvement. In the 2009 survey *leisure facilities* were considered to be less important but needing improvement, this has now changed to less important not needing improvement which probably reflects the significant investment made by the Council.
- 3.19 Many of the issues that residents have identified as important and/ or needing improvement are not services which East Herts Council directly provide or commission. Some are cross-cutting and any actions will require consultation with our partners through the LSP and its sub groups with whom the survey results will be shared to inform joint planning.

**Members are asked to consider which (if any) might be priority areas for improvement.**

3.20 **Local Area: Community Safety**

Highlights:

- 3.21 When asked about their feelings of safety outside in their local area, the vast majority (94%) of residents said that they feel safe during the day (an increase of 1 percentage point since 2009). 7 in 10 residents (70%) say that they feel safe outside in their local areas after dark (an increase of 2 percentage points since 2009).
- 3.22 Most residents reported abandoned or burnt out cars (98%) and noisy neighbours or loud parties (90%) as being not a very big problem/not a problem at all.
- 3.23 Residents were asked which services were most in need of improvement. Cleanliness of streets appears as a priority for most local authorities. In East Herts the percentage of people believing there was a need for improvement fell from 22% in 2009 to 17% in 2011, a 5 percent improvement. Satisfaction with 'keeping public land free of litter and refuse' increased from 59% (Place Survey) to 63%. Also the number of people who felt that rubbish lying around was a big problem fell from 33% to 29%.

These results are consistent with the trend of declining public complaints to the Council about litter and related issues. Street cleansing complaints averaged 71 a month in 2009/10 but fell to an average of 60 a month in 2010/11. For the 9 months April 11 to December 11 the average monthly complaints averaged 61, showing a significant downward improvement on 2009/10. Measured performance for street cleansing (using previous National Performance Indicators) shows that on average only 1% of roads fail to meet legislative standard upon inspection. This is exceptionally good performance when compared to most local authorities.

- 3.24 One in six residents (17%) indicated that they feel unsafe outside in their local area after dark.
- 3.25 Residents who are significantly less likely to say that they feel safe after dark are aged 75 and over, otherwise not working and have a longstanding or limiting illness/disability. This is consistent with the 2009 survey.
- 3.26 More than a quarter of residents reported that teenagers hanging around the streets (30%) and people being drunk or rowdy in public places (27%) are a big problem.

**Members are asked to consider which (if any) might be priority areas for improvement.**

3.3 East Herts Council: Overall satisfaction ratings

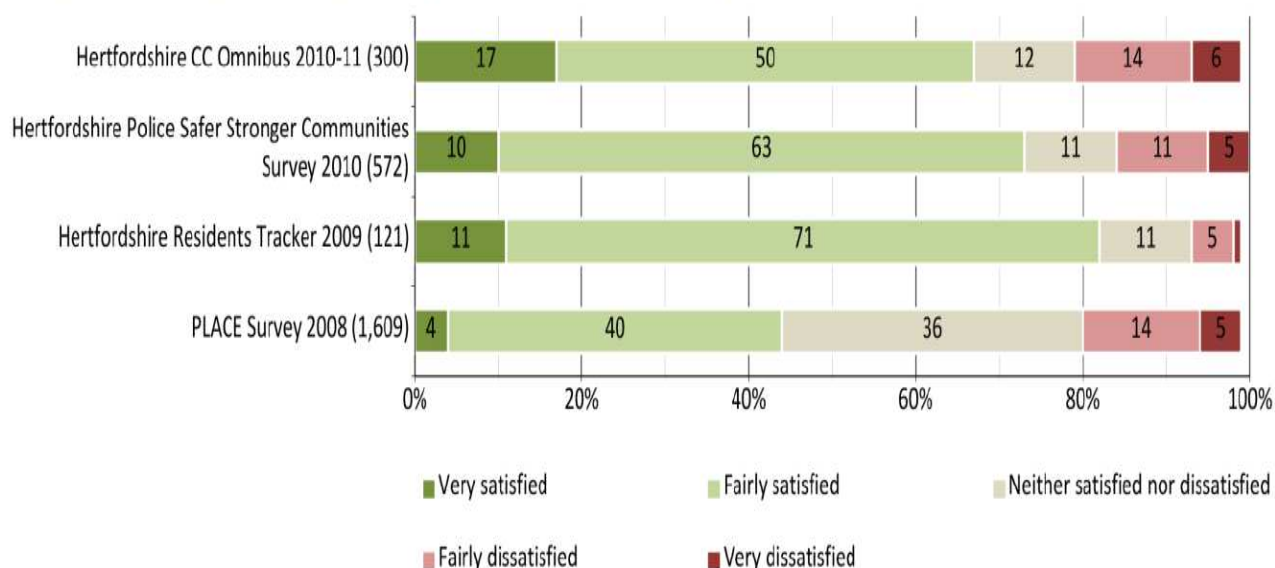
Highlights:

- 3.31 Residents aged 18 to 34 and those who are retired are significantly more likely to agree that the quality of East Herts Council is good overall.
- 3.32 Residents were asked how satisfied or dissatisfied they are with various services provided or supported by East Herts Council. 7 in 10 residents or more are satisfied with refuse collection (75%), parks and open spaces (74%), doorstep recycling (72%) and local tips/household waste recycling centres (70%).
- 3.33 51% of respondents were satisfied with the way the Council is running East Herts. This is a drop of 10% since the 2009 survey representing a shift from “fairly satisfied” to “neither satisfied nor dissatisfied”.

- 3.34 A similar question relating to satisfaction with East Hertfordshire District Council (How satisfied or dissatisfied are you with the way East Herts District Council is running things?) was asked to East Hertfordshire respondents in the following surveys:

How satisfied or dissatisfied are you with the way East Herts District Council is running things?

Base: By all East Herts respondents (respondent figures are shown in brackets below)



- 3.35 Please note that caution must be exercised when comparing results from the postal 2011 East Hertfordshire Residents Survey against the other survey results. This is due to the difference in question wording, as well as the different survey methodologies employed. Whereas results from both a telephone and face to face survey are broadly comparable, results from a postal survey cannot be reliably compared with those from either a telephone or face-to-face survey; therefore results are not directly comparable.
- 3.36 When asked whether the quality of East Herts services overall is good a relatively high proportion (34%) gave the neutral, 'neither agree nor disagree' response to this question and 16% disagreed with it. The proportion agreeing with this statement has fallen by one percentage point compared with the 2009 residents survey.
- 3.37 Significantly more likely to be dissatisfied are those aged 35-54 and those who are 'otherwise not working'.

- 3.38 Almost a third of respondents (30%) disagreed that the Council provides good value for money. This is a drop of 14% since the 2009 survey. Residents in Buntingford were statistically more likely to strongly disagree that the Council provides good value for money.

**Members are asked to consider which (if any) might be priority areas for improvement.**

### 3.4 **East Herts Council : Waste and Recycling**

Highlights:

- 3.41 Residents were asked a number of questions relating specifically to waste and recycling. 7 in 10 or more residents are satisfied with refuse collection (75%), doorstep recycling (72%) and local tips/household waste recycling centres (70%).
- 3.42 78% of residents were satisfied with the waste collection service overall. Positive responses were also received to questions about the bin provided for the collection (87% satisfied) and how clean and tidy the streets are following collection (80% satisfied).
- 3.43 In response to questions about the recycling and composting collection, more than three quarters of residents said that they are satisfied with the information provided by the service (84%) and how clean and tidy the streets are following collections (77%).
- 3.44 Almost three quarters of residents (73%) expressed satisfaction with the service overall but 14% said that they are dissatisfied.
- 3.45 Overall satisfaction with recycling and composting services increased by 9% from 68% to 77%. This may reflect the increase in the level of service in terms of the extra materials now collected (plastics, card and food).
- 3.46 The percentage of residents who are satisfied with the types of recycling and composting materials collected has risen from 51% in 2009 to 79% in 2011.
- 3.47 Satisfaction with the information provided about recycling and collection services increased from 79% to 87%, an 8% increase. This may reflect the extensive publicity campaign and the use of 'bin hangers' which are more readily seen by residents than

leaflets. The Council is also using individually addressed leaflets for information and recycling calendars, which ensures they are delivered to every household.

- 3.48 It was noted that of those who responded a significant proportion of residents most likely to be dissatisfied were those with children or living in rented accommodation.
- 3.49 The proportion of residents satisfied with the bin provided for their household refuse fell from 91% to 85%, a 6% reduction. Overall satisfaction with general waste (refuse) collection fell by 4% from 82% to 78%. This may be the result of the introduction of ARC, which has presented bin capacity issues for those residents that do not wish to take up the Council's extensive recycling and composting services. The Council has also taken a stronger position on 'side waste' and contamination of recycling bins for environmental and financial reasons.
- 3.50 Residents expressed dissatisfaction with the collection of bulky waste (21%). The number of residents satisfied with Bulky Waste collections also fell from 47% to 45%. The apparent low level of satisfaction with this activity needs to be taken with caution as the vast majority of people have no experience of this service as it tends to be used quite rarely by individual residents. Of those responding 443 residents were fairly or very satisfied. 179 were dissatisfied. 304 had no opinion and 391 either did not answer or was said it was not applicable.

**Members are asked to consider which (if any) might be priority areas for improvement.**

3.51 **East Herts Council: Leisure and Recreation**

- 3.52 More than 1 in 10 residents reported using Hartham Leisure Centre (14%), Grange Paddocks Leisure Centre (14%) and Fanshawe Pool and Gym (11%) in the last 12 months.
- 3.53 More than three fifths of residents (62%) reported not having used any of them in the last 12 months with around a quarter or more of residents reported that this is because they use alternative facilities (29%).

- 3.54 Text responses revealed that 'other' reasons for not having used any of the leisure facilities are: physical disabilities, high costs and a lack of awareness.

**Members are asked to consider which (if any) might be priority areas for improvement.**

### 3.6 **East Herts Council: Contact**

Highlights:

- 3.61 Seven in ten residents (70%) expressed satisfaction with their last contact with the Council; 29% said they were very satisfied with this contact. Text responses revealed that residents who were satisfied felt this way due to: the speed and effectiveness of the response, polite/helpful staff, being put through to the right department, the issue/problem being resolved and their question/request being answered.
- 3.62 Respondents were asked to rate how satisfied or dissatisfied they are with how the Council dealt with their complaints. They expressed most satisfaction with the ease with which they were able to complain (65% satisfied; 21% dissatisfied).
- 3.63 The majority of residents reported that they find out about East Herts Council from information provided by the Council (44%), followed by the Council website/internet (26%), and direct contact with the Council (14%).
- 3.64 The majority of residents reported that they would like to find out about the council from information provided by the Council (43%), followed by the Council website/internet (40%), and direct contact with the Council (19%). It is worth noting that the proportion of residents that would like to find out about information provided by the Council, the Council website/internet and local media have increased by 9, 4 and 7 percentage points respectively. Positively, the proportion of residents who don't want information has also decreased by 15% percentage points since the 2009 survey.
- 3.65 Nearly two thirds of residents (63%) say that the Council keeps them very or fairly well informed, a 3 percentage point decrease since 2009

- 3.66 88% of residents reported that they have seen a copy of the council's publication 'Link' magazine in the last 12 months.
- 3.67 Residents aged 45 and over and the retired are significantly more likely to have seen a copy of link, while those aged 18 to 34 and those who are working are significantly less likely to have seen it. Only 4% said *they never read it*.
- 3.68 More than a fifth (21%) of residents would prefer to contact the Council by email. At present only 7% of residents contact the council via this method.
- 3.69 16% said that they are dissatisfied with their last contact. Text comments also showed that residents who were dissatisfied felt this way this for a number of reasons which included: the manner of the person the resident spoke to, the quality, speed and effectiveness of the response, the problem/issue not being resolved and a lack of response.
- 3.7 More than a quarter of residents (29%) said that they had contacted East Herts Council with a complaint. Almost a third of these (32%) had made a complaint within the last three months and 49% within the last six months. This must however be treated with caution as the different methodologies employed allows an element of confusion about the meaning of the term complaint which can be removed during phone interviews.
- 3.71 Residents who are of Black Minority Ethnic (BME) background are significantly more likely to have contacted East Herts Council with a complaint.
- 3.72 Less than half of respondents (48%) were satisfied with the time taken to deal with the complaint and 39% were dissatisfied with this aspect of the service. Lower still was satisfaction concerning the way in which the complaint was managed (40% satisfied), the way in which the complaint was handled overall (39% satisfied) and the final outcome (38% satisfied). For these three aspects, the proportion of residents who were dissatisfied outnumbered those who said they were satisfied
- 3.73 When asked how they would like to find out about East Herts Council in the future, proportionally more residents would like to use the Council website/internet (40%) compared with current usage (26%). Residents also identified that they would like to use local media (24% compared with 9%) more in the future.



- 3.74 Nearly a quarter (24%) say that they receive only a limited amount of information from the Council and a further 12% say the Council doesn't tell us much about what it does.
- 3.75 Almost a quarter (24%) of residents thought that broadband facilities in their area were poor.

**Members are asked to consider which (if any) might be priority areas for improvement.**

#### 4.0 **Implications/Consultations**

- 4.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

#### Background Papers

N/A

Contact Member: Councillor A Jackson, Leader

Contact Officer: Lois Prior – Head of Strategic Direction – ext 1688

Report Author: Lorna Georgiou – Performance and Improvement Coordinator

## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p><b>Promoting prosperity and well-being; providing access and opportunities</b>  <i>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p><b>Fit for purpose, services fit for you</b>  <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p><b>Pride in East Herts</b>  <i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p><b>Shaping now, shaping the future</b>  <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p><b>Leading the way, working together</b>  <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	Heads of Service have been provided with the ORS report to add commentary to the figures.
Legal:	N/A
Financial:	There are no direct financial implications with this report however the actions included in the plan may require resources. Some of these have already been reported separately and others may require further reports to be presented.
Human Resource:	There are no direct HR implications with this report however the actions included in the plan may require resources. Some of these have already been reported separately and others may require further reports to be presented.
Risk Management:	N/A



## East Herts Residents Survey 2011

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Report of Study Findings  
for East Herts District Council

December 2011





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# Chapter 1: Introduction

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## The Survey

- <sup>1.1</sup> Opinion Research Services (ORS) was commissioned by East Herts District Council to undertake a survey of residents' attitudes towards the Council and the services it provides. This survey was last undertaken by ORS in 2009 and before this by Ipsos Mori in 2007. The residents' survey is used to track changes in residents' opinions on a number of topics. It is important in helping to inform Council planning and decisions. This report presents the findings from this survey under the following main topic headings:

### **Your Local Area**

- Local facilities and services
- Shopping
- Community safety

### **East Herts Council and Council Services**

- Overall opinions
- Council services
- Leisure facilities
- Waste and recycling collections

### **Contacting East Herts Council**

- Contact with East Herts Council
- Satisfaction with Contact
- Complaints
- Finding out about East Herts Council
- Link magazine
- Broadband

- <sup>1.2</sup> Appropriate comparisons with the 2009 residents' survey and the 2008 Place survey have been made where appropriate. Some questions have been altered since the 2009 survey and are, therefore, not compared year on year. There are also some new questions in 2011 that were not previously included.

## Methodology

### The Sample

- <sup>1.3</sup> The survey was designed to produce results that are representative of the population of East Herts. A random sample of 4085 was drawn from the Postal Address File and questionnaires were distributed to residents of East Hertfordshire on 26 August 2011. A reminder to non-respondents was sent on 26 September 2011. 1,317 completed questionnaires were returned, yielding a response rate of 32%.

## Weighting the Data

- 1.4 The extent to which results can be generalised from a sample depends on how well the sample represents the population from which it is drawn. As for all surveys of this type, although a random sample of addresses was selected, the achieved sample was unbalanced owing to non-response.
- 1.5 Under these circumstances, inferences about the views of the population can be improved by calculating weights for any under or over-sampling of particular groups. Weights are assigned by comparing the sample proportions for particular groups with known population characteristics from other sources for the same groups. Each observation is then multiplied by its weight to ensure that the weighted sample will conform to the known population characteristics.
- 1.6 In this case, the data was compared against 2010 mid-year population estimates data for age and gender and against the 2009 experimental mid-year population estimates for ethnicity and weighted.
- 1.7 The weighted data should, therefore, be representative of the population of East Herts and will be treated as being so throughout this report. When we discuss the un-weighted data we refer to 'respondents' but for the weighted data we refer to 'residents'.

## Respondent Profile

- 1.8 The tables that appear without commentary on the following pages show the profile of survey respondents in relation to a range of characteristics. Each table includes details about the number and percentage of respondents interviewed in each category alongside the percentage of respondents in the weighted sample.
- 1.9 Please note that the figures may not always sum to 100% due to slight rounding errors. \*% denotes a proportion of less than 1% but greater than zero.

Please note \* denotes a percentage which is less than 1%

Gender	Unweighted Count	Unweighted Valid %	Weighted Valid %
Male	554	43	48
Female	734	57	52
Not Known	29	-	-
<b>Total</b>	<b>1317</b>	<b>100</b>	<b>100</b>

Figure 1: Gender – All Respondents

Note: Figures may not sum due to rounding

Age	Unweighted Count	Unweighted Valid %	Weighted Valid %
18-24	16	1	6
25-34	122	9	15
35-44	190	15	21
45-54	249	19	20
55-59	144	11	7
60-64	166	13	9
65-74	200	16	11
75+	201	16	11
Not Known	29	-	-
<b>Total</b>	<b>1317</b>	<b>100</b>	<b>100</b>

Figure 2: Age – All Respondents

Note: Figures may not sum due to rounding

Ethnicity	Unweighted Count	Unweighted Valid %	Weighted Valid %
White - British	1222	95	90
BME	61	5	10
Not Known	34	-	-
<b>Total</b>	<b>1317</b>	<b>100</b>	<b>100</b>

Figure 3: Ethnicity – All Respondents

Note: Figures may not sum due to rounding

### Interpretation of the Data

<sup>1.10</sup> It should be remembered that a sample, and not the entire population of the district, has been interviewed. In consequence, all results are subject to sampling tolerances, which means that not all differences are statistically significant. When considering changes in responses between this year's survey and previous surveys and between different groups within the population, differences have been analysed using appropriate statistical means to check for statistical significance (i.e. not happened 'by chance'). Differences that are not said to be 'significant' or 'statistically significant' are indicative only. When tracking results between years and comparing results between demographic sub-groups, only results which are significantly different are highlighted in the text. Statistical significance is at a 95% level of confidence.

<sup>1.11</sup> Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of 'don't know' answers, or multiple answers.



## Graphics

<sup>1.12</sup> Graphics are used extensively in this report to make it as user-friendly as possible. The pie charts and other graphics show the proportions (percentages) of respondents making relevant responses. Where possible the colours used in the charts have been standardised with a 'traffic light' system – in which:

- Green shades represent positive responses
- Beige represents neither positive nor negative responses
- Red shades represent negative responses
- The bolder shades are used to highlight responses at the 'extremes' – for example, very satisfied or very dissatisfied.

## Acknowledgements

<sup>1.13</sup> ORS would like to thank Lorna Georgiou at East Herts District Council for her help and assistance in developing the project. We would also like to thank the 1317 people who took part in the survey, without whose valuable input the research would not have been possible.

## Publication of Data

<sup>1.14</sup> As with all our studies, findings from this survey are subject to our Standard Terms and Conditions of Contract. Any press release or publication of the findings of this survey requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation.



## Chapter 2: Key Findings

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### Your Local Area

- 2.1 Factors consistently identified as the most important in making somewhere a good place to live are the level of crime, health services, education provision and clean streets. Factors considered to be of least importance are cultural facilities, how well people from different backgrounds get on together, tackling climate change and listed buildings and conservation areas.
- 2.2 Factors that are resident priorities for improvement in East Herts are:
- Road and pavement repairs
  - Affordable housing
  - Activities for teenagers
  - Shopping facilities
  - The level of traffic congestion
  - Job prospects
- 2.3 Around half of residents shop in Bishop's Stortford and Hertford at least once a month.
- 2.4 Only 2% of residents feel unsafe outside in their local area during the day. However, nearly a fifth (17%) feel unsafe outside in their local area after dark.
- 2.5 More than a quarter of residents reported that *teenagers hanging around the streets* (30%), *rubbish or litter lying around* (29%) and *people being drunk or rowdy in public places* (27%) are a big problem.
- 2.6 90% of residents or more reported *abandoned or burnt out cars* (98%) and *noisy neighbours or loud parties* (90%) as being not a very big problem/not a problem at all.

### East Herts Council and Council Services

- 2.7 Just over half of residents (51%) are generally satisfied with how the Council is running East Herts.
- 2.8 Just over two fifths of residents (42%) agreed that the Council is making the local area a better place to live, while around a third (33%) agreed that the Council is efficient and well run. Almost a third of respondents (31%) disagreed that the Council provides good value for money.
- 2.9 Just over half of residents (51%) agree that the quality of Council services is good overall.
- 2.10 7 in 10 or more residents are satisfied with refuse collection (75%), parks and open spaces (74%), doorstep recycling (72%) and local tips/household waste recycling centres (70%).
- 2.11 Around a fifth or more of residents were dissatisfied with local bus services (30%), keeping public land clear of litter and refuse (24%), local transport information (23%) and sports and leisure facilities (21%).
- 2.12 More than 1 in 10 residents reported using Hartham Leisure Centre (14%), Grange Paddocks Leisure Centre (14%) and Fanshawe Pool and Gym (11%) in the last 12 months. However, more than three fifths of residents (62%) reported not having used any of them in the last 12 months.

- <sup>2.13</sup> Whilst satisfied with the waste collection service overall, the bins provided and how clean and tidy the street is following collection, residents are less happy with the service for the collection of bulky waste.
- <sup>2.14</sup> High levels of satisfaction were also reported for the recycling and composting collection service although relatively low levels of satisfaction were reported for containers provided.

### **Contacting East Herts Council**

- <sup>2.15</sup> Around a third of residents (32%) had contacted the Council within the last three months. The favoured means of contact remains the telephone. However, as in 2009, residents also state a clear preference for future contact by email.
- <sup>2.16</sup> 7 in 10 residents (70%) expressed satisfaction with their last contact with the Council.
- <sup>2.17</sup> More than a quarter of residents (29%) had contacted the Council with a complaint and almost half (49%) of these complaints were made in the last six months. Relatively low levels of satisfaction were expressed for the time taken to deal with the complaint (48%), the way in which the complaint was managed (41%), the way in which the complaint was handled overall (39%) and the final outcome (41%). Residents are most satisfied with the ease with which they are able to complain.
- <sup>2.18</sup> Residents were asked how they find out about East Herts Council at the moment. The most popular sources are information provided directly by the Council (50%) and the Council website (24%).
- <sup>2.19</sup> Nearly two thirds of residents (63%) say that the Council keeps them well informed. However, more than a third (36%) say that they receive only a limited amount of information or that the Council does not tell them much about what it does.
- <sup>2.20</sup> 88% of residents reported that they have seen a copy of the council's publication 'Link' magazine in the last 12 months.

## Chapter 3: Your Local Area

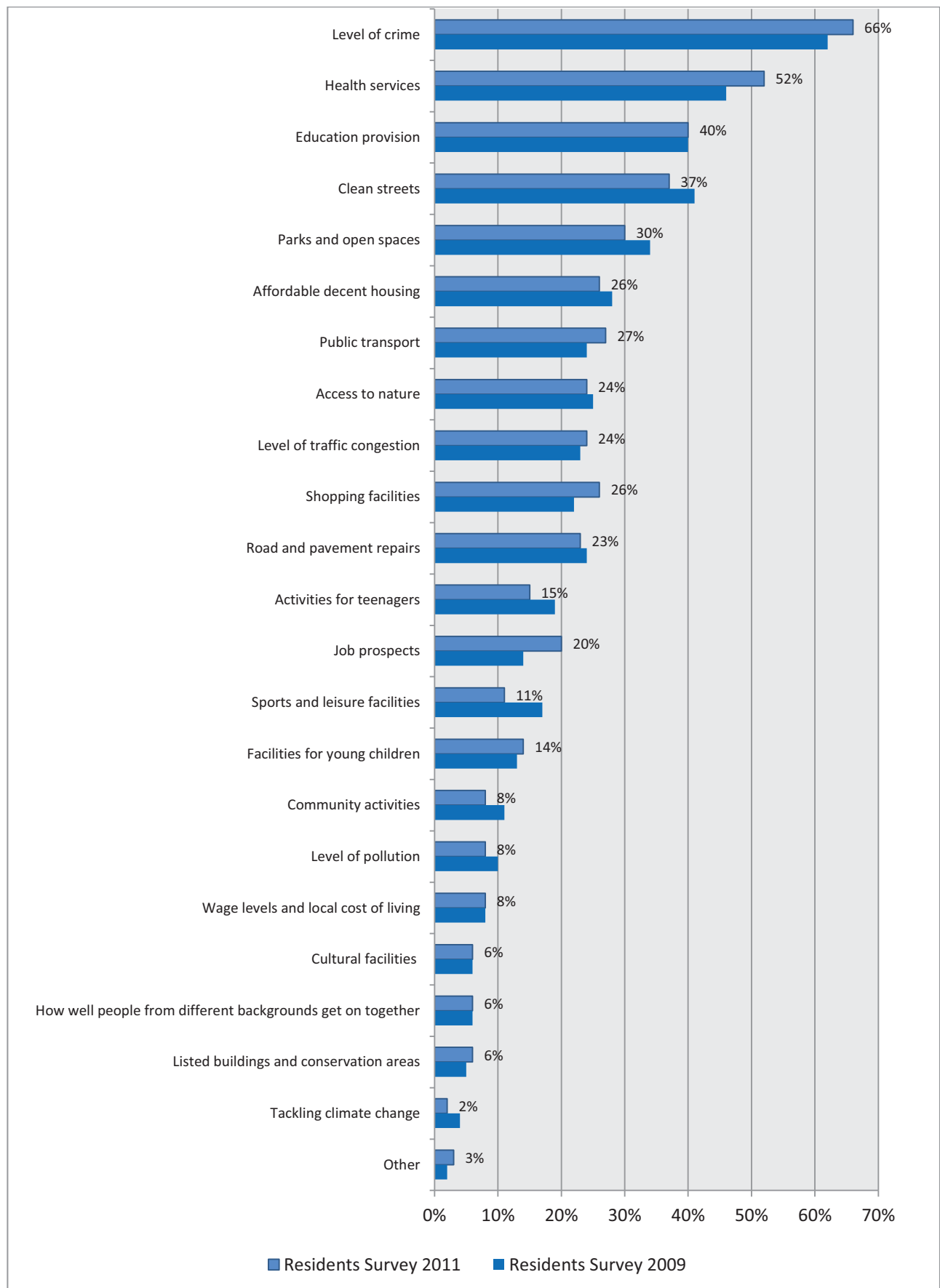
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### Local Facilities and Services

- <sup>3.1</sup> Respondents were asked to identify the top five factors, which they consider are most important in making somewhere a good place to live, from a list of 22. Figure 4 (overleaf) presents the results for this survey with those for the East Herts residents' survey in 2009. Factors consistently identified as most important are *the level of crime* (66% in this survey), *health services* (52%), *education provision* (40%) and *clean streets* (39%).
- <sup>3.2</sup> Of least importance to making a place a good place to live are: *cultural facilities* (6%), *how well people from different backgrounds get on together* (6%) *listed buildings and conservation areas* (6%) and *tackling climate change* (2%).
- <sup>3.3</sup> Following on from *what makes somewhere a good place to live*, East Herts residents were asked to identify the five things that most need improving in their local area. Figure 5 (overleaf) presents the findings for this survey with the results from the 2009 East Herts residents' survey. Almost three fifths (60%) chose *road and pavement repairs* as most in need of improvement. *Activities for teenagers* (41%) and *the level of traffic congestion* (36%) also scored highly. *Access to nature* and *listed buildings* (2%) and *conservation areas* (3%) were identified by residents as the least in need of improvement.
- <sup>3.4</sup> Text comments revealed 'other' factors that are important to residents in *making somewhere a good place to live* include: lowering car parking charges and making more spaces available for residents in residential areas, dealing with antisocial behaviour and a greater police presence.
- <sup>3.5</sup> Text comments also revealed that 'other' factors that need *improving* in the local area include: residential and public parking, speeding and healthcare provision (in particular care for the elderly).

Figure 4

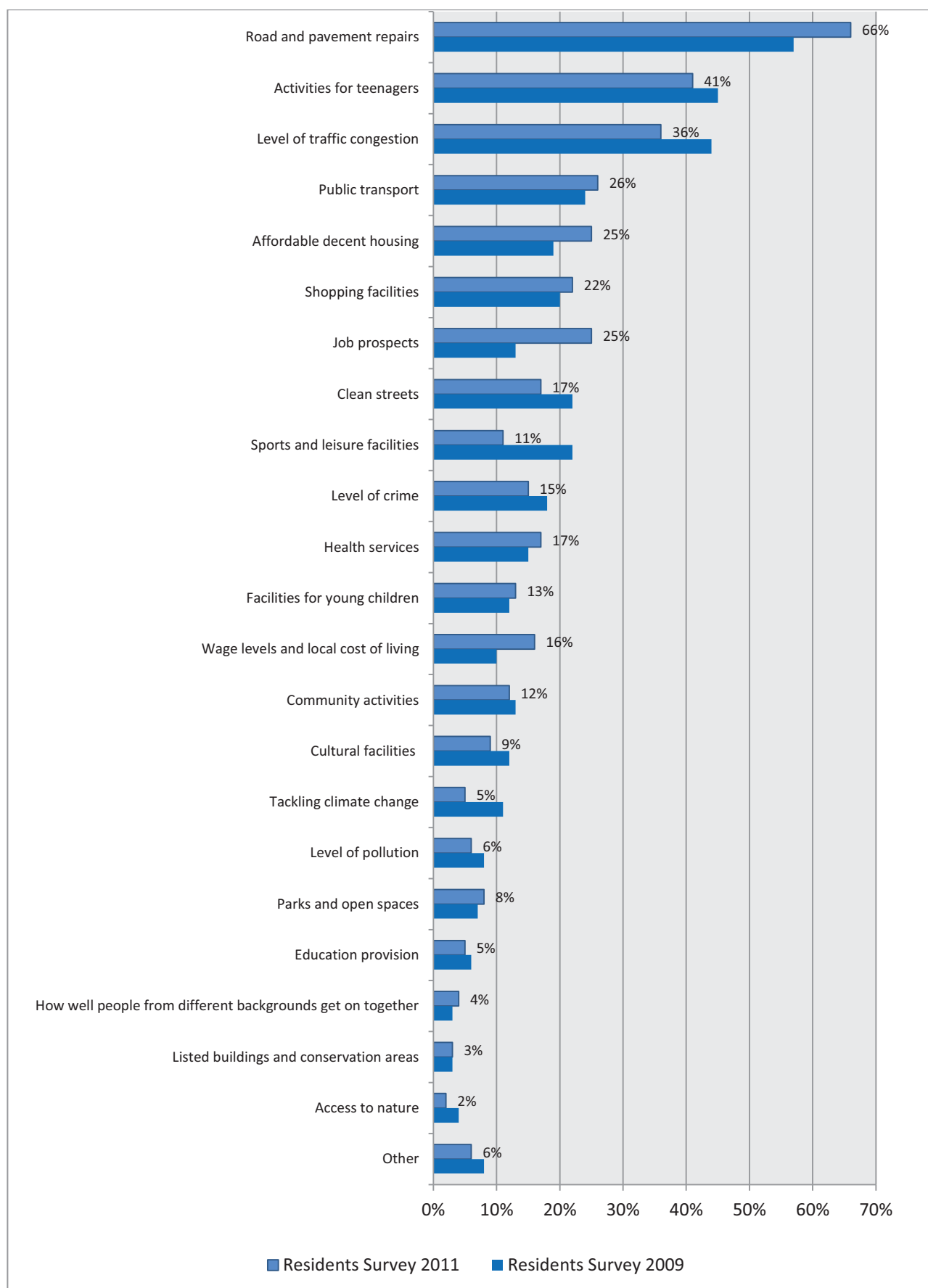
Thinking generally, which of the things below would you say are most important in making somewhere a good place to live.



Base: All respondents

Figure 5

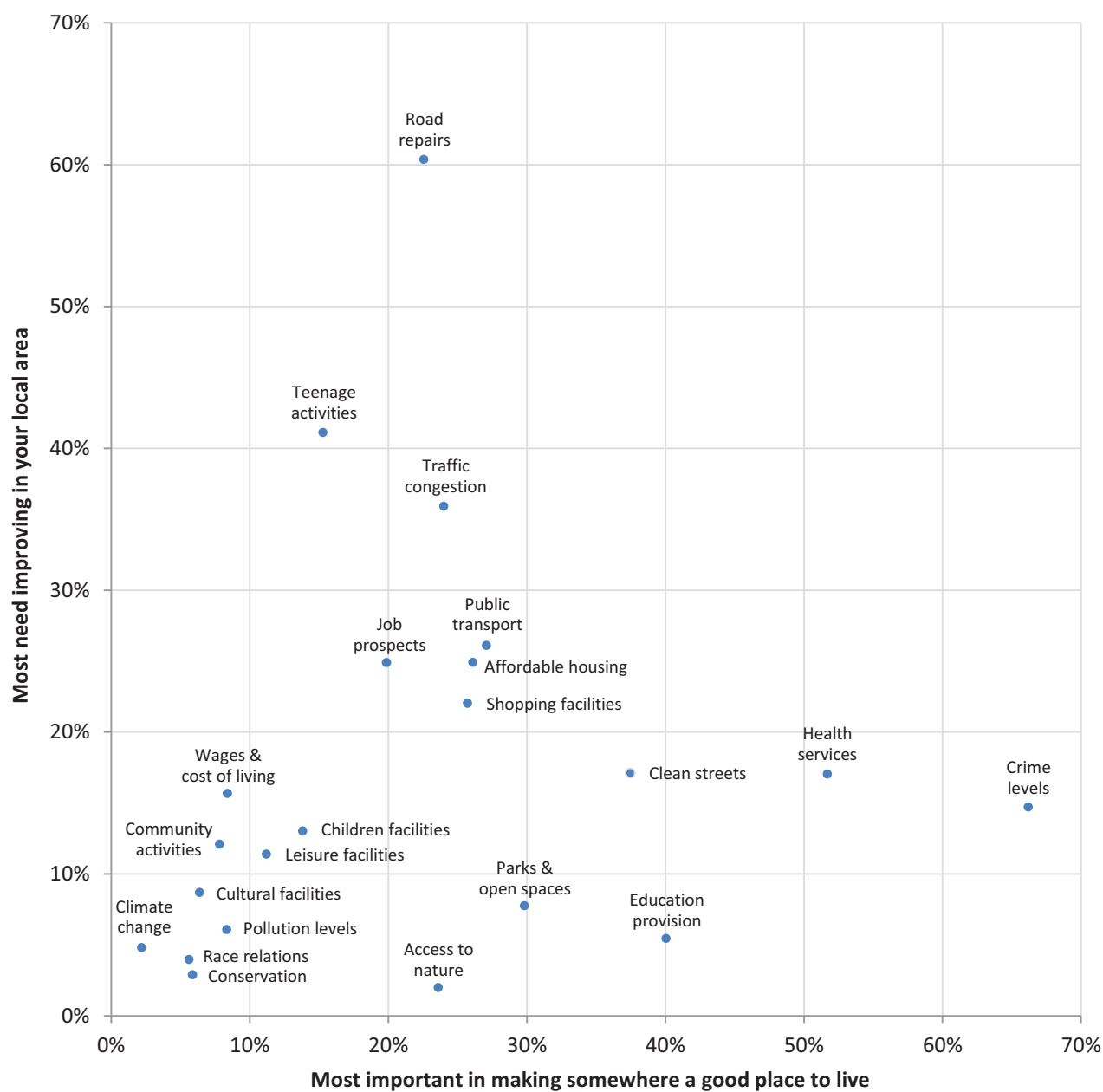
Thinking about this local area, which of the things below, if any, do you think most need improving?



Base: All respondents

- 3.6 Figures 6 and 7 bring together the factors that East Herts residents feel are most important in making somewhere a good place to live and the factors that they think most need improving locally.
- 3.7 A scatter graph has been used to plot the importance of services against improvement priorities (Strategic Priority Analysis) (see Figure 6). The proportion of residents who said a particular service is the most important factor in making somewhere a good place to live is plotted against the proportion who said that same service is most in need of improving in your local area.

Figure 6  
 Quality of Life – Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?  
 And thinking about this local area, which of the things below, if any, do you think most need improving?  
 Base: All East Herts respondents: Important generally (1,098); Need improving locally (1,102)

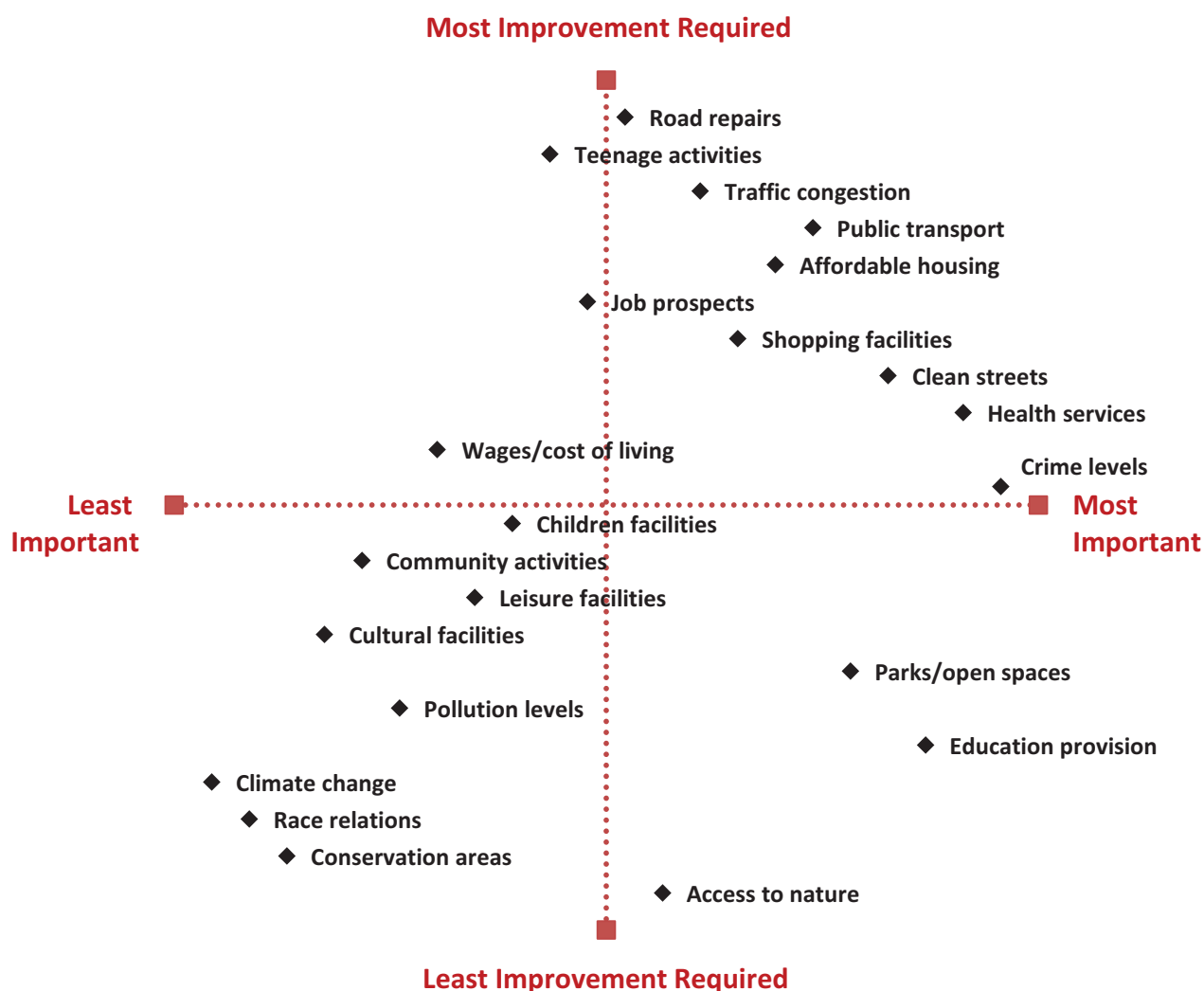




- 3.8 The following graph (figure 7 below) is split into quadrants (divided using the mean scores for importance and need for improvement) and each quadrant represents a particular strength or weakness.
- 3.9 The bottom left hand corner shows services that are performing well but are of lesser importance to residents. The top left hand corner represents services that need improvement but are less important to residents. The bottom right hand corner shows services which are organisational strengths insofar as they are important and performing well. Finally, the top right hand corner presents services that most need improvement and are important to residents.
- 3.10 These quadrants are based on a standard management tool designed to analyse priorities for organisations and it is those services in the top right hand quadrant upon which East Herts Council and its partners might wish to focus. It is important to remember these scatter graphs relate only to public opinion and do not take into account any other pressures or priorities, including statutory responsibilities. Although scatter graphs can help to determine service priorities, they should not, therefore, be used in isolation

Figure 7

Quality of Life – Thinking generally, which of the things below would you say are most important in making somewhere a good place to live? And thinking about this local area, which of the things below, if any, do you think most need improving? (By rank)  
Base: All East Herts respondents: Important generally (1,098); Need improving locally (1,102)



- 3.11 In the following table (figure 8 below) the results for each service have been ranked and then plotted against each other. This way of representing the data enables a much clearer representation of where services fall within the four quadrants of the priority analysis chart.
- 3.12 As with the previous chart the bottom left hand corner shows aspects of services that are performing well but are of lesser importance to residents. The top left hand corner represents services that need improvement but are less important to residents. The bottom right hand corner shows aspects which are organisational strengths. Finally, the top right hand corner includes scores that most need improvement and are important to residents.

Figure 8  
Priority Analysis Summary

Less Important, Most Needs Improving IMPROVEMENTS REQUIRED	More Important, Most Needs Improving PRIORITIES FOR IMPROVEMENT
Wage levels and cost of local living Job prospects Teenage activities	Affordable decent housing Clean streets The level of crime The level of traffic congestion Public transport Road and pavement repairs Shopping facilities Health services
Less Important, Least Needs Improving LOW PRIORITY STRENGTHS	More Important, Least Needs Improving KEY STRENGTHS
Community activities Cultural facilities Facilities for young children Leisure facilities The level of pollution Tackling climate change Conservation areas How well people from different backgrounds get on together	Access to nature Education provision Parks and open spaces

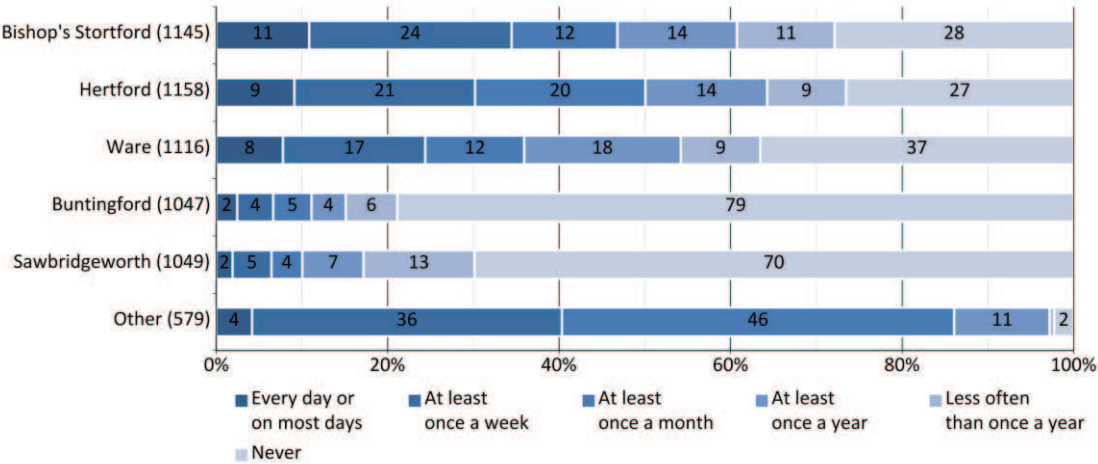
Shopping

- 3.13 Around half of residents shop in Bishop’s Stortford (47%) and Hertford (50%) at least once a month. A similar proportion shop in Ware at least once a year (53%), while Buntingford (79%) and Sawbridgeworth (70%) are the least frequented towns with one in seven or more residents reporting that they never shop in these locations.
- 3.14 Other areas that East Herts residents shop in include: Harlow, Welwyn Garden City, Stevenage, Brookfield and Cambridge.

Figure 9

How often do you shop in the following towns?

Base: All Respondents (number of respondents shown in brackets)

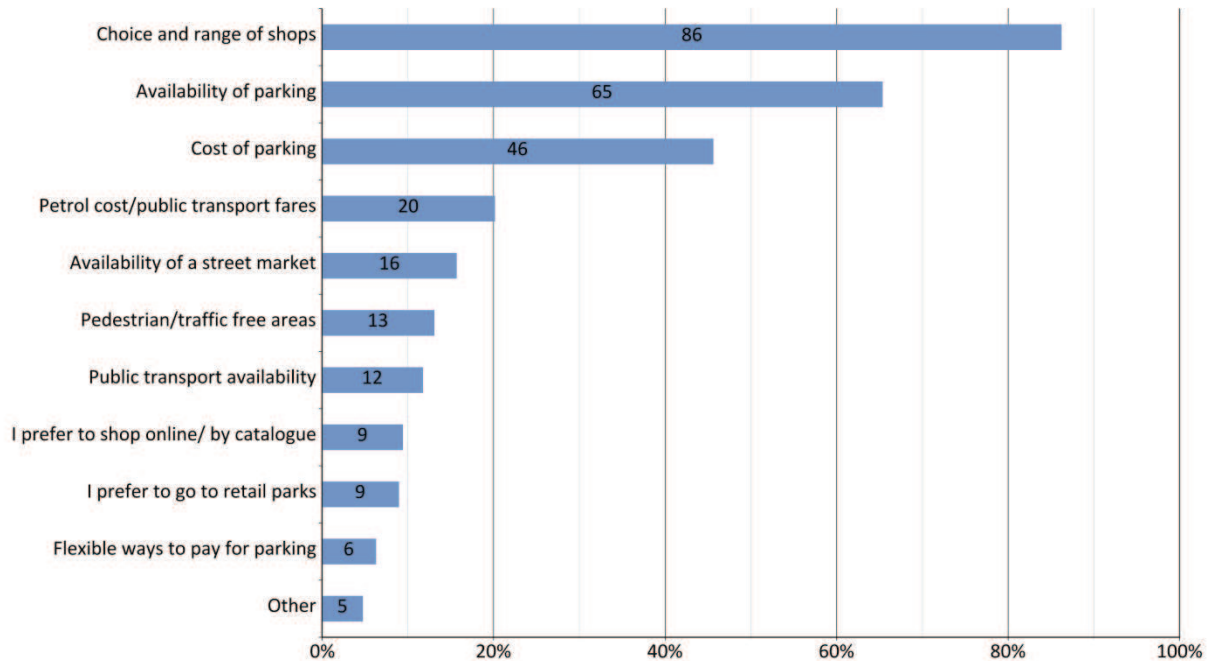


- 3.15 Residents' main considerations when deciding where to shop are the choice and range of shops (86%), availability of parking (65%) and the cost of parking (46%). Preferring to shop online/by catalogue (9%), preferring to go to retail parks (9%) and flexible ways of parking (6%) are the least considered factors.
- 3.16 Text responses revealed that 'other' considerations that residents take into account when deciding where to shop include: convenience, distance to the shops, accessibility, disabled parking, the provision of park and ride schemes and shop opening hours.

Figure 10

From the list below what are the **THREE MAIN** considerations you take into account when deciding where to shop?

Base: All Respondents (1247)



Community Safety

3.17 When asked about their feelings of safety outside in their local area, the vast majority (94%) of residents said that they feel safe during the day (an increase of 1 percentage point since 2009), with almost three fifths of residents (59%) saying that they feel very safe. Only 2% said that they feel unsafe. However, nearly a fifth of residents (17%) admitted that they feel unsafe outside in their local area after dark. Nevertheless, it is encouraging to note that 7 in 10 residents (70%) say that they feel safe outside in their local areas after dark (an increase of 2 percentage points since 2009).

Figure 11  
How safe or unsafe do you feel when outside in your local area during the day?  
Base: All Respondents (number of respondents shown in brackets)

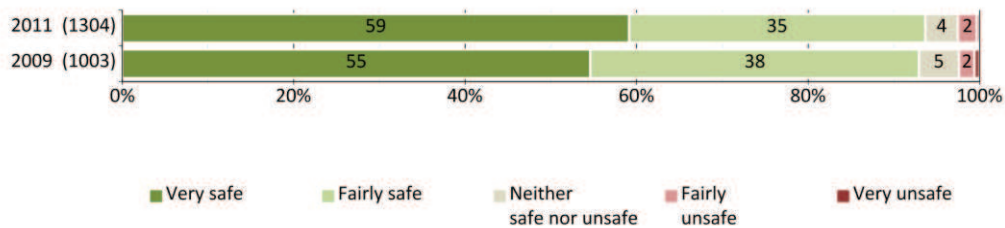
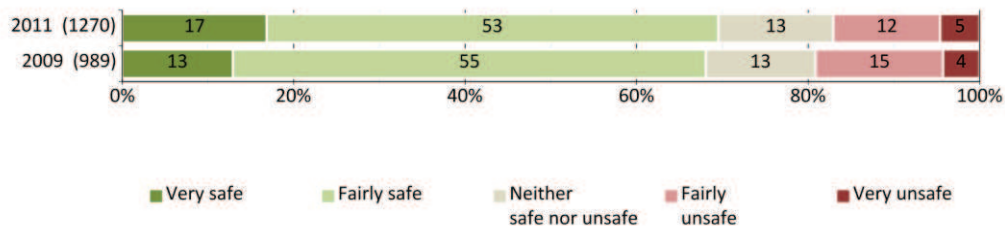


Figure 12  
How safe or unsafe do you feel when outside in your local area after dark?  
Base: All Respondents (number of respondents shown in brackets)

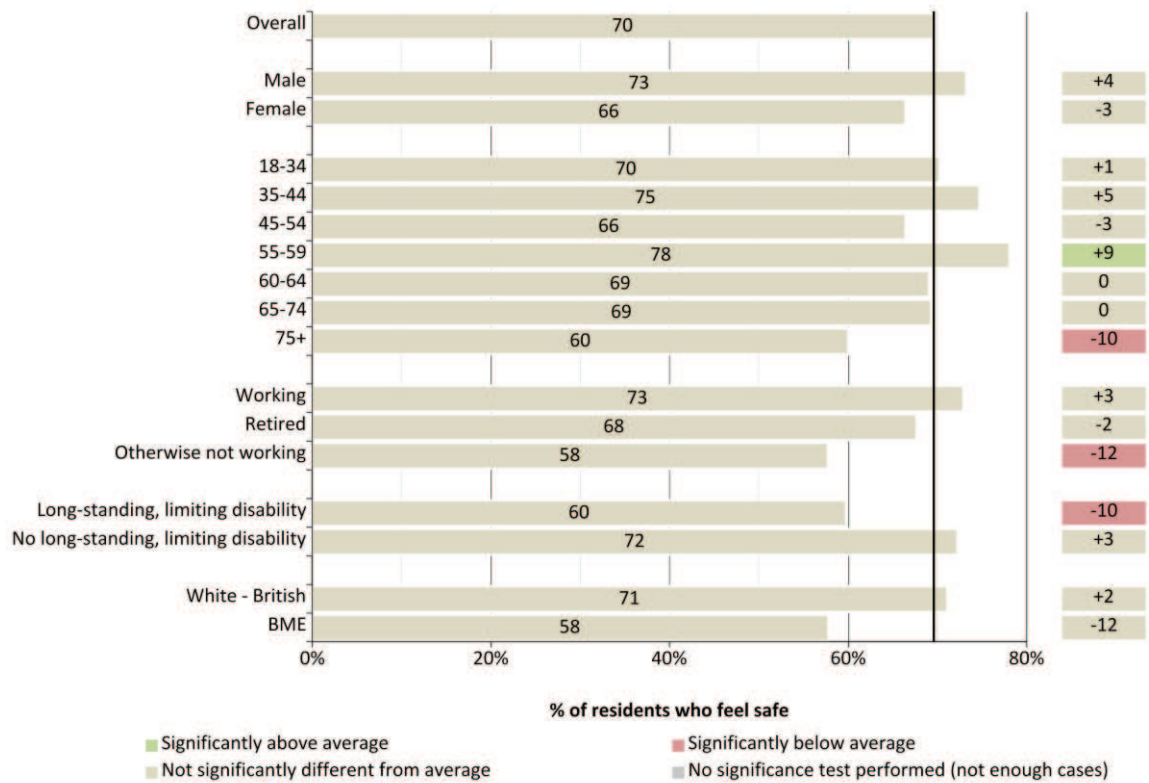


3.18 Residents who are significantly less likely to say that they feel safe after dark are aged 75 and over, otherwise not working and have a longstanding or limiting illness/disability.

Figure 13

How safe or unsafe do you feel when outside in your local area after dark?

Base: Respondents who feel safe (885)

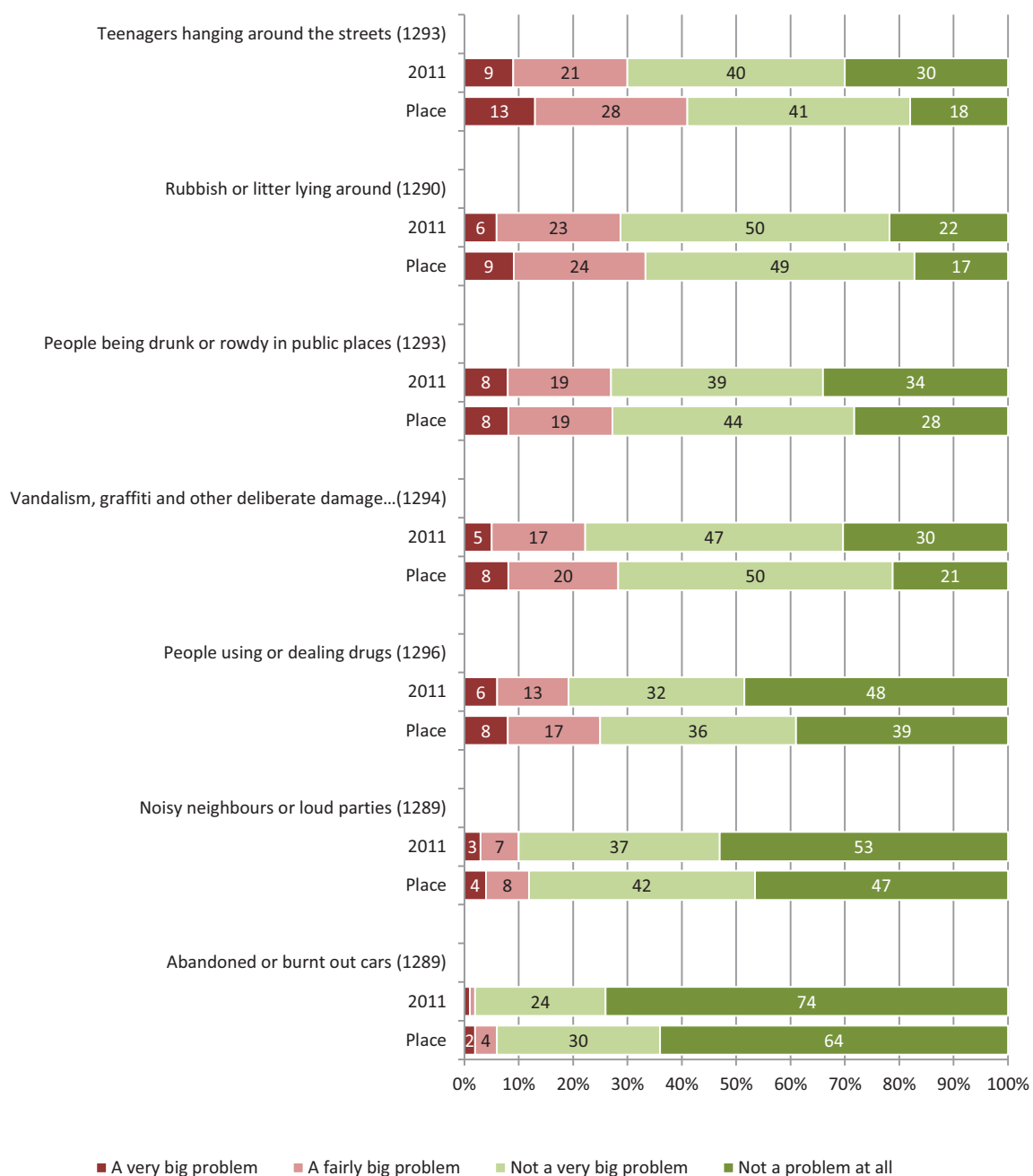


- 3.19 More than a quarter of residents reported that *teenagers hanging around the streets* (30%), *rubbish or litter lying around* (29%) and *people being drunk or rowdy in public places* (27%) are a big problem. However, 90% or more residents reported *abandoned or burnt out cars* (98%) and *noisy neighbours or loud parties* (90%) as being not a very big problem/not a problem at all.

Figure 14

Thinking about your local area, how much of a problem do you think each of the following are...?

Base: All Respondents (number of 2011 respondents shown in brackets)



### Summary of Key Points – Your Local Area

- Factors consistently identified as the most important in making somewhere a good place to live are the level of crime, health services, education provision and clean streets.
- Factors that are resident priorities for improvement in East Herts are:
  - Road and pavement repairs
  - Affordable housing
  - Activities for teenagers
  - Shopping facilities
  - The level of traffic congestion
  - Job prospects
- Around half of residents shop in Bishop's Stortford and Hertford at least once a month.
- Only 2% of residents feel unsafe outside in their local area during the day. However, nearly a fifth (17%) feel unsafe outside in their local area after dark.
- More than a quarter of residents reported that teenagers hanging around the streets (30%), rubbish or litter lying around (29%) and people being drunk or rowdy in public places (27%) are a big problem.



## Chapter 4: East Herts Council and Council Services

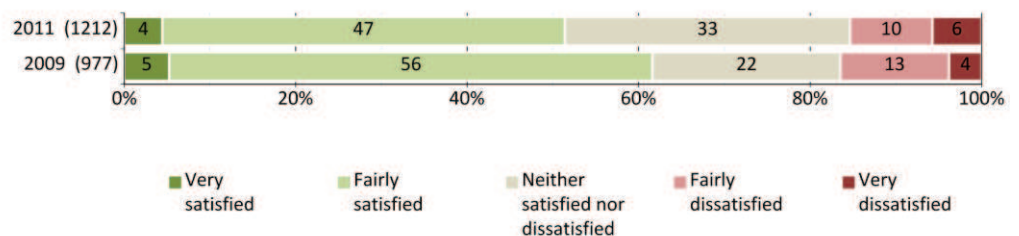
### Overall Opinions

- 4.1 Just over half of residents (51%) are generally satisfied with how the Council is running East Herts. 16% expressed dissatisfaction and a third (33%) were neither satisfied nor dissatisfied with how the Council runs East Herts.

Figure 15

How satisfied or dissatisfied are you with the way the Council is running East Herts?

Base: All Respondents (number of respondents shown in brackets)

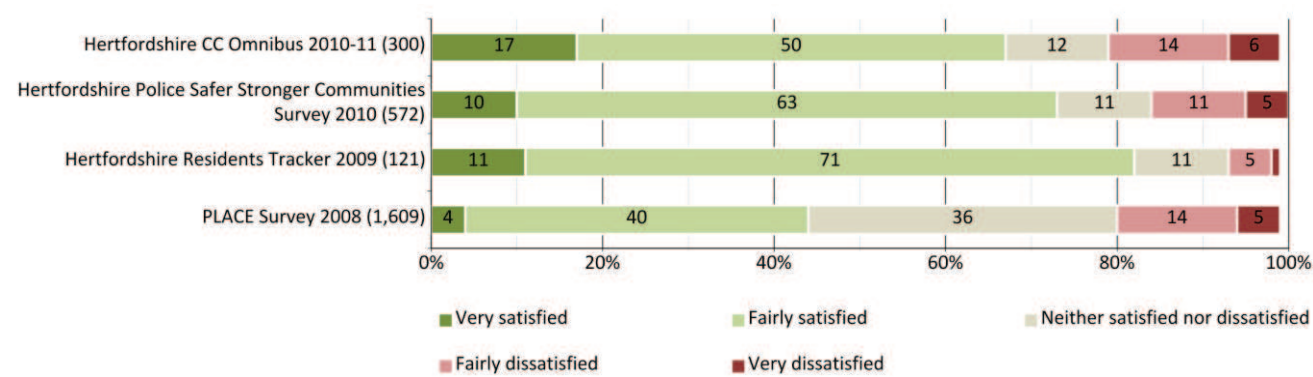


- 4.2 A similar question relating to satisfaction with East Hertfordshire District Council (How satisfied or dissatisfied are you with the way East Herts District Council is running things?) was asked to East Hertfordshire respondents in the following surveys:

Survey Name	Year	Survey Methodology
Hertfordshire County Council: Omnibus	2010-11	Personal Telephone Interviews
Hertfordshire Police: Safer Stronger Communities	2010	Personal Telephone Interviews
Hertfordshire County Council: Residents Tracker	2009	Personal Face-to-face Interviews
Hertfordshire County Council: PLACE Survey	2008	Postal

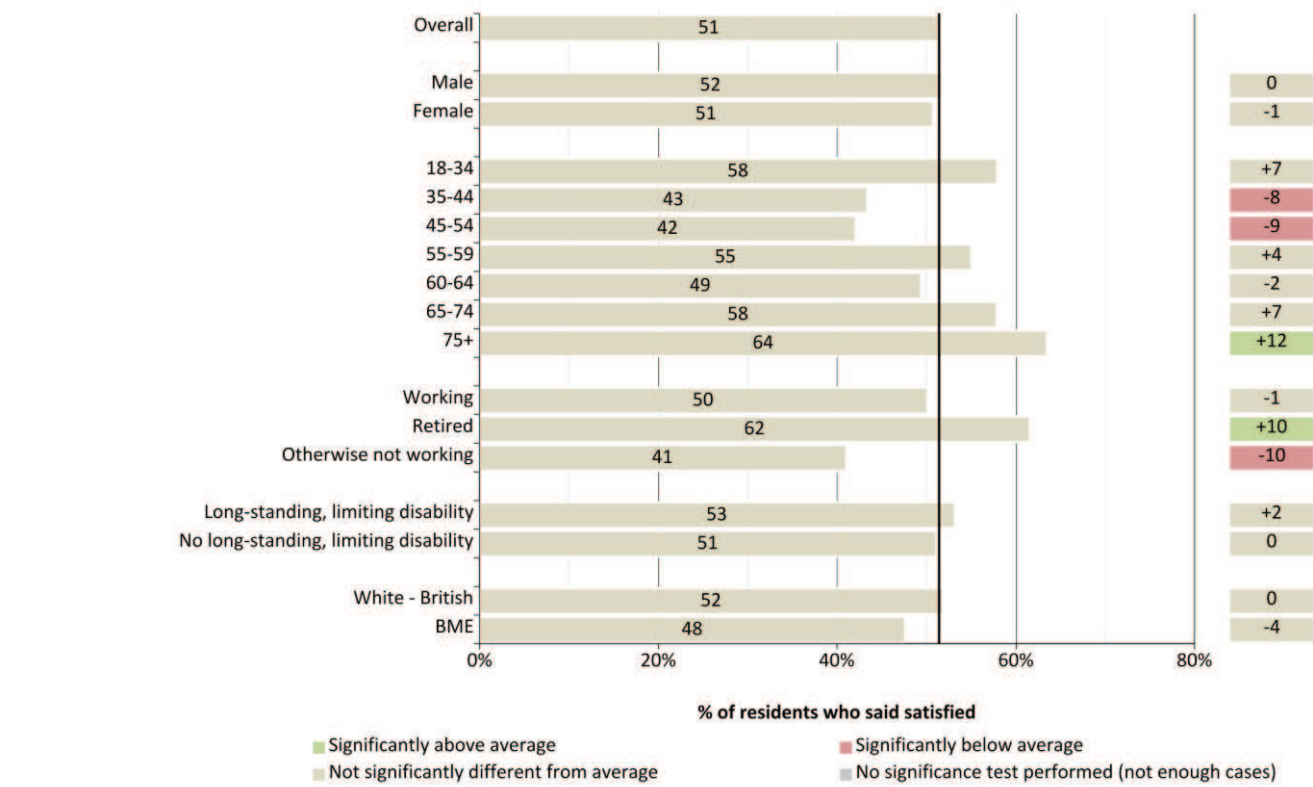
4.3 The results for all four surveys are shown below in figure 16. Please note that caution must be exercised when comparing results from the postal 2011 East Hertfordshire Residents Survey against the below survey results due to the difference in question wording, as well as the different survey methodologies employed. Whereas results from both a telephone and face-to-face survey are broadly comparable, results from a postal survey cannot be reliably compared with those from either a telephone or face-to-face survey; therefore results are not directly comparable.

Figure 16  
How satisfied or dissatisfied are you with the way East Herts District Council is running things?  
Base: By all East Herts respondents (respondent figures are shown in brackets below)



4.4 Residents aged 75 and over and the retired in general are significantly more likely than average to be satisfied with the way the Council is running East Herts. Significantly less likely to be satisfied are those aged 35-54 and those who are 'otherwise not working'.

Figure 17  
How satisfied or dissatisfied are you with the way the Council is running East Herts?  
Base: Respondents who said satisfied (1186)

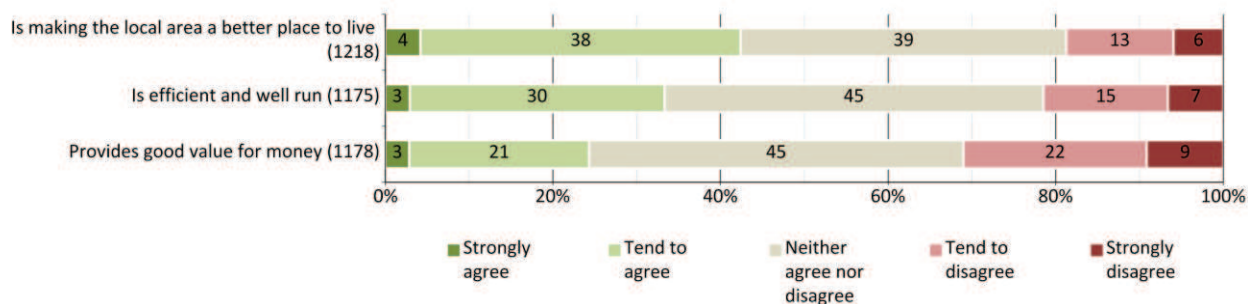


- 4.5 Respondents were presented with a number of statements about East Herts Council and asked whether they agreed or disagreed with them. Just over two fifths of residents (42%) agreed that the Council is making the local area a better place to live, while around a third (33%) agreed that the Council is efficient and well run. Almost a third of respondents (31%) disagreed that the Council provides good value for money.

Figure 18

To what extent do you agree or disagree that these statements apply to East Herts Council?<sup>1</sup>

Base: All Respondents (number of respondents shown in brackets)

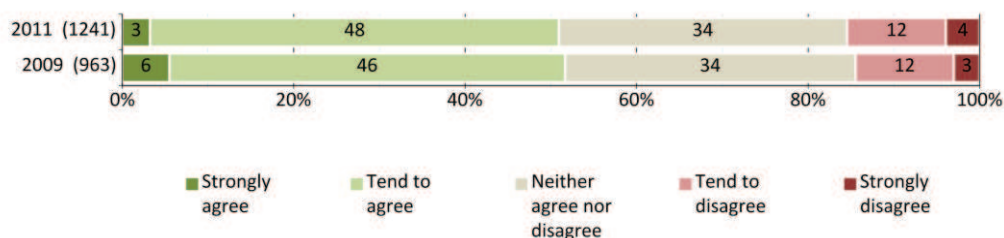


- 4.6 Just over half of residents (51%) agreed that overall, the quality of East Herts Council services is good. A relatively high proportion (34%) gave the neutral, 'neither agree nor disagree' response to this question and 16% disagreed with it. The proportion agreeing with this statement has fallen by one percentage point compared with the 2009 resident's survey (see figure 19 below).

Figure 19

How strongly do you agree or disagree with the following statement? The quality of East Herts Council services is good overall.

Base: All Respondents (number of respondents shown in brackets)



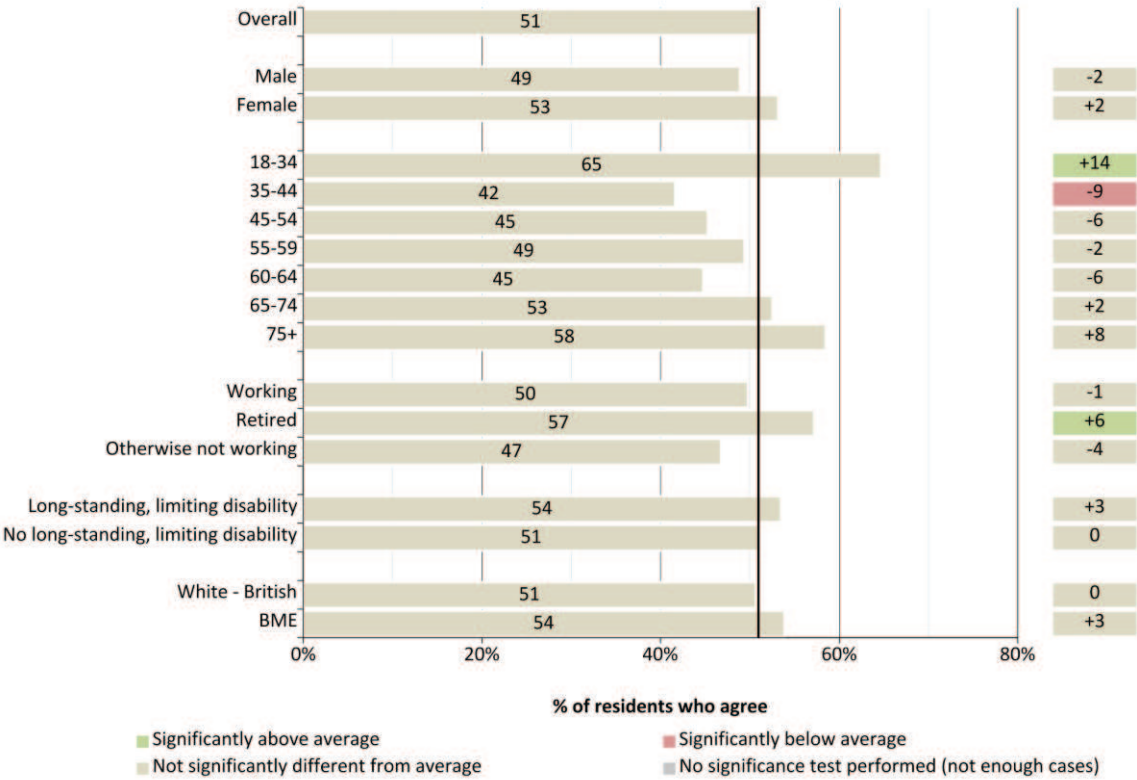
- 4.7 It can be seen that residents aged 18 to 34 and those who are retired are significantly more likely to agree that the quality of East Herts Council is good overall, while residents aged 35 to 44 are significantly less likely to agree with this statement (see figure 20 overleaf).

<sup>1</sup> Please note that the scale has changed since the 2009 survey and is therefore not comparable

Figure 20

How strongly do you agree or disagree with the following statement? The quality of East Herts Council services is good overall.

Base: Respondents who agree (1211)



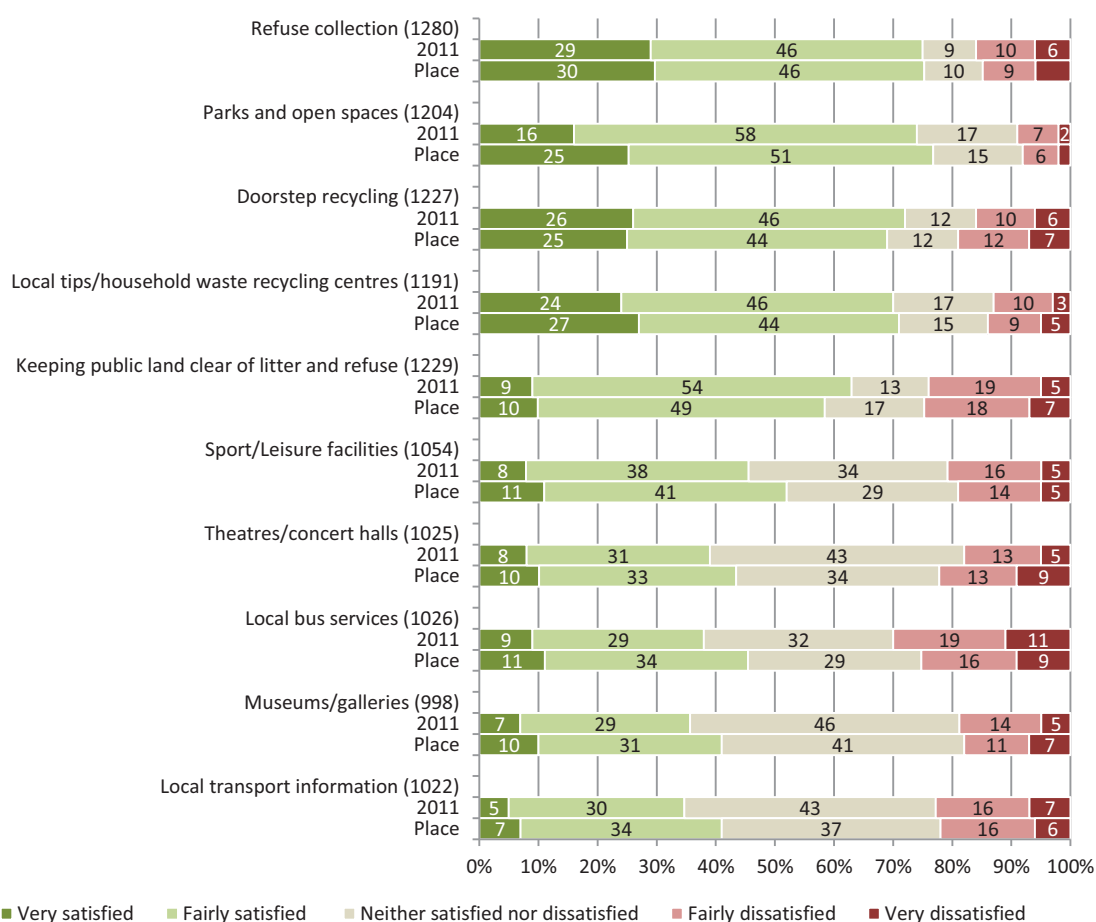
## Council Services

- 4.8 Residents were asked how satisfied or dissatisfied they are with various services provided or supported by East Herts Council.
- 4.9 7 in 10 residents or more are satisfied with refuse collection (75%), parks and open spaces (74%), doorstep recycling (72%) and local tips/household waste recycling centres (70%). However, more than a fifth of residents were dissatisfied with local bus services (30%), keeping public land clear of litter and refuse (24%), local transport information (23%) and sports and leisure facilities (21%).

Figure 21

How satisfied or dissatisfied are you with each of the following services that are provided or supported by East Herts Council?

Base: All Respondents (number of 2011 respondents shown in brackets)



Leisure Facilities

- 4.10 Residents were asked whether they had used any of the council’s leisure facilities such as swimming pools and gyms in the five East Herts towns. More than 1 in 10 residents reported using Hartham Leisure Centre (14%), Grange Paddocks Leisure Centre (14%) and Fanshawe Pool and Gym (11%) in the last 12 months. However, more than three fifths of residents (62%) reported not having used any of them in the last 12 months.
- 4.11 When residents who have not used any of the leisure facilities in the five towns in East Herts (see figure 23 below) were asked why they have not used them, around a quarter or more of residents reported that this is because they use alternative facilities (29%), because they don’t wish to use leisure facilities (27%) and because they take part in other sports/fitness activities (24%). A fifth of residents (20%) also reported that they don’t have the time.
- 4.12 Text responses revealed that ‘other’ reasons for not having used any of the leisure facilities are: physical disabilities, high costs and a lack of awareness.

Figure 22  
The council has a range of Leisure facilities such as swimming pools and gyms in all five towns in East Herts. Have you used any of them in the last 12 months?

Base: All Respondents (1184)

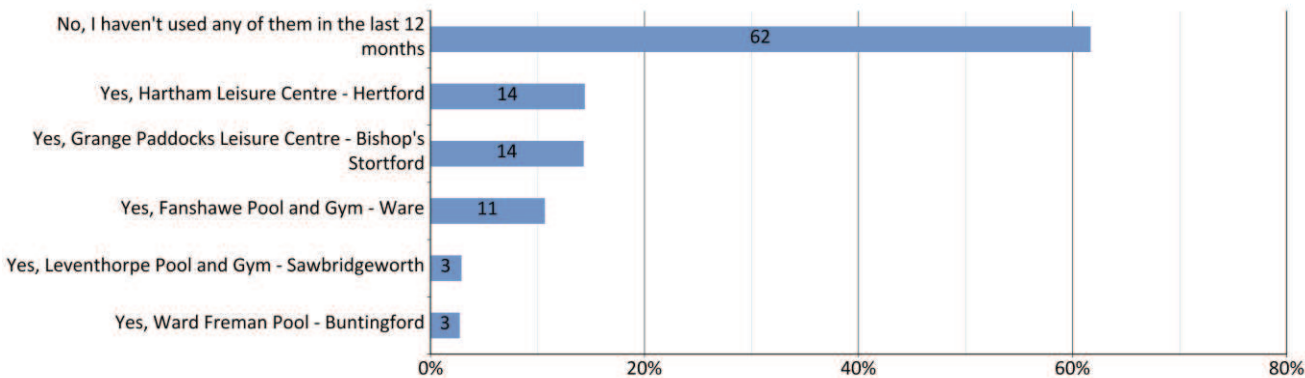
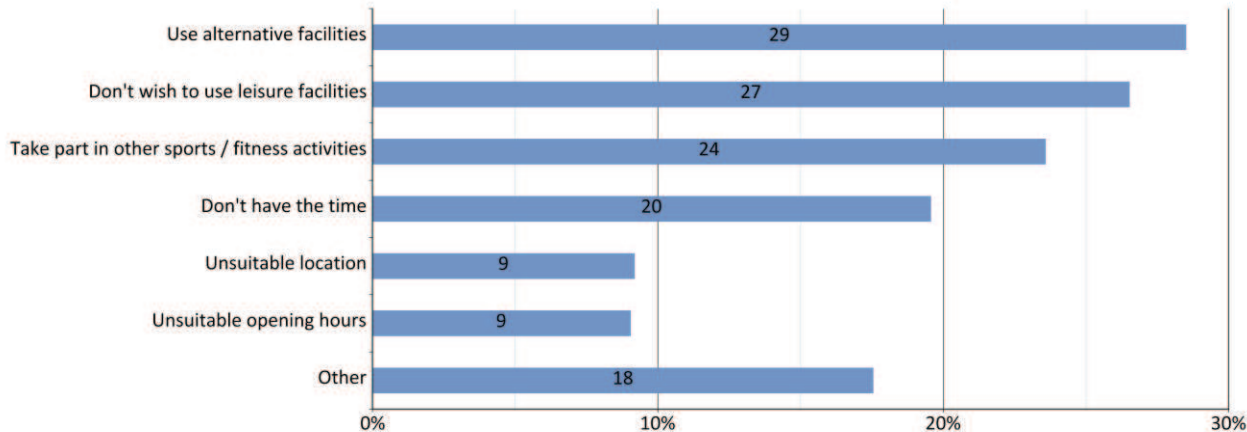


Figure 23  
Can you please tell us why you have NOT used them?

Base: Respondents who have not used any of the Leisure facilities mentioned at figure 24 in the last 12 months (888)



## Waste and Recycling Collections

- <sup>4.13</sup> The survey included a number of questions about the Council's waste and recycling collection services.
- <sup>4.14</sup> Whilst generally satisfied with the waste collection service overall (78% very or fairly satisfied), residents express highest dissatisfaction with the collection of bulky waste (22%). In addition, a third of residents (33%) say they are neither satisfied nor dissatisfied with this aspect of service.
- <sup>4.15</sup> Far more positive are responses to questions about the bin provided for the collection (85% satisfied) and how clean and tidy the streets are following collection (78% satisfied). These results are in line with survey findings from 2009 (Figure 24 overleaf).
- <sup>4.16</sup> In response to questions about the recycling and composting collection, more than four fifths of residents said that they are satisfied with the information provided by the service (87%) while almost three quarters (74%) are satisfied with how clean and tidy the streets are following collections. Residents say that they are less satisfied, however, with the containers provided, with a fifth (20%) expressing dissatisfaction.
- <sup>4.17</sup> More than three quarters of residents (77%) expressed satisfaction with the service overall but 14% said that they are dissatisfied. All of these results are broadly in line with the findings from the 2009 survey (Figure 25, overleaf). Although it is worth noting that the proportion of residents who are dissatisfied with the types of materials collected has decreased by 23 percentage points since 2009 (13% in 2011 v 36% in 2009).

Figure 24

East Herts Council undertakes a collection of general household waste. Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide

Base: Respondents (number of respondents shown in brackets)

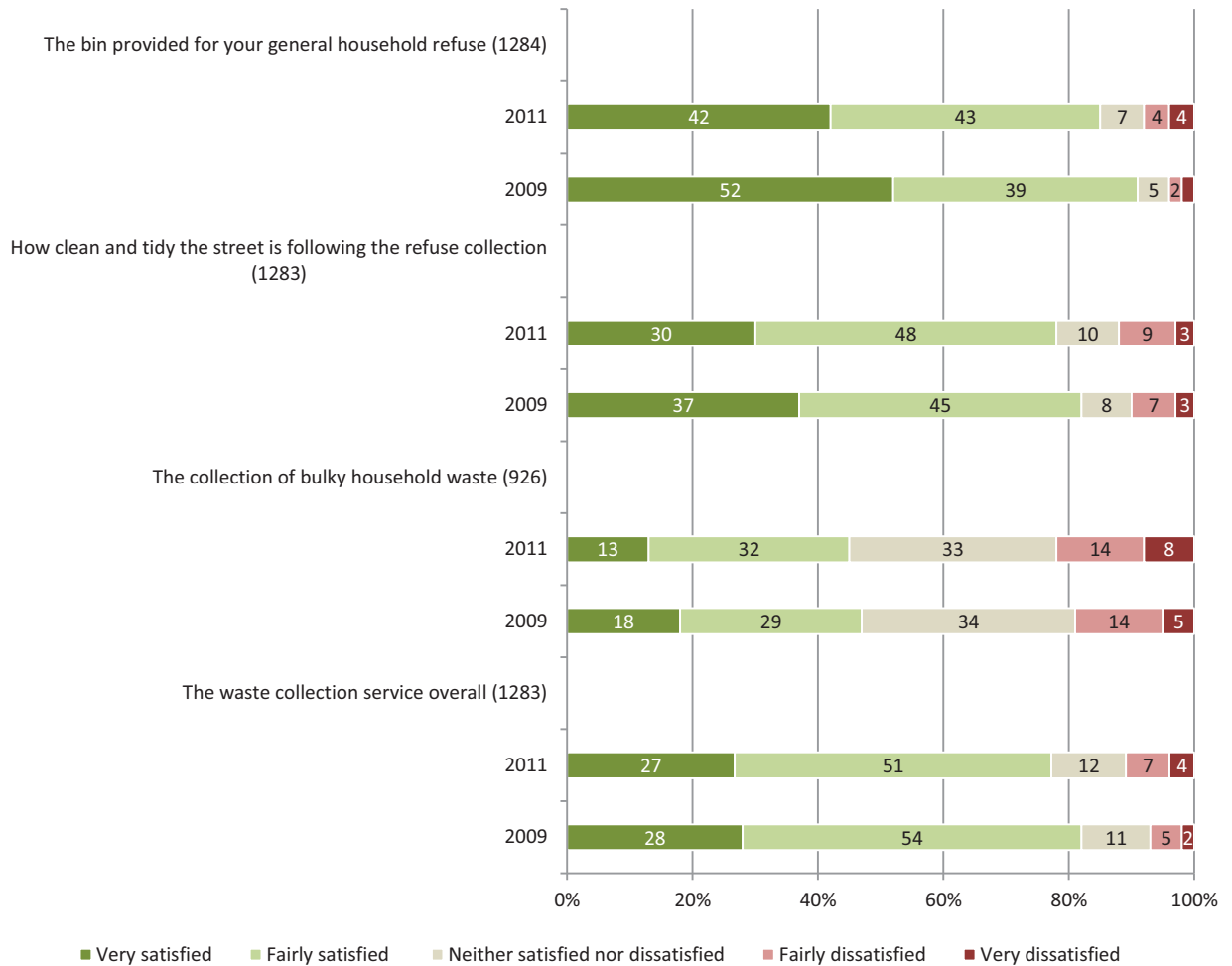
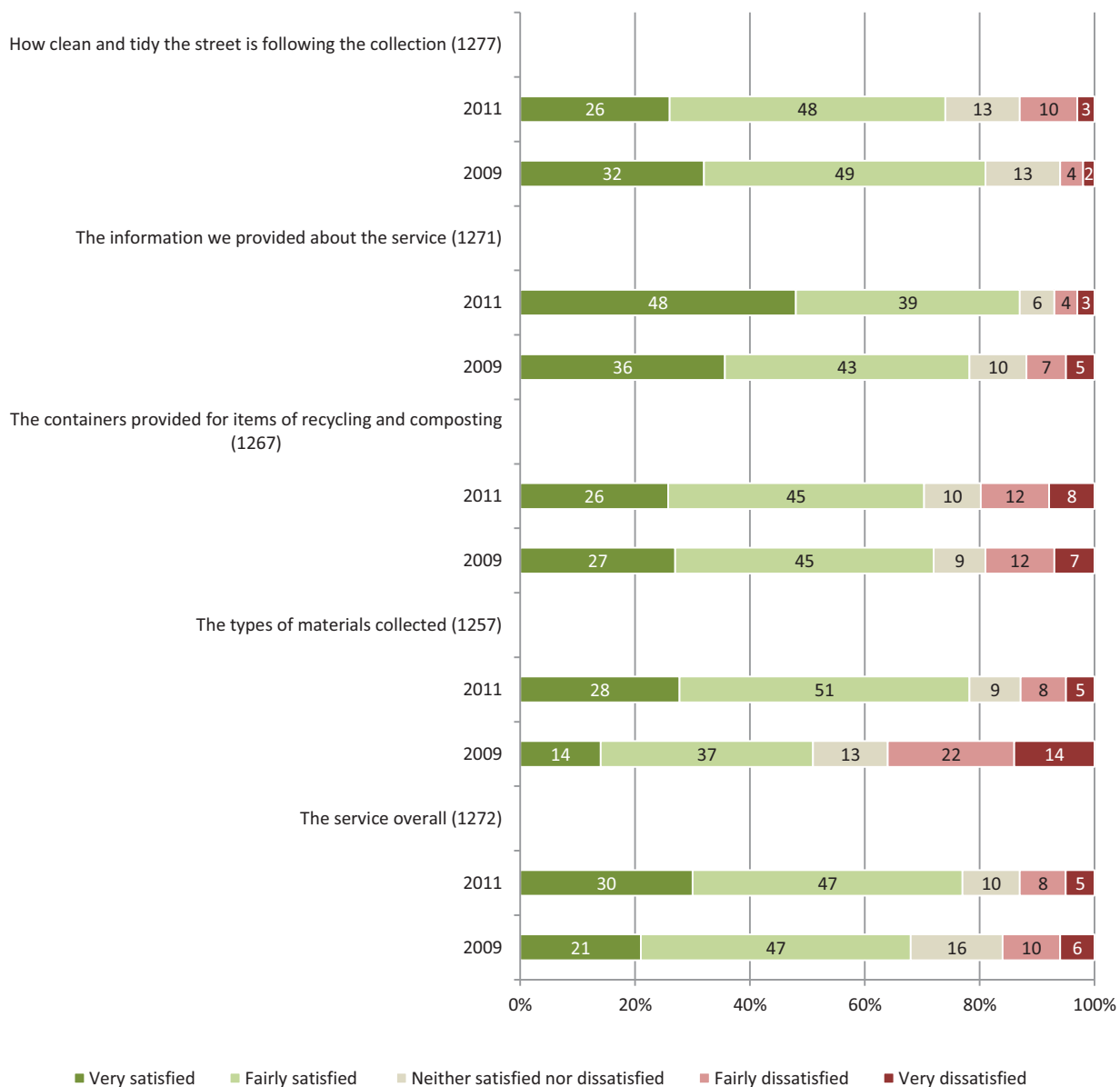




Figure 25

East Herts Council undertakes a collection of waste for recycling and composting. Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide.

Base: Respondents (number of respondents shown in brackets)



- 4.18 Figure 26 presents the groups of residents significantly more or less likely to be dissatisfied with aspects of the recycling and composting collection service.

Figure 26

East Herts Council undertakes a collection of waste for [recycling and composting](#). Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide. Demographic sub-group analysis

Aspect of service	Residents significantly more likely to be satisfied/less likely to be dissatisfied	Residents significantly more likely to be dissatisfied/less likely to be satisfied
The containers provided	Aged 60 and over Retired Of Christian religion With a limiting longstanding illness/disability Without children in household	Aged 18-44 Rented accommodation Of no religion Working Household with children
How clean and tidy the street is following the collection	Aged 65+ Retired Rented accommodation	Aged 35-44 Household with children
The types of materials collected	Aged 55-59; 65+ Retired Without children in household With a limiting longstanding illness/disability Of non-Christian religion	Aged 18-34 With children in household Working Rented accommodation Of no religion
The information provided	Aged 55-59 Aged 65+ Retired Owned accommodation	Aged 18-34 Rented accommodation Of non-Christian religion
The overall service	Aged 55-59; 65+ Retired Of Christian religion	Rented accommodation Working Household with children Of no religion

#### Summary of Key Points – East Herts Council and Council Services

- Just over half of residents (51%) are generally satisfied with how the Council is running East Herts.
- Just over two fifths of residents (42%) agreed that the Council is making the local area a better place to live, while around a third (33%) agreed that the Council is efficient and well run. Almost a third of respondents (31%) disagreed that the Council provides good value for money.
- Just over half of residents (51%) agree that the quality of Council services is good overall.
- 7 in 10 or more residents are satisfied with refuse collection (75%), parks and open spaces (74%), doorstep recycling (72%) and local tips/household waste recycling centres (70%).
- Around a fifth or more of residents were dissatisfied with local bus services (30%), keeping public land clear of litter and refuse (24%), local transport information (23%) and sports and leisure facilities (21%).
- More than 1 in 10 residents reported using Hartham Leisure Centre (14%), Grange Paddocks Leisure Centre (14%) and Fanshawe Pool and Gym (11%) in the last 12 months. However, more than three fifths of residents (62%) reported not having used any of them in the last 12 months
- Whilst satisfied with the waste collection service overall, the bins provided and how clean and tidy the street is following collection, residents are less happy with the service for the collection of bulky waste.
- High levels of satisfaction were also reported for the recycling and composting collection service. However, almost a quarter (23%) of residents expressed dissatisfaction with regard to the containers used.

## Chapter 5: Contacting East Herts Council

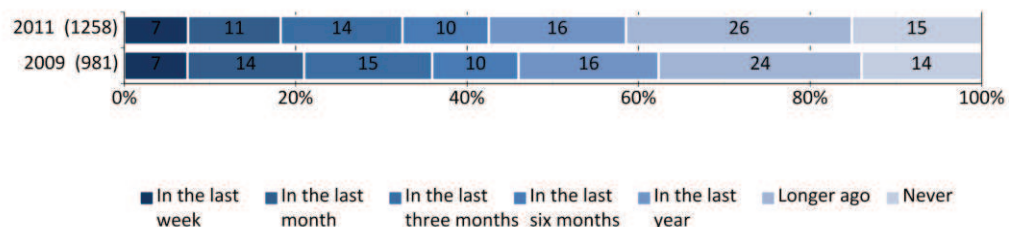
### Contact with East Herts Council

- 5.1 Around a third of residents (32%) had contacted the Council within the last three months. This increases to 58% for residents who were in contact within the last 12 months. Just over a quarter (26%) were in contact with the Council over a year ago, while 15% have never contacted the Council.

Figure 27

When did you last contact East Herts Council?

Base: All Respondents (number of respondents shown in brackets)



- 5.2 As in 2009, the method of contact (64%) that most residents' used to contact the council was the telephone (Figure 28). This was also the preferred method of choice for contacting East Herts (58%) (see Figure 29 below).

Figure 28 How did you get in contact with East Herts Council on the most recent occasion?

Base: Respondents who have contacted East Herts Council (number of respondents shown in brackets)

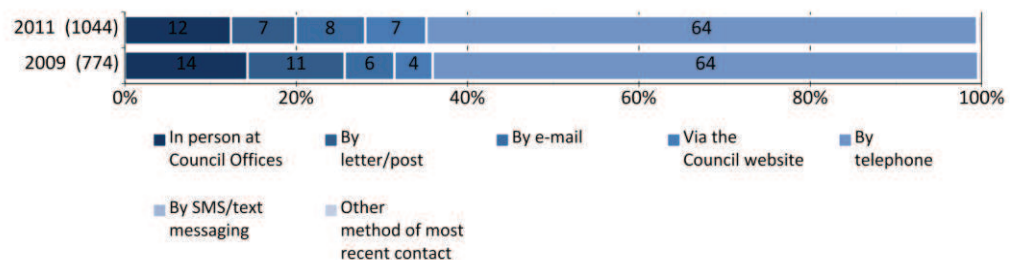
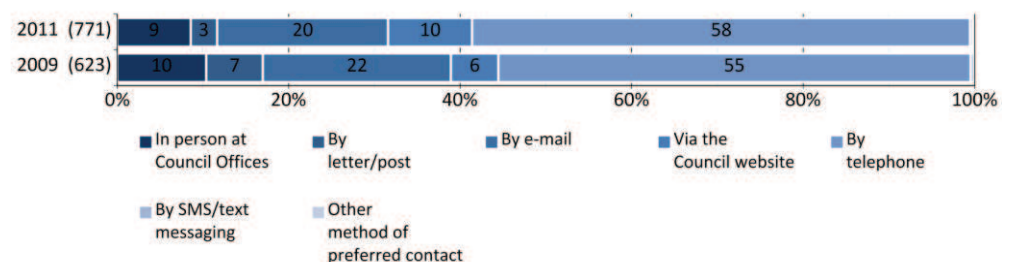


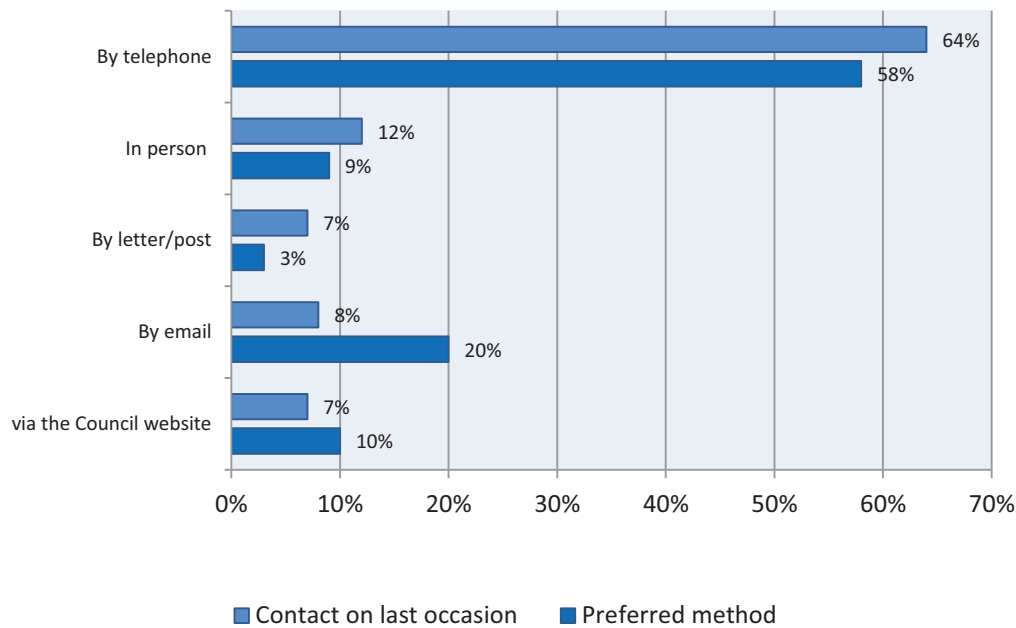
Figure 29 How would you prefer to contact East Herts Council?

Base: Respondents who have contacted East Herts Council (number of respondents shown in brackets)



5.3 Figure 30 (below) compares current ways of communicating with the Council with how residents would prefer to make contact. It is worth noting that a fifth (20%) of residents would prefer to contact the Council by email. At present only 8% of residents contact the council via this method.

Figure 30  
How did you get in contact with East Herts on the most recent occasion? How would you prefer to contact East Herts Council?  
Base: All Respondents



Satisfaction with Contact

- 5.4 Just under two thirds of residents (65%) expressed satisfaction with their last contact with the Council; 33% said they were very satisfied with this contact. However, 13% said that they are dissatisfied with their last contact. Significantly more satisfied are those aged 75 or over (see figure 32 overleaf).
- 5.5 Text responses revealed that residents who were satisfied felt this way due to: the speed and effectiveness of the response, polite/helpful staff, being put through to the right department, the issue/problem being resolved and their question/request being answered.
- 5.6 Text comments also showed that residents who were dissatisfied felt this way this for a number of reasons which included: the manner of the person the resident spoke to, the quality, speed and effectiveness of the response, the problem/issue not being resolved and a lack of response.

Figure 31  
Thinking about the most recent time you got in touch with the Council, on the whole, how satisfied or dissatisfied were you with your contact with the Council?  
Base: All Respondents who have contacted East Herts Council (number of respondents shown in brackets)

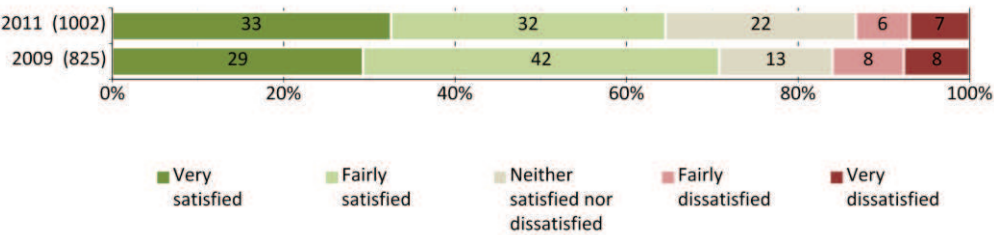
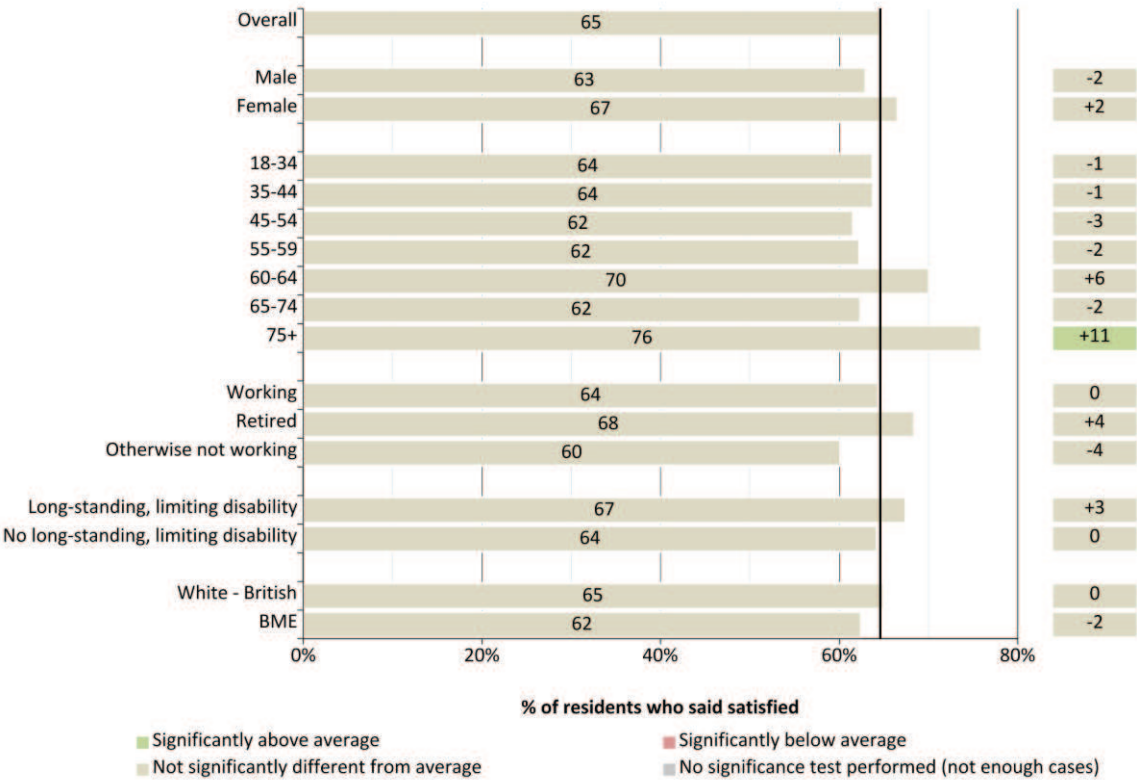


Figure 32  
Thinking about the most recent time you got in touch with the Council, on the whole, how satisfied or dissatisfied were you with your contact with the Council?

Base: Respondents who said satisfied (982)



Complaints

- 5.7 More than a quarter of residents (29%) said that they had contacted East Herts Council with a complaint. Almost a third of these (32%) had made a complaint within the last three months and 49% within the last six months (see figure 35 overleaf). Nearly a third of them (32%) had made a complaint to the Council over a year ago (see figure 35 overleaf).
- 5.8 Residents who are of Black Minority Ethnic (BME) background are significantly more likely to have contacted East Herts Council with a complaint (see Figure 34 below).

Figure 33

Have you contacted East Herts Council with a complaint?

Base: All Respondents (number of respondents shown in brackets)

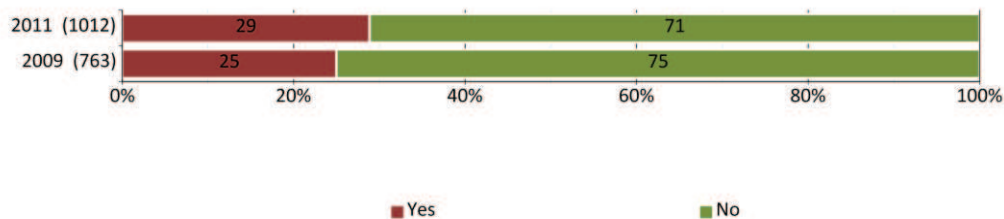


Figure 34

Have you contacted East Herts Council with a complaint?

Base: Respondents who said yes (991)

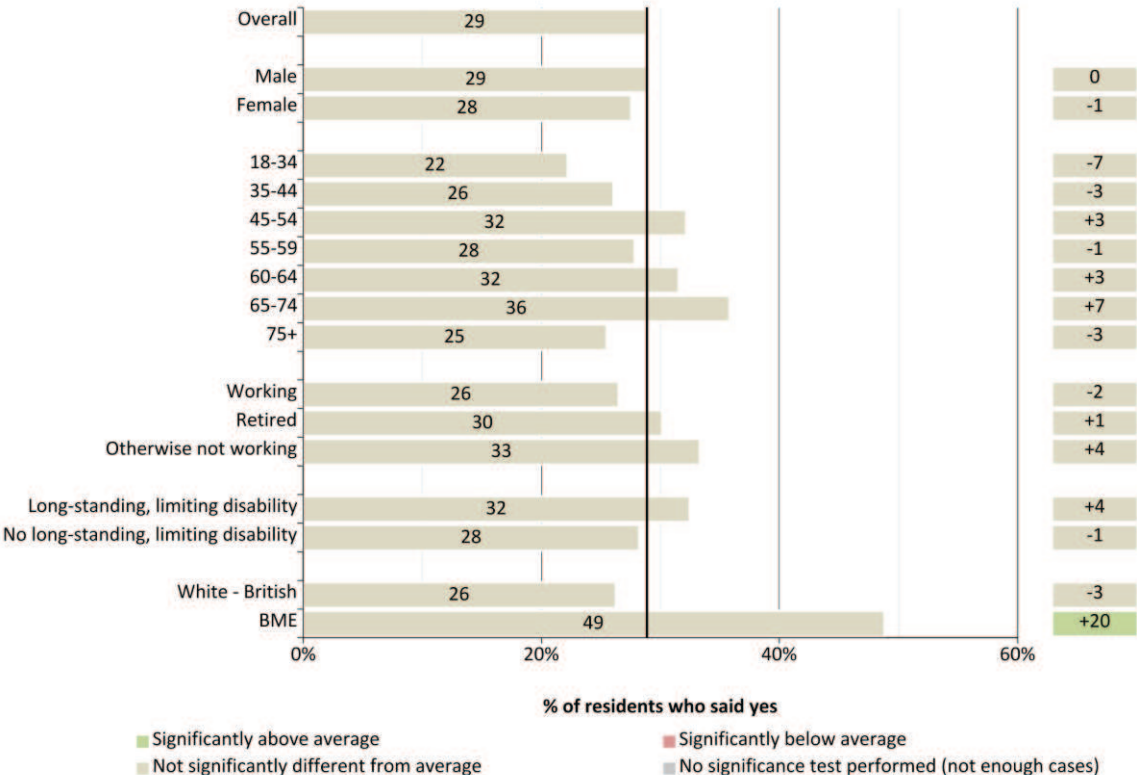
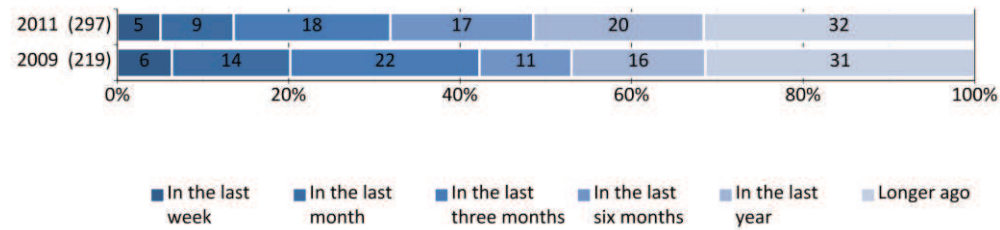


Figure 35

When did you last complain to East Herts Council?

Base: All Respondents (number of respondents shown in brackets)



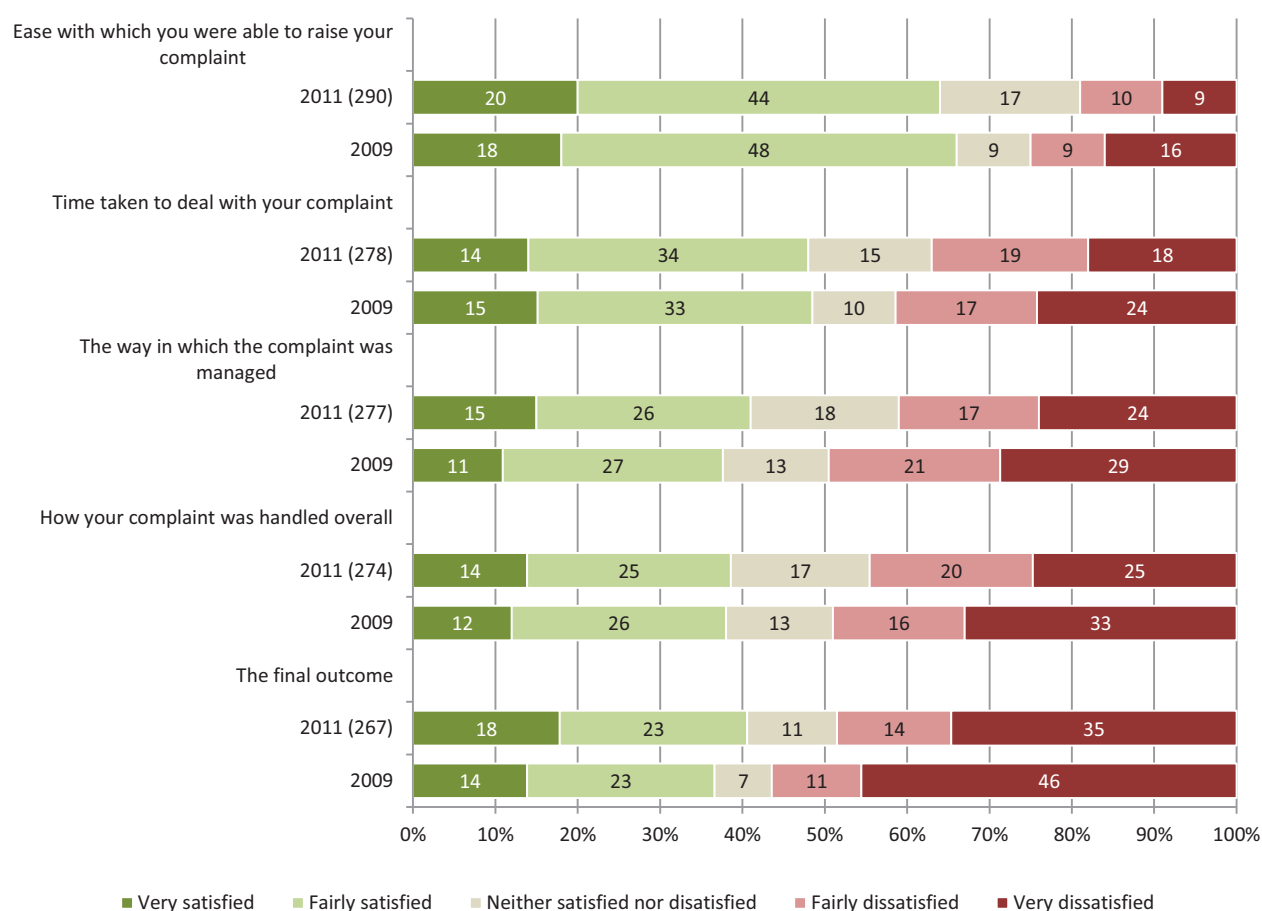


- 5.9 Residents were asked to rate how satisfied or dissatisfied they are with how the Council dealt with their complaints. They expressed most satisfaction with the ease with which they were able to complain (64% satisfied; 19% dissatisfied). However, less than half of them (48%) were satisfied with the time taken to deal with the complaint and 37% were dissatisfied with this aspect of the service. Lower still was satisfaction concerning the way in which the complaint was managed (41% satisfied), the way in which the complaint was handled overall (39% satisfied) and the final outcome (41% satisfied). For these three aspects, the proportion of residents who were dissatisfied outnumbered those who said they were satisfied (Figure 36, below).

Figure 36

**How satisfied or dissatisfied were you with how the following were handled?**

Base: Respondents who have made a complaint to East Herts (number of respondents shown in brackets)



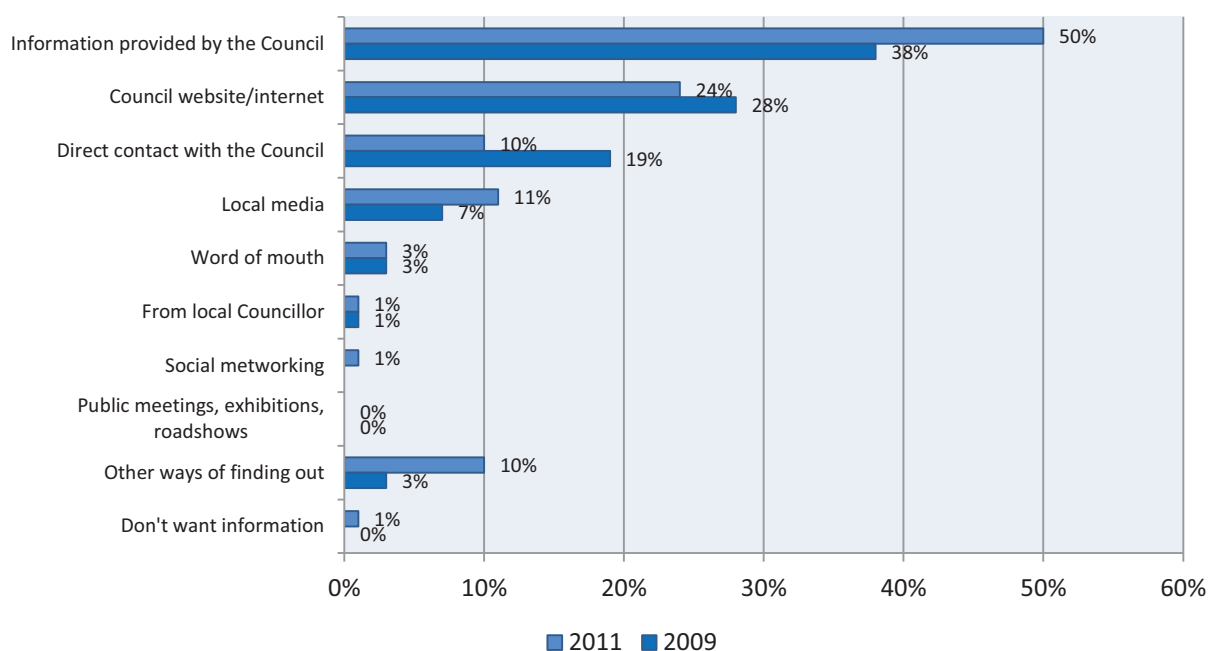
## Finding out about East Herts Council

<sup>5.10</sup> Residents were asked how they find out about East Herts Council at the moment. The majority of residents reported that they find out about East Herts Council from *information provided by the Council* (50%), followed by the *Council website/internet* (24%), and *direct contact with the Council* (10%). The results are fairly comparable to the 2009 residents' survey (see Figure 37 below). However, there has been an increase of 12 percentage points in those who find out about East Herts information provided by their council.

Figure 37

What is the main source from which you find out about East Herts? <sup>2</sup>

Base: All Respondents (1115)



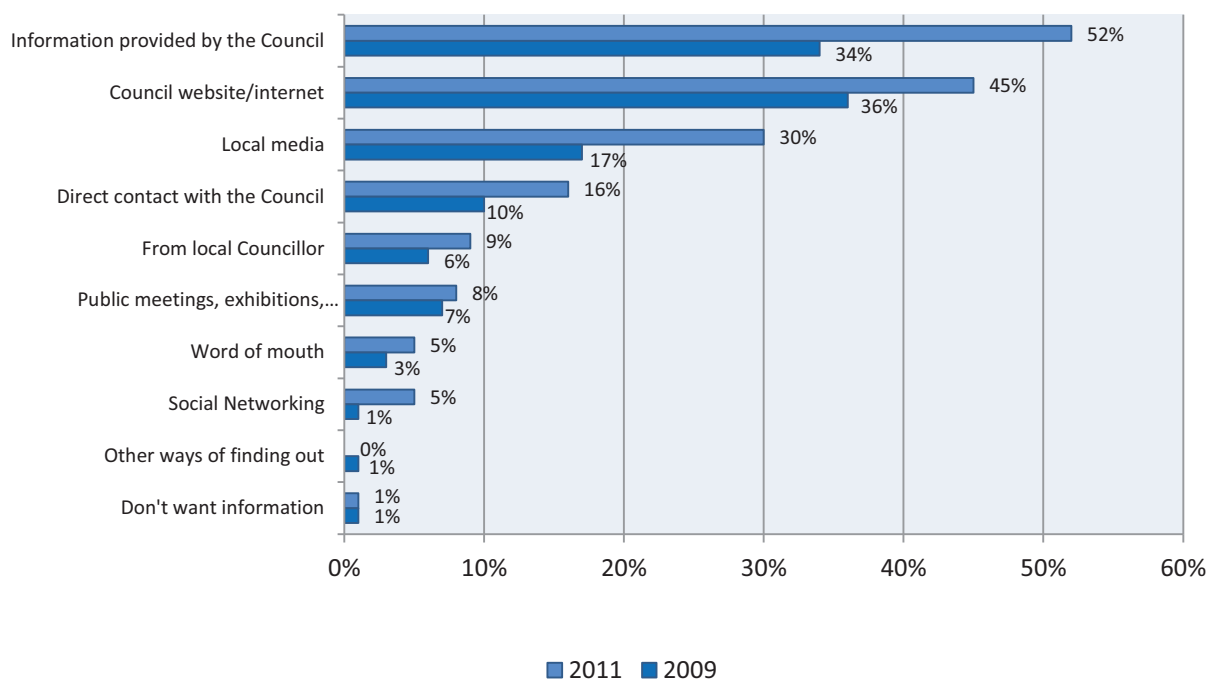
<sup>2</sup> Please note that 'social networking' was not an option in last year's survey

- 5.11 Residents were asked how they would like to find out about East Herts Council. The majority of residents reported that they would like to find out about the council from *information provided by the Council* (52%), followed by the *Council website/internet* (45%), and *local media* (30%). The results are fairly comparable to the 2009 residents' survey.
- 5.12 It is worth noting that the proportion of residents that would like to find out about information provided by the Council, local media and the Council website/internet and have increased by 18, 13 and 9 percentage points respectively.

Figure 38

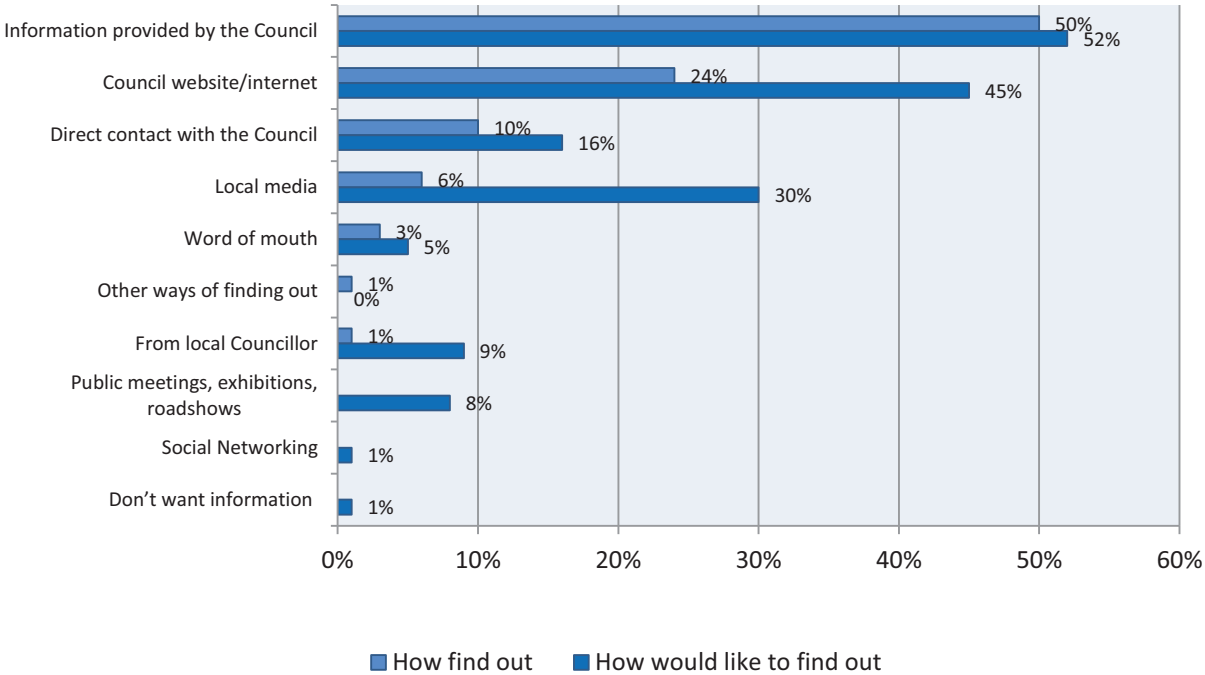
And how would you like to find out about East Herts Council in the future?

Base: All Respondents (1004)



5.13 When asked how they would like to find out about East Herts Council in the future, proportionally more residents would like to use the Council website/internet (45%) compared with current usage (24%). Residents also identified that they would like to use *local media* (30% V 6%) more in the future.

Figure 39  
How do you find out about East Herts Council? And how would you like to find out about East Herts Council in the future?  
Base: All respondents



- 5.14 Nearly two thirds of residents (63%) say that the Council keeps them very or fairly well informed, a 3 percentage point decrease since 2009 (Figure 40 below).
- 5.15 However, nearly a quarter (24%) say that they receive *only a limited amount of information* from the Council and a further 12% say the Council *doesn't tell us much about what it does*.
- 5.16 Retired East Herts residents are significantly more likely to report feeling well informed about the services and benefits that East Herts Council provides while residents aged 18 to 34 are significantly less likely to feel this way.

Figure 40

How well informed do you think East Herts Council keeps you about the services and benefits it provides?

Base: All Respondents (number of respondents shown in brackets)

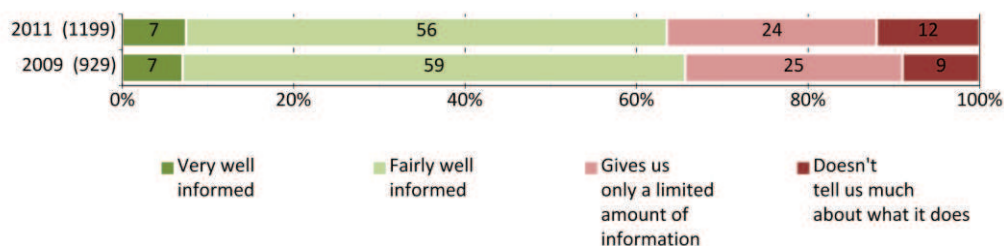
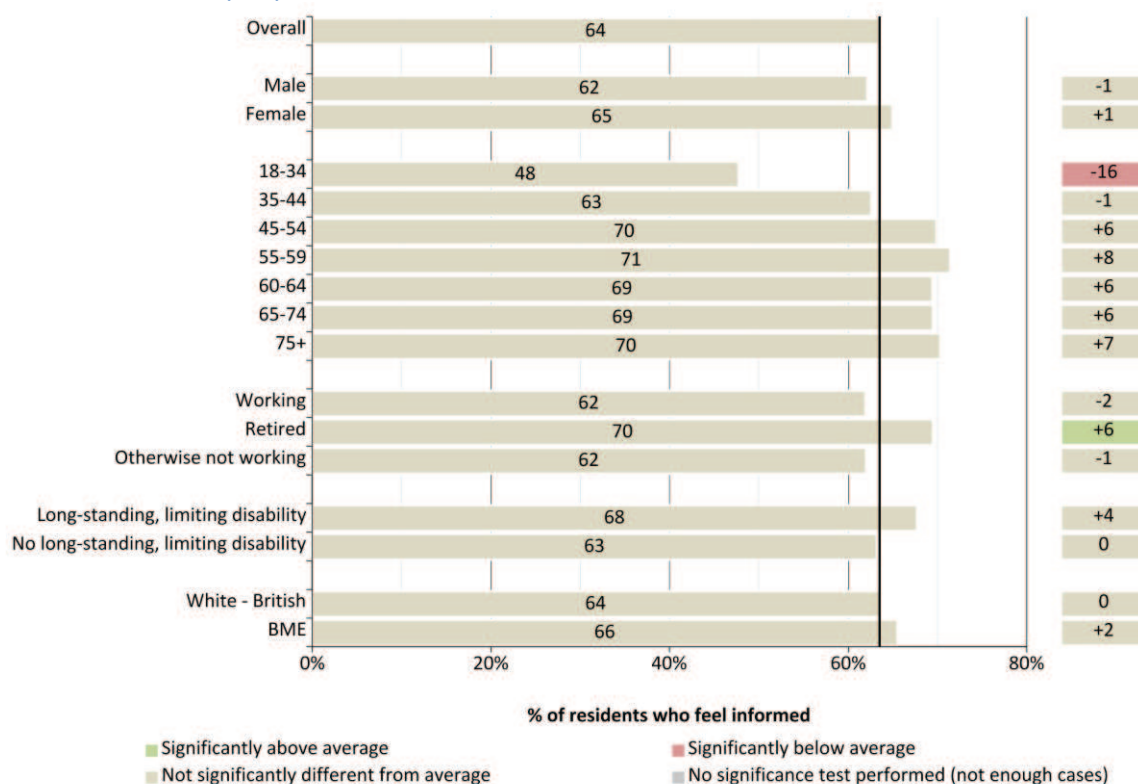


Figure 41

How well informed do you think East Herts Council keeps you about the services and benefits it provides?

Base: Respondents who feel informed (1172)



Link Magazine

- 5.17 88% of residents reported that they have seen a copy of the council’s publication ‘Link’ magazine in the last 12 months.
- 5.18 Residents aged 45 and over and the retired are significantly more likely to have seen a copy, while those aged 18 to 34 and those who are working are significantly less likely to have seen it.

Figure 42  
Link magazine is the council's publication, currently delivered four times a year to each household. Have you seen a copy in the last 12 months?  
Base: All Respondents (1287)

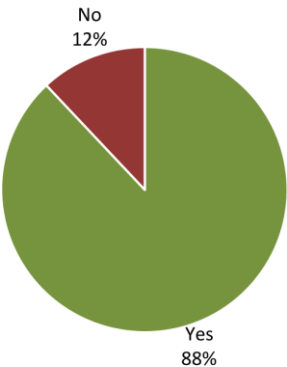
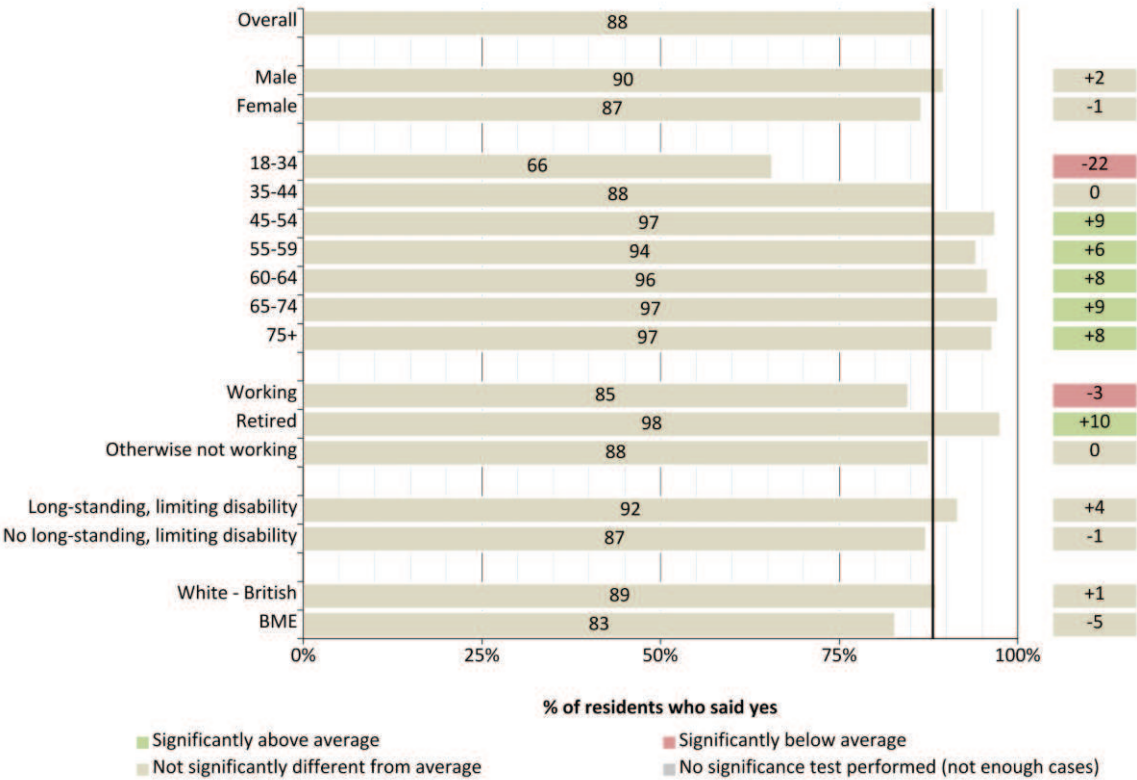


Figure 43  
Link magazine is the council's publication, currently delivered four times a year to each household. Have you seen a copy in the last 12 months?  
Base: Respondents who said yes (1258)



- 5.19 Of the residents who have seen a copy of 'Link' magazine in the last 12 months, more than half reported having read *all* (20%) or *most of it* (34%) while a fifth (20%) have *read a few articles* and just over a fifth (21%) have *just glanced at it*. Only 4% said they *never read it*.
- 5.20 Residents aged 60 or over, those with a long-standing or limiting disability and the retired are significantly more likely to have read all or most of Link whereas those aged 18 to 44 and those who are working are significantly less likely to have read all or most of the publication.

Figure 44

Thinking about the most recent issue of Link magazine that you have seen, would you say you:

Base: Respondents who have seen a copy of Link Magazine in the last 12 months (1186)

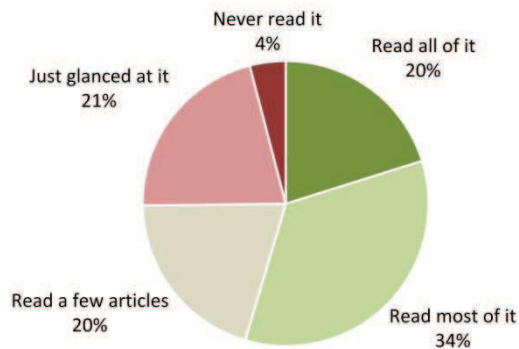
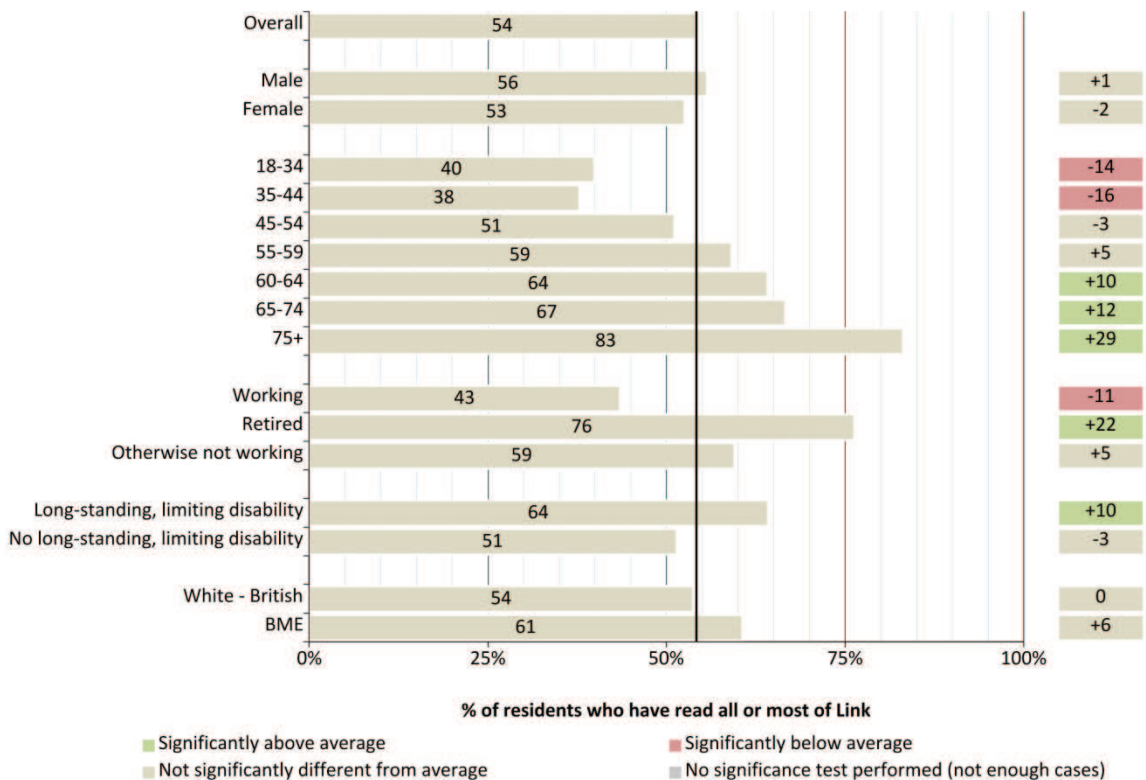


Figure 45

Thinking about the most recent issue of Link magazine that you have seen, would you say you:

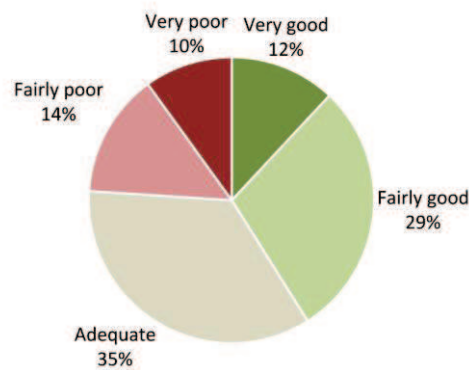
Base: Respondents who have read all or most of Link (1161)



**Broadband**

5.21 Just over two fifths (41%) of residents stated that the broadband facilities in their area are good and more than a third reported them as being adequate. However, almost a quarter (24%) of residents thought that broadband facilities in their area are poor.

Figure 46  
What do you think of the broadband facilities in your area?  
Base: All Respondents (1033)



**Summary of Key Points – Contacting East Herts Council**

- Around a third of residents (32%) had contacted the Council within the last three months. The favoured means of contact remains the telephone. However, as in 2009, residents also state a clear preference for future contact by email.
- 7 in 10 residents (65%) expressed satisfaction with their last contact with the Council.
- More than a quarter of residents (29%) had contacted the Council with a complaint and almost half (49%) of these complaints were made in the last six months. Relatively low levels of satisfaction were expressed for the time taken to deal with the complaint (48%), the way in which the complaint was managed (41%), the way in which the complaint was handled overall (39%) and the final outcome (41%). Residents are most satisfied with the ease with which they are able to complain.
- Residents were asked how they find out about East Herts Council at the moment. The most popular sources are information provided directly by the Council and the Council website.
- Nearly two thirds of residents (63%) say that the Council keeps them well informed. However, more than a third (36%) say that they receive only a limited amount of information or that the Council does not tell them much about what it does.
- 88% of residents reported that they have seen a copy of the council's publication 'Link' magazine in the last 12 months.





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## EAST HERTS COUNCIL

EXECUTIVE – 6 MARCH 2012

### REPORT BY THE LEADER OF THE COUNCIL

### 2011/12 ESTIMATES AND FUTURE TARGETS

WARDS AFFECTED: ALL

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#### Purpose/Summary of Report:

- This report sets out the performance indicators that the Council is required to monitor and publish annually in the Annual Report. The purpose of the report is to advise Executive Members of estimated performance for 2011/12 and the targets for the next three years.

<b>RECOMMENDATION FOR EXECUTIVE DECISION: that</b>	
<b>(A)</b>	<b>The estimates for 2011/12 be noted;</b>
<b>(B)</b>	<b>the targets, as set out in paragraph 5.1 – 5.3 of the report, to either improve, reduce or retain performance, be approved;</b>
<b>(C)</b>	<b>the data quality spot checks that are currently being undertaken, as detailed at paragraph 6.3 of the report, be noted; and</b>
<b>(D)</b>	<b>the non inclusion of Unit Cost indicators in the list of PI estimates and targets, as detailed at paragraph 7.1 of the report, be noted.</b>

## 1 BACKGROUND

- 1.1 The performance indicator set is separated into national performance indicators (NIs) which were previously statutory indicators determined by the Government, and local performance indicators (known as East Herts Performance Indicators - EHPI), which are determined by the individual local authority. Later in

2011/12 the Performance Team will review the referencing of all indicators but for now the existing reference will remain.

- 1.2 Services along with the Performance Team set targets for the performance they wish to achieve in the year ahead, and monitor in-year progress in meeting these targets.
- 1.3 Due to the pressures on local government budgets, services have had to re-evaluate the day to day functions/operations they provide to focus resources and service delivery to core priority areas i.e. customer focused services.
- 1.4 East Herts Council has placed emphasis on working towards setting future targets based on the following three themes:  
  
A) **Improve target** - Only where feasible and instrumental in delivering service's core priorities i.e. customer focused.  
B) **Reduce target** - Where the target is no longer achievable or feasible to maintain i.e. insufficient staff, budget constraints or low priority indicator.  
C) **Retain target** - Where there is minimal impact on service resources to maintain performance level.




## 2 ESTIMATES AND TARGETS

- 2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the national and local performance indicators that officers are recommending be retained by the Council, and therefore contains:




- The estimate for 2011/12, compared with the target and 2010/11 outturn;
- Targets for 2012/13, 2013/14 and 2014/15.

## 3 INITIAL ANALYSIS - ESTIMATES

- 3.1 There are a total of **57** performance indicators, **54** performance indicators for which there is a target for 2011/12.

	TARGET	
70.17% (40)		Indicators are on or above target
1.75% (1)		Indicators are 1-5% off target
17.54% (10)		Indicators are 6% or more off target
10.53% (6)	<b>N/A or TBD</b>	Unable to analyse as no target for 2010/11 or estimate not available or is to be determined

3.2 There are **53** performance indicators (including sub-parts) for which there is an estimated outturn for 2011/12.

	IMPROVEMENT	
33.96 % (18)		Indicators have improved
32.07% (17)		Indicators have stayed the same
28.30% (15)		Indicators have worsened
5.66% (3)	<b>N/A</b>	No data available as indicator is either new or 2010/11 outturn is not available.

3.3 A detailed breakdown of indicators that are estimated not to be meeting the set target and showing a 'Red' performance are:

**Fit for purpose, services fit for you:**

- EHPI 16a - Percentage of Staff with Disabilities
- EHPI 16b - Percentage of top 10% of earners with a disability
- EHPI 17 - Percentage of top 10% earners from BME
- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 6.8 - Turnaround of Pre NTO PCN challenges

**Promoting prosperity and well being:**

- EHPI 2.15 – Health and Safety Inspections

### **Shaping now, shaping the future:**

- NI 154 - Net additional homes provided
- NI 155 - Number of affordable homes delivered (gross)
- NI 157a – Processing of planning applications: Major applications

- 3.4 A detailed breakdown of the indicators that are estimated not to be meeting the set target and showing a 'Amber' performance are:

### **Fit for purpose, services fit for you:**

- EHPI 7.35 – Commitment compared to profile

## **4 SCRUTINY OF ESTIMATES**

- 4.1 The following is a list of performance indicators that have shown a decline in performance:

### **Fit for purpose, services fit for you:**

- EHPI 12b - Number of long-term sickness absence days per FTE staff in post
- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 5.2b - % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- EHPI 7.35 – Commitment compared to profile

### **Leading the way, working together:**

- EHPI 1c - % of customers satisfied with the service – Hartham
- EHPI 3a – Usage: number of swims (under 16)
- EHPI 3b – Usage: number of swims (16 - 60)
- EHPI 3c – Usage: number of swims (60 +)

### **Promoting prosperity and well being:**

- EHPI 2.15 - Health & safety inspections.

### **Pride in East Herts:**

- NI 192 - Percentage of household waste sent for reuse, recycling and composting
- EHPI 2.2(45) - Waste: missed collections per 100,000

- collections of household waste
- EHPI 2.4 – Fly-tips removal

## Shaping now, Shaping the future

- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications
- NI 157c – Processing of planning applications: other applications

## 5 INITIAL ANALYSIS - TARGETS

5.1 The following is a list of performance indicators (please note the comparisons relate to 2011/12 target compared to 2012/13 target) where targets have been set to **improve** performance (See **Essential Reference Paper B** for justification of change):

- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 5.2b - % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- EHPI 1a - % of customers satisfied with the service – All
- EHPI 1b - % of customers satisfied with the service – Leventhorpe
- EHPI 1c - % of customers satisfied with the service – Hartham
- EHPI 1d - % of customers satisfied with the service – Fanshawe
- EHPI 1e - % of customers satisfied with the service – Buntingford
- EHPI 1f - % of customers satisfied with the service - Grange Paddocks
- EHPI 2 - Net cost/subsidy per visit
- EHPI 3a - Usage: number of swims (under 16)
- EHPI 3b - Usage: number of swims (16 - 60)
- EHPI 3c - Usage: number of swims (60 +)
- EHPI 4a - Usage: Gym (16 - 60)
- EHPI 4b - Usage: Gym (60 +)
- NI 191 - Residual household waste per household
- NI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented
- EHPI 218a - Abandoned vehicles - identified within 24 hours
- EHPI 218b - Abandoned vehicles - removed in 24 hours
- EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste

5.2 The following is a list of performance indicators where targets have been set to reduce performance:

- NI 154 - Net additional homes provided
- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications
- NI 157c – Processing of planning applications: other applications

5.3 The following is a list of performance indicators where the same level of budgets have been set to retain performance:

- EHPI 12a – Number of short- term sickness absence days per FTE staff in post
- EHPI 12b – Number of long-term sickness absence days per FTE staff in post
- EHPI 12c – Total number of sickness absence days per FTE staff in post
- EHPI 16a – Percentage of Staff with Disabilities
- EHPI 16b – Percentage of top 10% of earners with a disability
- EHPI 17 – Percentage of top 10% earners from BME
- EHPI 5.2a - % of complaints about the Council and its services that are upheld a) 1st stage
- EHPI 5.4 - % of complaints to the Local Government Ombudsmen that are upheld
- EHPI 6.8 - Turnaround of Pre NTO PCN challenges
- EHPI 6.9 - Turnaround of PCN Representations
- EHPI 8 - Percentage of invoices paid on time.
- EHPI 156 - Buildings accessible to people with a disability.
- NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
- NI 184 - Food establishments in the area which are broadly compliant with food hygiene law
- EHPI 129 - Response time to ASB complaints made to EHC.
- EHPI 2.15 - Health & safety inspections.
- NI 192 - Percentage of household waste sent for reuse, recycling and composting
- NI 195a - Improved street and environmental cleanliness: Litter
- NI 195b - Improved street and environmental cleanliness: Detritus
- NI 195c - Improved street and environmental cleanliness: Graffiti
- NI 195d - Improved street and environmental cleanliness: Fly-posting
- EHPI 2.4 - Fly-tips: removal.



- NI 155 - Number of affordable homes delivered (gross)
- EHPI 2.1d – Planning Enforcement: Initial Site Inspections
- EHPI 2.1e – Planning Enforcement: Service of formal Notices
- EHPI 2.23 - Planning decisions delegated.
- EHPI 64 - Vacant dwellings returned to occupation or demolished

## 6. DATA QUALITY SPOT CHECKS

- 6.1 East Herts Council is committed to delivering good data quality management. Data quality is an important aspect, as a publically accountable organisation we have to ensure that any data the council produces has an audit trail available.
- 6.2 The Performance Team are working with the relevant services to spot check a basket of 10 indicators identified in the table below to ensure that we maintain the highest level of data quality standards.
- 6.3 The performance indicators to be spot checked are as follows:

EHPI 8: Percentage of Invoices paid on time
EHPI 218a - Abandoned vehicles - identified within 24 hours
NI181: Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events
EHPI 12c – Total number of sickness absence days per FTE staff in post
EHPI 2.15: Health & safety inspections.
EHPI 3a - Usage: number of swims (under 16)
EHPI 2.15 - Health & safety inspections.
EHPI 6.8 - Turnaround of Pre NTO PCN challenges
EHPI 4a - Usage: Gym (16 - 60)
NI157a: Processing of planning applications: major applications

- 6.4 The Performance Team working with Data Quality Champions are in the process of checking that all estimates and later on outturns, have been reported as per the indicator definition, to the correct decimal place and calculate correctly.

## 7. Unit Cost Indicators

- 7.1 Unit cost indicators have been excluded in the estimates and targets list of performance indicators as services are not required to set targets for these measures. They are analysed to provide trend

information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In total there are **28** unit cost indicators, all unit cost outturns are reported to Members through the Corporate Healthcheck process, once the Council's budget has been finalised.

Background Papers

None

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## ESSENTIAL REFERENCE PAPER 'A'

Contribution to the Council's Corporate Priorities/ Objectives:	<p><b><u>Promoting prosperity and well-being; providing access and opportunities</u></b>  <u>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</u></p> <p><b>Fit for purpose, services fit for you</b>  <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p><b>Pride in East Herts</b>  <i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p><b>Caring about what's built and where</b>  <i>Care for and improve our natural and built environment.</i></p> <p><b>Shaping now, shaping the future</b>  <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p><b>Leading the way, working together</b>  <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
Consultation:	Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.
Legal:	There are no legal implications.
Financial:	There are no financial implications.
Human Resource:	There are no Human Resource implications.
Risk Management:	There are no Risk implications.

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Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2010/11	2011/12					2012/13	2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Estimated outturn	Performance		Notes	Target	Stretch Target	Target	Target	
					Short term trend	Status						
FIT FOR PURPOSE, SERVICE FIT FOR YOU: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation												
EHPI 12a	Number of short- term sickness absence days per FTE staff in post	4.73 days	5.00 days	3.8 days	▲	😊	The service is expecting to achieve the target by year end.	5.00 days	5.00 days	5.00 days	5.00 days	People, ICT & Property services
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	2.07 days	2.50 days	2.39 days	▼	😊	The service is expecting to achieve the target by year end.	2.50 days	2.50 days	2.50 days	2.50 days	People, ICT & Property services
EHPI 12c	Total number of sickness absence days per FTE staff in post	6.80 days	7.50 days	6.19 days	▲	😊	The service is expecting to achieve the target by year end.	7.50 days	7.50 days	7.50 days	7.50 days	People, ICT & Property services
EHPI 14	Retirements	N/A	N/A	TBD	N/A	N/A	Currently no estimate or target data can be calculated. Data collection around this indicator is still being determined by HR committee.	N/A	N/A	N/A	N/A	People, ICT & Property services
EHPI 15	Ill Health Retirements	N/A	3.23%	0.27%	▬	😊	The service is expecting to achieve the target by year end.	3.23%	3.23%	3.23%	3.23%	People, ICT & Property services
EHPI 16a	Percentage of Staff with Disabilities	1.48%	5.21%	3.54%	▲	😞	Although target is not likely to be achieved by year end, performance is showing an improvement from previous year.	5.21%	5.21%	5.21%	5.21%	People, ICT & Property services
EHPI 16b	Percentage of top 10% of earners with a disability	5.55%	11.76%	6.25%	▲	😞	Although target is not likely to be achieved by year end, performance is showing an improvement from previous year.	11.76%	11.76%	11.76%	11.76%	People, ICT & Property services
EHPI 17	Percentage of top 10% earners from BME	0.00%	5.88%	0.00%	▬	😞	Performance position is not expected to change from previous year.	5.88%	5.88%	5.88%	5.88%	People, ICT & Property services
EHPI 5.1	% of complaints resolved in 14 days or less	64.42%	70.00%	61.90%	▼	😞	During the first three quarters 71 complaints have been resolved. The total for 2011/12 is therefore estimated to be 95, 55 less than 2010/11. It appears cases have been more complex than last year and have taken longer to investigate and resolve. It is recommended the target of 80% of complaints resolved within 10 working days is retained as a target until 2014/15.	80.00%	80.00%	80.00%	80.00%	Customer Services and Parking
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	25.20%	25.00%	19.30%	▲	😊	At present 11 (19%) of complaints have been upheld in the first three quarters of the year. The outturn is estimated to remain within target. Given the wide variety and unpredictability of complaints it is recommended the target remain 25% until 2014/15.	25.00%	25.00%	25.00%	25.00%	Customer Services and Parking






















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Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2010/11	2011/12					2012/13	2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 1b	% of customers satisfied with the service - Leventhorpe	68%	68%	68%			The service is expecting target to be achieved. The service is putting in place permanent based Govmetric equipment at all sites to improve customer feedback reporting.	69%	69%	70%	71%	Community and Cultural Services
EHPI 1c	% of customers satisfied with the service - Hartham	71%	70%	70%			The service is expecting target to be achieved. The service is putting in place permanent based Govmetric equipment at all sites to improve customer feedback reporting.	71%	71%	72%	73%	Community and Cultural Services
EHPI 1d	% of customers satisfied with the service - Fanshawe	75%	70%	75%			The service is expecting target to be achieved. The service is putting in place permanent based Govmetric equipment at all sites to improve customer feedback reporting.	71%	71%	72%	73%	Community and Cultural Services
EHPI 1e	% of customers satisfied with the service - Buntingford	59%	59%	59%			The service is expecting target to be achieved. The service is putting in place permanent based Govmetric equipment at all sites to improve customer feedback reporting.	60	60%	61%	62%	Community and Cultural Services
EHPI 1f	% of customers satisfied with the service - Grange Paddocks	77%	77%	78%			The original higher performance in 2009/10 is due to the re-development of facility which increased the initial customer positive experience. As customers get used to the facilities figures are now coming in line with other facilities.	78%	78%	79%	79%	Community and Cultural Services
EHPI 2	Net cost/subsidy per visit	£0.91	£0.90	TBD	N/A	N/A	No estimated outturn available as data is calucated at the end of the financial year.	1% reduction from outturn.	1% reduction from outturn.	1% reduction from outturn.	1% reduction from outturn.	Community and Cultural Services

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Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2010/11	2011/12					2012/13	2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 3a	Usage: number of swims (under 16)	48,631	46,328	47,300	▼	😊	Although performance is not as high as the previous it is still out performing the target.	46,791	N/A	47,259	47,732	Community and Cultural Services
EHPI 3b	Usage: number of swims (16 - 60)	111,501	75,429	104,000	▼	😊	The decline from previous year is due to questionable data collection received from SLM however performance is still above target.	104,000	N/A	104,000	104,000	Community and Cultural Services
EHPI 3c	Usage: number of swims (60 +)	25,356	23,000	23,000	▼	😊	The decline in performance from previous year is due to free swims were still privously available.	23,230	N/A	23,462	23,697	Community and Cultural Services
EHPI 4a	Usage: Gym (16 - 60)	173,309	69,944	174,000	▲	😊	The service has updated it's facilites and this has reflected in it's throughput. The service targets have been adjusted accordingly	173,000	173,000	173,000	173,000	Community and Cultural Services
EHPI 4b	Usage: Gym (60 +)	13,329	5,957	16,000	▲	😊	The service has updated it's facilites and this has reflected in it's throughput. The service targets have been adjusted accordingly	14,000	14,000	14,000	14,000	Community and Cultural Services
PROMOTING PROSPERITY AND WELL BEING; PROVIDING ACCESS AND OPPORTUNITIES: Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable												
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	89%	85%	92%	▲	😊	We are on track to have 85% of businesses being classed as broadly compliant by March 2012.	85%	N/A	85%	85%	Community Safety and Health
EHPI 129	Response time to ASB complaints made to EHC.	100%	100%	100%	—	😊	The servce is expecting to achieve the target by year end.	100%	100%	100%	100%	Community Safety and Health
EHPI 2.15	Health & safety inspections.	87%	85%	57%	▼	😞	Below target for health and safety premises inspections. Shortfall of approximately 38 inspections. Target not recoverable with existing resources. 2012/13 85% (stretch n/a), 2013/14 85%, 2014/15 85%	85%	N/A	85%	85%	Community Safety and Health
PRIDE IN EAST HERTS: Improve standards of the neighbourhood and environmental management in our towns and villages.												
NI 191	Residual household waste per household	472	459	471	▲	😊	Waste levels above expectation primarily due to this being a 53 week year (in waste collection terms), which has added 500 tonnes to waste disposed of. A 52 week year would have yeilded an outurn of 468kg per household.	454	454	450	448	Environmen tal Services



Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2010/11	2011/12					2012/13	2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
NI 192	Percentage of household waste sent for reuse, recycling and composting	48.29%	50.00%	48.00%			Performance 2% below expectation as amount of dry recyclables fell by 2%. This is in line with the national trend and is believed to have been initially triggered by the recession. Composting levels were the same as 2010/11, whilst waste disposed of incr	50.0%	50.0%	51.0%	52.0%	Environmen tal Services
NI 195a	Improved street and environmental cleanliness: Litter	1%	2%	1%			Performance is better than target. A target of only a 2% failure rate for litter is a considerable achievement and would put East Herts Council in the upper quartile of all local authorities if a national indicator had been retained by Government.	2%	2%	2%	2%	Environmen tal Services
NI 195b	Improved street and environmental cleanliness: Detritus	10%	7%	7%			Performance is expected to be on target. Given the high level of rural roads in the district that have no kerb/channel level of performance is acceptable.	7%	7%	7%	7%	Environmen tal Services
NI 195c	Improved street and environmental cleanliness: Graffiti	1%	1%	1%			Performance meets target of only 1% failure rate on graffiti levels.	1%	1%	1%	1%	Environmen tal Services
NI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	0%			Very little fly posting other than in the town centers and along main roads so performance is better than the target.	1%	1%	1%	1%	Environmen tal Services
NI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	27.00%	32.40%	27.00%			The service expects very little change from last years position as there have only been a few new sites added.	37.40%	37.40%	42.40%	47.40%	Environmen tal Services
EHPI 218a	Abandoned vehicles - identified within 24 hours	98.45%	85.00%	85.00%			Performance is currently at exemplary level with an outturn of 99% expected. With relatively low numbers of abandoned vehicles being reported, failure to inspect one within 24 hours would have a misrepresentative effect on performance figures and future t	90.00%	90.00%	91.00%	92.00%	Environmen tal Services
EHPI 218b	Abandoned vehicles - removed in 24 hours	100.00%	95.00%	96.00%			Performance is expected to be 100%. Only 3 cars were removed in Quarter 1 to Quarter 3 of 2011/12. With such low numbers failure to remove a car within 24 hours would have a misrepresentative affect on this indicators and future targets reflect this.	96.00%	96.00%	96.00%	96.00%	Environmen tal Services
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	34.56	50.00	42.00			Performance is significantly better than the target under the new Waste Services contract, which commenced in May 2011.	48	48	47	46	Environmen tal Services
EHPI 2.4	Fly-tips: removal.	1.12 days	2 days	1.36 days			Performance better than target as Environmental Inspection Team continue to prioritise the removal of fly tips, following investigation for any evidence.	2 days	2 days	2 days	2 days	Environmen tal Services
EHPI 86	Cost of household waste collection	£61.21	N/A	£40.88		N/A	The figure for 2011/12 has been revised downwards following the successful implementation of the new Waste Services contract, which has resulted in significant cost savings as well as other savings arising from shared services. This has resulted in lower	£42.81	£42.81	£43.88	£44.98	Financial/En vironmental Services
EHPI 90b	Satisfaction with waste recycling	N/A	75.00%	TBD	N/A	N/A	Performance data collected through data from the Resident Survey. The data is still being analysed during the writing of this report and will be reported in the Executive version.	N/A	N/A	N/A	N/A	Environmen tal Services

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Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2010/11	2011/12					2012/13	2012/13	2013/14	2014/15	
		Outturn	Target 2011/12	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
SHAPING NOW, SHAPING THE FUTURE: Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including effective development control and other measures												
NI 154	Net additional homes provided	200	466	378			Outturn for 2011/12 estimated at 378. Estimates for the following years are 2012/13: 401; 2013/14: 507 and 2014/15: 691.	401	466	507	691	Planning and Building Control
NI 155	Number of affordable homes delivered (gross)	64	200	145			This is a substantial increase on last year and the final outturn may be higher due to HomeBuy Units which are reported at the end of the year. Furthermore, there has been a significant refurbishment scheme which is not accounted for in this indicator.	200	200	200	200	Housing Services
NI 157a	Processing of planning applications: major applications	65.00%	69.00%	50.00%			Anticipated performance for the 11/12 year is 50%. Delays have been encountered during the year as a result of legal agreements, legislative requirements and the complex nature of proposals - requiring extensive consultation. For the next (and forthcoming) years it is recommended that the target is aligned with that expected nationally of 60%.	60.00%	60.00%	60.00%	60.00%	Planning and Building Control
NI 157b	Processing of planning applications: minor applications	83.00%	80.00%	80.00%			anticipate target to be achieved for the current year - but not greater than 80%. This remains greater than the national target of 65%. For the following year a target more in line with that applied nationally is suggested.	70.00%	70.00%	70.00%	70.00%	Planning and Building Control
NI 157c	Processing of planning applications: other applications	94.00%	93.00%	93.00%			Anticipate target for the current year will be achieved. This remains in excess of national target and recommended that target for forthcoming years is reduced marginally (this remains in excess of national target)	90.00%	90.00%	90.00%	90.00%	Planning and Building Control
NI 159	Supply of ready to develop housing sites	N/A	N/A	88.0%	N/A	N/A	The latest Annual Monitoring Report was published by the Council in Dec 2011. This draws on housing completion data up until end March 2011 and sets out a calculation of the housing land supply in the district for the five years commencing April 2012. The current information indicates that land is available to allow 4.4years worth of development based on extant annual average Regional Plan targets. This is a predicted outcome of 88%. Estimates cannot be made for the period beyond the next 5 years as data is not available.	TBD	TBD	TBD	TBD	Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	New PI introduced in 2011/12	75.00%	75.00%	N/A		This is a new PI arising from the review of the Planning Enforcement Policy. The target is to be set at 75% achieved within the policy timescale.	75%	75%	75%	75%	Planning and building control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	New PI introduced in 2011/13	50.00%	50.00%	N/A		This is a new PI arising from the Planning Enforcement Policy review. The target is to be set at 50% served within the timescale set out in the policy.	50%	50%	50%	50%	Planning and building control
EHPI 2.23	Planning decisions delegated.	90%	90%	90%			Expected to be very close to target. National good practice level 90% and referred to in recent Killen Pretty Development Control Committee review	90%	92%	90%	90%	Planning and building control
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	10			The service is expecting to achieve the target by year end.	10	10	10	10	Community Safety and Health

Status	
The 'smiley faces' reflect performance against target	
	indicator is 6% or more off target
	indicator is 1-5% off target
	indicator is on or above target
The 'arrows' reflect performance against 2004/05	
	performance is improving
	performance is the same
	performance in worsening